

Thurrock - An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future

Cabinet

The meeting will be held at **7.00 pm** on **11 July 2018**

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

Membership:

Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Gary Collins, Mark Coxshall, James Halden, Deborah Huelin, Barry Johnson, Susan Little and Aaron Watkins

Agenda

Open to Public and Press

	Page
1 Apologies for Absence	
2 Minutes	5 - 14
To approve as a correct record the minutes of Cabinet held 13 June 2018.	
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	Delivering our Free School Programme - Land Disposal (Decision 110472)	15 - 26
11	Procurement of Phase 3 of the Data Modelling Service for Thurrock Council (Decision 110473)	27 - 40
12	Gas Servicing, Repair and Renewal (Decision 110474)	41 - 46
13	Tender of the Council's Insurance and Related Services (Decision 110475)	47 - 56
14	Development Plan Update (Decision 110476)	57 - 106
15	Procurement of the Internal and External Redecoration Programme (Decision 110477)	107 - 112
16	End of Year Corporate Performance Report 2017/18	113 - 126

Queries regarding this Agenda or notification of apologies:

Please contact Lucy Tricker, Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **3 July 2018**

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.

Our Vision and Priorities for Thurrock

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

1. **People** – a borough where people of all ages are proud to work and play, live and stay
 - High quality, consistent and accessible public services which are right first time
 - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
 - Communities are empowered to make choices and be safer and stronger together

2. **Place** – a heritage-rich borough which is ambitious for its future
 - Roads, houses and public spaces that connect people and places
 - Clean environments that everyone has reason to take pride in
 - Fewer public buildings with better services

3. **Prosperity** – a borough which enables everyone to achieve their aspirations
 - Attractive opportunities for businesses and investors to enhance the local economy
 - Vocational and academic education, skills and job opportunities for all
 - Commercial, entrepreneurial and connected public services

Minutes of the Meeting of the Cabinet held on 13 June 2018 at 7.00 pm

The deadline for call-ins is Monday 18 June at 5.00pm

Present: Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Gary Collins, Mark Coxshall, James Halden, Deborah Huelin, Barry Johnson, Susan Little and Aaron Watkins

In attendance: Lyn Carpenter, Chief Executive
Sean Clark, Director of Finance & IT
Steve Cox, Corporate Director of Place
Roger Harris, Corporate Director of Adults, Housing and Health
David Lawson, Assistant Director of Law & Governance
Rory Patterson, Corporate Director of Children's Services
Karen Wheeler, Director of Strategy, Communications and Customer Service
Lucy Tricker, 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.

1. Minutes

The minutes of the Cabinet meeting held on 14 March 2018 were approved as a correct record.

2. Items of Urgent Business

There were no items of urgent business.

3. Declaration of Interests

There were no declarations of interest.

4. Statements by the Leader

The Leader began his statement by discussing the seventieth anniversary of the Empire Windrush arriving at Tilbury, and how this was the birth of multiculturalism in the borough. He went on to say that when Tilbury Docks opened in 1886 this opened Thurrock to the world. He told Members that on 27 June between 1-6pm at the London Cruise Terminal there would be a celebration of the Empire Windrush, which he hoped many would attend.

Councillor Gledhill updated Members on the Clean It, Cut It, Fill It Scheme. In doing so, Members heard how this past month 600 hundred tonnes of rubbish

had been cleared from the borough, including rubbish in waste bins. He continued by stating that 300 incidents of fly-tipping had been cleared, and that the Council are trying hard to tackle rubbish that has been dropped, as well as rubbish that has been blown from bins. In addition, the Leader mentioned that 99.2% of potholes had been filled, and although this had not reached the 100% target, this was an improvement on the previous month, with an additional two major potholes filled. In addition to this, 400 hectares of grass had also been cut across Thurrock which equated to all of the world cup pitches six times over. He further commented on how the adverse weather had made grass cutting difficult over the past few months, but there was a review taking place to look at schedules and the allocation of staff resources.

The Leader then commented on the problem of HGV's parking overnight in Manor Way Industrial Estate, confirming that Officers have visited the site on four separate occasions over the past two months, and issued 121 Fixed Penalty Notices and other disciplinary actions. On the last visit on the 8 June, Councillor Gledhill established that no HGV's had been parked on the Industrial Estate, but that there would be ongoing meetings with Officers to tackle the problem in other areas. He thanked the Environment Team for their hard work and congratulated them on helping solve the issue.

He stated that Officers had received a briefing note reminding them of the process for dealing with unauthorised encampment. He went on to say that he would be meeting with the Police Superintendent to discuss the matter further, but that it was up to residents to report incidents and receive an incident number so the Council could take complaints of unauthorised encampments further.

The Leader then welcomed Councillor Johnson and Councillor Collins to the Cabinet and discussed his new role as Portfolio Holder for Public Protection and Anti-Social Behaviour. He noted that this issue had been the most important for residents on the doorstep during elections, and this was why he has decided to take on the position. He also pointed out that he would not be responsible for overseeing police operations to reduce anti-social behaviour, but that he would liaise closely with them to discuss resources given.

5. Briefings on Policy, Budget and Other Issues

There were no briefings on policy, budget or other issues.

6. Petitions submitted by Members of the Public

There were no petitions submitted.

7. Questions from Non-Executive Members

The Leader of the Council advised that there had been two questions received, but confirmed with the Cabinet that they were happy for the questions to be heard after the report had been discussed.

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

Councillor Gledhill advised that there was one report which had been referred by an Overview and Scrutiny Committee, but this would be discussed later during the meeting.

9. Developing Our Free School Programme - Land Disposal (Decision 110469)

Councillor Halden presented the report and began by discussing the need for new school places within the borough, and the desire to build big, so that there would be enough school places to deliver choice, and therefore competition. He underlined the need for secondary schools in Thurrock, and stated that the Council had received £60million from the government to be able to meet this need. The report outlined two potential sites to build free schools on, the first being a 1200 place school with the South West Essex Trust, and William Edwards Academy, which is known as Orsett Heath. The second site is known as Treetops, which is a 140 place special educational needs school in Grays. The Portfolio Holder for Education and Health noted that there was also a potential third site at Brandon Groves which was proving to be logistically problematic, so Officers and Members would continue to identify more suitable land.

Councillor Halden's stated that 720 new 'good' or better school places had already been created in Thurrock, with an extra 900 places available at the new Harris Riverside Academy. He also stated that in July's Cabinet meeting a site for Thames Park School, which would give another 900 new places, would also be considered. In total, Councillor Halden estimated that 3,900 'good' or better school places would be created over the next few years.

Councillor Halden moved on to address public concerns over the use of the rugby pitches at the Orsett Heath site. He assured Members that he was working closely with Thurrock Rugby Club, and other community users, to ensure all pitches are retained for community use, and that he had received a joint statement from the Club and School Trust establishing that they were working together for the benefit of both parties. Members were reminded that William Edwards was an 'outstanding' sports academy, and Councillor Halden felt that working together with the Rugby Club would be valuable.

Councillor Coxshall then observed that it was important to build infrastructure before houses, and this is what the Council was trying to achieve. He cited the examples that 10 new schools had been built in 10 years; that 4 new medical centres were being built; and that the A13 widening project was now underway. He believed that William Edwards was a model sports education school, and that their expansion into Orsett Heath Free School could bring an end to children travelling across Thurrock to attend the best school for their needs.

Councillor Gerrish was invited to ask his question which was: was consultation undertaken with Portfolio Holders with regard to the current usage of the Orsett Heath site, ahead of the publication of the report.

Councillor Halden replied that discussion had been undertaken between Portfolio Holders and Officers before the report. Councillor Gerrish responded that no one was disputing the need for 'good' schools in Thurrock, but that the process for identifying sites to release has to be reconsidered. He added that Corporate Overview & Scrutiny Committee on 5 June had found lots of issues with the report, for example the apparent lack of community engagement. He believed that consultation needed to be in the public eye, and asked whether the Portfolio Holder for Education and Health would support Corporate Overview & Scrutiny's recommendation that there should be pre-consultation in the future, and assessments should be carried out before reports are published.

Councillor Halden responded that the decision will go through three stages of consultation which are: (i) it will go to the Department of Education to determine the need for the school; (ii) it will go to statutory consultation; (iii) and will finally have consultation when it goes through planning applications. He assured Councillor Gerrish that following the joint statement from the Rugby Club and William Edwards, he was satisfied that there would be enhanced provision for both, and the Rugby Club would not lose out. Councillor Coxshall finally commented that the bid was public knowledge, and the site was identified and made public when the bid went in.

Councillor Duffin was then invited to read his question which was: has Thurrock Council given consideration to replacing the grounds leased to the Rugby Club; which they need to remain as an RFU accredited community rugby club; as the land is designated to train youth groups including under seven's and under thirteen's.

The Portfolio Holder for Education and Health responded that the land leased by the Rugby Club was only occasionally used and was rented from the Council. He stated that he was satisfied with the statement from the Rugby Club and the Education Trust, and that it was the obligation of the Council to provide school places.

Councillor Duffin asked Councillor Halden to reconsider his position, as this proposal was only discovered by the Rugby Club on Tuesday afternoon, and that they had received no consultation beforehand. He asked if there could be consultation before any more Cabinet reports on the issue, and asked if Councillor Halden could guarantee two pitches to Thurrock Rugby Club. The Portfolio Holder for Education and Health responded that the site had been approved since 2016, and this was now the implementation stage. He stated that there cannot be consultation until Cabinet had made a decision. He reaffirmed that the Council were working with the Rugby Club on the onward process, and that William Edwards was an 'outstanding' specialist sports school. He also reaffirmed that he felt comforted by the fact there was a joint statement between the Club and William Edwards on the retained pitches for community use. He went on to say that there would be statutory consultation and further consultation at the planning stage.

Councillor Hebb stated that it was the key intention of the paper to future-proof students who are going onto secondary school by pre-empting future need. He felt that if this was not approved there would be a crisis within five to ten years as there would not be enough secondary school places within

Thurrock. He also felt that collaboration between a school and a sports club was not a new or radical idea and felt it was great there was already a joint statement between the two bodies, which could lead to a real partnership.

Councillor Coxshall agreed with Councillor Hebb that he felt glad for the joint statement, and that this was an opportunity for the two to work together, as well as with the Council.

Councillor Gledhill asked a question regarding whether the number of houses being built in the area had been taken into account when discussing building new schools. He wanted to ensure the Council was pre-emptive and could offer market choice when parents were enrolling children in schools. He also felt that Thurrock was lucky to have an 'outstanding' sports school that wanted to expand and had the available land to be able to do so.

RESOLVED that Cabinet:

- 1. Noted the Free Schools Programme progress to date and the partnership working with the ESFA**
- 2. Approved the disposal of the Treetops site and the Orsett Heath site to the Department of Education (acting through the ESFA) for the purposes of building and establishing new Free Schools on each of the sites**
- 3. Authorised the Corporate Director of Place, in consultation with the Cabinet Member for Education and Health, and the Cabinet Member for Regeneration to dispose of (i) the Treetops site and (ii) the Orsett Heath site, if required, at negotiated value or rent, taking into account, as outlined in section 8 of the Report, the need to provide new school places, subject to obtaining the consent of the Secretary of State for Housing, Communities and Local Government if required in either case**
- 4. Delegated authority to the Corporate Director of Place in consultation with the Corporate Director of Children's Services and Assistant Director of Law and Governance, in consultation with Cabinet Member for Education and Health and the Cabinet Member for Regeneration to agree heads of terms for the disposal of the identified sites to the DfE/ESFA and to take all necessary steps to complete transactions.**
- 5. Requested Officers to urgently bring forward papers to address the Thames Park Free School and the Reach 2 Free School for September Cabinet.**

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

10. Lower Thames Crossing Update (Decision 110470)

Councillor Smith introduced the report for Members and advised that this was a report from the Lower Thames Crossing Taskforce. He discussed that he had been meeting with senior Officers to discuss the next step for the Taskforce, which was the Mitigation Schedule, to be released on Monday. He highlighted that the Taskforce had been constantly challenging Highways England to provide a Health Impact Assessment, which they had finally secured in April. He also stated that the Taskforce needed to go further, and requested that Cabinet support the Taskforce to contact the Mayor of London, the Secretary of State for Transport, and the MP's for Thurrock ahead of statutory consultation. He also wanted to ask Cabinet support for the Taskforce to contact Gravesham, Dartford and Medway authorities, to be able to invite them to Taskforce meetings, so Thurrock's voices could be heard by a wider audience.

Councillor Coxshall asked if the Taskforce could present recommendations to Cabinet rather than an update, to which Councillor Smith replied that he had been working with Officers for some time, and his question would be answered by the Mitigation Schedule which would be released at the Taskforce briefing on Monday. Councillor Coxshall then asked how the Taskforce are moving forward with Highways England as other authorities appeared very proactive, and enquired how we were adding value, rather than simply asking for evidence. Councillor Smith answered that he would defer making a statement until after the mitigation schedule was released on Monday.

The Deputy Leader and Portfolio Holder for Finance commented that in February the Taskforce had received £380,000 and asked whether the Lower Thames Crossing Taskforce had considered how they might want to use the money. Councillor Smith replied that he would again defer answering until the release of the mitigation schedule.

Councillor Gledhill commented that he felt it was good to see the expansion of the Taskforce inviting other authorities and central government. He wanted to ensure that Cabinet played a role and were made aware of the outcome of those discussions.

RESOLVED that Cabinet:

1. Noted the work of the Taskforce.

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

11. Fly Tipping in Alleyways (Decision 110471)

Councillor Watkins introduced the report which outlined the procedure for fly-tipping in private alleyways. He began by thanking the Cleaner, Greener, and Safer Overview & Scrutiny Committee for their work and extensive consultation with residents which had a good response rate. He also stated that in July a paper would go to Cleaner, Greener, and Safer Overview and Scrutiny Committee to discuss the household waste centre and fly-tipping. He also identified that the Community Engagement Development Fund (CEDF) grant, which was a funding solution to help residents clean up fly tipping in their alleyways, was now closed, but would reopen next year. He believed that this had worked well to help solve the problem and urged residents to apply for the grant when it reopened. He also stated that communications between the Council and residents had increased and asked for Cabinet to note the recommendations and to take into account the Overview and Scrutiny Committee's recommendations.

Councillor Gledhill started discussions by reemphasizing Councillor Watkins point that fly-tipping was unnecessary as Thurrock had an excellent waste disposal system, and was expensive for residents and the Council to clear. He also stated that it was good to see this problem was being taken seriously, and that the Officers and Members were helping residents to receive the CEDF grant. He also reminded residents of the importance of reporting fly-tipping, as Council staff can only take action if they know it has occurred. He also drew the Members' attention to the point that fly tipping offenders would be prosecuted if they fly tip on private or public land. The Leader then moved on to briefly outline the little known issue relating to fly tipping and the problems it can cause builders, as they cannot gain entrance to houses through back accesses, which can lead to a loss in revenue.

RESOLVED that Cabinet:

- 1. Noted and commented on the recommendations of the Cleaner, Greener, Safer Overview and Scrutiny Committee found below:**

Committee recommendation: That in instances where fly tipping in alleyways is identified, officers follow the following sequential approach:

- I. Signposting of concerned residents to funding opportunities such as the Community Environment Development Fun, to assist in target hardening or other measures such as gating to reduce the instances of fly-tipping in alleyways**
- II. Formally request that the occupiers of adjacent premises clear up their alleyway if concerns about non-hazardous alleyway accumulations persist.**

- III. Offer a paid service to clean up alleyways accumulations on a cost recovery basis where the steps above do not result in fly tipping being removed
- IV. As a last resort, pursue enforcement action to ensure the removal of potentially hazardous accumulations against the occupiers of adjacent properties and to charge occupiers accordingly.
- V. To communicate this sequential approach to residents and provide information to facilitate resident organization, awareness of an participation in community initiatives to combat fly tipped alleyways.

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

12. 2017/18 Financial Outturn

Councillor Hebb introduced the report and started by saying that the administration would have a balanced budget for the next four years, until 2021. He stated this reconciled years of overspend, and that within the first year they had achieved £10million in savings, which had been achieved through a three year programme of bottom up reviews and external audits. The Deputy Leader and Portfolio Holder for Finance commented that this safeguarded services that residents use for four years, which provided greater security. He also mentioned that review should continue to deliver a quality service to residents.

Councillor Hebb stated that up to 90% of children within the borough now have access to outstanding services. In addition to this, after a £12.5million investment into the Clean It, Cut It, Fill It scheme there was now a new bin collection fleet which had turned Key Performance Indicators around and increased plant reliability. In addition to this, he commented that following the investment in filling potholes, the borough had now won awards regarding the material and technology used to fill potholes.

The Deputy Leader highlighted some of the challenges the Council had faced, including the demand placed on Children's Services. He also felt that despite these challenges the Council had managed to help young, vulnerable people through initiatives like the Care Leaver's Council Tax Exemption Scheme. He also drew attention to the redevelopment of Grays, which included two new schools, health centres, and the widening of the A13; in addition to 350 new affordable homes, which will rise to over 1000 new affordable homes within the next few years. He also introduced the #lifsladder scheme and Debt Summit which would help people to climb the ladder and grow local communities.

Councillor Coxshall added to Councillor Hebb's statement by discussing the £1million private investment into Grays Shopping Centre, and the fact that over the next 4/5 years, Grays would see £40 million investment to improve facilities and turn Grays into a place to go.

Councillor Halden echoed the comments made by Councillor Hebb, and said how important it was for care leavers to get on the housing ladder. He stated that £128,000 had already been saved by the Council through the Headstart on Housing Scheme. Councillor Watkins then discussed how the new fleet of bin lorries were helping communities already. He also felt it was great to see local school children getting involved by naming the lorries and helped to teach them about the importance of recycling. He also felt the Debt Summit and #lifescalder schemes were great as they could show how saved money could be spent effectively.

Councillor Johnson then added to the discussion by saying how he felt it was good that the Council had a programme of self-sufficiency, and the fact that the Housing Revenue Account was maintained. He then asked if the work regarding the Housing Revenue Account could be reported back to Cabinet.

Councillor Gledhill said that he felt excited to see the new private investment into Grays Shopping Centre and was looking forward to seeing the plans. He then congratulated Members on their hard work regarding the redevelopment of Grays. He went on to say that the Council had been gifted £70million from central government for new schools within the borough. In addition to this, the balanced budget allowed the Council to spend money on new projects such as the A13 widening, new schools, and medical centres.

Councillor Hebb concluded that he felt proud of the balanced budget and was looking forward to what we be produced at the upcoming Debt Summit.

RESOLVED that Cabinet:

- 1. Noted that the General Fund net expenditure had been met within the overall budget envelope and the General Fund Balance had been increased by £3.000m to £11.000m**
- 2. Noted that the balance on the Housing Revenue Account Reserve had been maintained at £2.175m**
- 3. Noted that there was a total of £377.258m in capital expenditure and some of the key projects have been set out in section 5.**

13. Appointments to Outside Bodies, Statutory and other Panels

Councillor Gledhill introduced the report by stating that it was the Cabinet's responsibility to appoint Members to outside bodies. He went on to say that all membership was to remain the same, as listed in the previous Appointments to Outside Bodies Report, except for a few notable which were: Councillor Deborah Huelin to Impulse Leisure Board and Thurrock Sports Council; Councillors Luke Spillman and Gerard Rice to Local Government Association; Councillor Gledhill to South East Local Enterprise and Partnership Strategic Board and Accountability Board; and Councillor Sue MacPherson to Thurrock Arts Council.

RESOLVED that Cabinet:

- 1. Approved the nominations to Outside Bodies, Statutory and Other Panels**

The meeting finished at 8.24pm

Approved as a true and correct record

CHAIR

DATE

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

11 July 2018	Item 10 (Decision 110472)
Cabinet	
Delivering our Free School Programme – Land Disposal	
Wards and communities affected: All	Key Decision: Key
Report of: Cllr Mark Coxshall, Portfolio Holder for Regeneration and Cllr James Halden, Portfolio Holder for Education and Health	
Accountable Assistant Director: Detlev Munster, Assistant Director of Property and Development; Michele Lucas, Interim Assistant Director Learning and Skills	
Accountable Director: Steve Cox, Corporate Director of Place; Rory Patterson, Corporate Director of Children’s Services	

Executive Summary

Thurrock is a place of choice to live, and demand for school places continues to increase. The Council has a statutory duty to ensure there are enough school places to meet demand and therefore needs to be proactive in ensuring we have high quality school accommodation that provides choice for parents and supports the educational outcomes for our children.

A Council priority is to increase choice of pupil school places by supporting the development of new schools within the borough. This is done by way of supporting Multi-Academy Trusts (MATs) in their bids to the Education Skills and Funding Agency (ESFA). The Council does not build new schools itself.

This report seeks to gain the approval for the disposal of Council owned property at Elm Road Open Space to the ESFA in order to deliver the current free schools programme, and ensure there are enough places to meet growing demand.

The free schools programme will see an investment by the ESFA of c £58 million into the borough, which would otherwise be funded, by way of expanding current school capacities which are limited.

1. Recommendations:

That Cabinet;

- 1.1 Notes the Free Schools Programme progress to date and the partnership working with the ESFA;**
- 1.2 Subject to the outcome of any consultation pertaining to the disposal of open space land, approves the disposal of the Elm Road Open Space to**

the Department for Education (acting through the ESFA) for the purposes of building and establishing a new Free School on the site;

- 1.3 Authorises the Corporate Director of Place, in consultation with the Portfolio Holder for Education and Health and the Portfolio Holder for Regeneration to dispose of the Elm Road Open Space on terms to be agreed with the ESFA, in accordance with Section 8, recognising that the disposal of the site is subject to the Secretary of State for Housing, Communities and Local Government consent;**
- 1.4 Delegates authority to the Corporate Director of Place in consultation with the Corporate Director of Children’s Services and Assistant Director of Law and Governance, and in consultation with the Portfolio Holder for Education and Health and the Portfolio Holder for Regeneration, to agree heads of terms for the disposal of the identified site to the DfE/ESFA and to take all necessary steps to complete the transactions.**
- 1.5 Endorses authorised officers to undertake consultation for the proposed disposal of open space land at the site where applicable and delegates authority to those officers and members identified in 1.4 above to consider any pertinent objections to the disposal of open space land and to determine whether or not the disposal should proceed in the light of such objections.**
- 1.6 In the event that the Elm Road site is not deliverable that delegated authority be given to the Corporate Director of Place, in consultation with Corporate Director of Children’s Services and Assistant Director of Law and Governance, and in consultation with the Portfolio Holder for Education and Health and the Portfolio Holder for Regeneration, to identify an alternative site and to dispose of it on terms to be agreed with the ESFA for the purposes of a new free school.**

2. Introduction and Background

- 2.1** Thurrock Council has a statutory responsibility to ensure that suitable and sufficient school places are available in Thurrock for every child of school age whose parents wish them to have one. However, local authorities are limited by statute and cannot provide new schools.
- 2.2** Thurrock Council received notification of the success of several Free School applications, “Wave 12”, which was confirmed by letter to the Corporate Director of Children’s Services on 12 April 2017. Two of those schools, Orsett Health Academy and Treetops Special Free School, were considered by Cabinet in June.
- 2.3** This report considers:
 - 2.3.1** Thames Park - 6FE, 900 place secondary school. The new school would be part of the Osborne Trust.

- 2.4 In October 2017, a Free Schools project board was formed to include colleagues from Education, Property, Planning and Legal which meets regularly to work together to progress the programme.
- 2.5 The Council is working closely with the ESFA to support the delivery of the new schools within the borough.
- 2.6 The Council is keen to ensure additional pupil places are created in a timely manner so as to meet increasing demand for pupil places. The pressure for pupil places is particularly acute where there is pupil transition from primary to secondary over the coming years.
- 2.7 It is important to note that the delivery of the new school will not adversely impact on the current schools capital programme as the new schools are required in addition in order to meet future demand.
- 2.8 The Council's priority is to build more capacity, and move to a position where there is more choice for parents and whereby more parents are obtaining their first preference schools.
- 2.9 This year, parental 1st and 2nd preferences for their child's secondary school places increased due to putting in temporary classes in current secondary schools for September 2018. 76.7% of parents were offered their first preference, up from 73.4% in 2017, while second preference offers increased from 10% to 12%. The Council's aim is to further increase these percentages by increasing spaces in 'good' and 'outstanding' schools. Having sufficient places is a crucial part of this.
- 2.10 94% of all primary and secondary schools in Thurrock are judged by Ofsted to be 'good' or 'outstanding', and demand for places remains high.
- 2.11 The current Pupil Place Plan 2017-21 outlines the local need, as well as the ways in which we feel each of the bids complements, and does not compete with each other. The plan shows what impact on the demand for school places over the next four years will be and vitally how the Council needs a strategic vision of how the Free School bids will complement the wider need, and not just an ad hoc support of individual bids to alleviate a crisis in under provision.
- 2.12 The new Pupil Place Plan 2018-22 will replace the current Pupil Place Plan dated 2017-21 when it is released in July 2018. This new plan will set out the strategic vision, including a forward look at potential and preferred locations. Indicative forecasts based on the autumn school census data show there is a significant demand for pupil places from September 2019 onwards.
- 2.13 The table below sets out the indicative number of pupil places required in year 7 over the next five years based on the latest autumn school census data. The table also includes the whole school (across all year groups) indicative

school places required, which includes housing developments and 3% in-year admissions applications.

	2019/20	2020/21	2021/22	2022/23
Year 7 places required	114 - equivalent to 4 FE	146 – equivalent to 5 forms of entry	107 – equivalent to 4FE	227 – equivalent to 8 FE
Whole school places required	329	996	1532	2121

- 2.14 The Council is keen to build more new ‘good’ schools in deprived areas and ensure new schools are located geographically where they are required.
- 2.15 The new Pupil Place Plan 2018-22 indicates that the schools planning area under the most pressure is in the ‘central area’ of the borough, therefore by building the new schools in Grays this will help resolve this forthcoming pressure.
- 2.16 The Council is fully aware of the rising numbers of pupils that are receiving school transport where there is no capacity in the nearest schools to their home address. Many parents are required to travel or seek support from the Council with transport. The Council is committed to increasing capacity across the borough and is currently undertaking a review of school transport in the bid to reduce the financial burden this is placing on the Dedicated Schools Grant (DSG).
- 2.17 The Strategic Housing Market Assessment indicates a need to provided 32,000 new homes in the borough over the next 20 years. Analysis for the local plan also indicates that 24,500 new jobs will be created. The Council’s ambition is for these jobs to go to Thurrock families and ensure that children leave school with the right level of qualifications to place them at the top of the list for jobs.

3. Proposed Development Site

The ESFA has proposed to locate a Free School on Council owned land, which is detailed in the table below and illustrated on the map in Appendix 1.

3.1 Thames Park

Plot (Title)	Description
EX880010	Elm Road Open Space accessible at its north west corner at the junction of Elm Road and Maple Road. The 6.04 acre land is freehold and is occupied by playing fields, a children's play area and basketball court

4. Issues, Options and Analysis of Options

4.1 The table below provides details of the current pupil capacity as well as information on the size, in acres of each secondary school site within the borough.

Secondary schools in Thurrock – approximate size in acres			
Name of school	Form of Entry	Published Admissions Number	Size of whole site
Gable Hall School	9	272	19.25 + 8.20
Gateway Academy	7	210	43.86
Grays Convent for Girls RC	4	124	3.41+3.46 Shared Playing Field with St Thomas
Harris Academy Riverside	4	120	6.7
Harris Academy C100	6	180	6.7
Hassenbrook	5	150	19.15
Hathaway Academy	6	180	14.48
Ockendon Academy	8	240	22.21
Ormiston Park	6	180	17.16 + 3.97
St Cleres School	7	231	29.38
William Edwards	9	250	25.14

- 4.2 If the Council does not support the disposal of the site required by the ESFA the Free Schools cannot be delivered. The local authority will then have to consider expanding current schools where feasible to do so in order to fulfil its statutory responsibility to ensure that there are sufficient places available in Thurrock for every child of school age. The potential consequence of failing to dispose of land, to enable the new school to be built, will be the financial cost of expanding current secondary schools (where possible). This burden would fall on the Council and prudential borrowing may be required.
- 4.3 However, it is important to bear in mind that the ESFA also has the potential to acquire land from the market. It is not predicated that these schools must be placed on Council land. However, it would appear to be more cost effective and speedier for the ESFA to locate schools on publicly available land where possible.
- 4.4 It is within the Council's gift to therefore seek a commercial return for its land if it so desires. The Elm Road Open Space is not held by the General Fund for Educational purposes.
- 4.5 The Council will also seek to work with the ESFA to re-provide the playground area currently on the site to a different location and seek to re-provide the open space lost in line with local planning policy. This will form part of the consultation which will follow.

5. Reasons for Recommendation

- 5.1. Approval to dispose of the required site is requested to enable the free schools programme to be delivered, so that there are enough school places available to meet demand. The Council is working closely with the ESFA to enable delivery of the current programme.
- 5.2. Given the draft nature of the Heads of Terms (HoTs), it is recommended that delegated authority is given to the Corporate Director of Place in consultation with the Corporate Director of Children's Services, the Assistant Director of Legal Services, the Portfolio Holder for Education and Health and the Portfolio Holder for Regeneration to finalise the HoTs and enter into the necessary agreements to dispose the site to the ESFA.

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

- 6.1 Public consultation is to take place for the disposal of open spaces in accordance with the recommendations in this report.

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

- 7.1 Approval of this disposal will enable the Council to continue to meet its statutory duty to provide sufficient pupil places under the Education Act 2006.

8. Property Implications

8.1 The Elm Road site is owned by the Council within the General Fund as public open space.

The disposal of this site is designated as public open space and public consultation will need to be undertaken prior to its disposal in accordance with Section 123(2A) of the Local Government Act.

Section 123 of the Local Government Act 1972 also requires the Council to dispose of land for best consideration. In most instances it would be appropriate for the Council to dispose of land at market value, but given the need to provide new school places, the Council could decide to dispose of this site at less than best consideration. Secretary of State consent will be required if disposal of the site shall be for a price that is more than £2m less than the price achievable as best consideration.

The draft HoTs for the site can be summarised as follows:

- 125-year lease for the site;
- ESFA to seek all statutory consents and to apply for planning permission;
- ESFA to build a new school and ancillary facilities and ensure these properties are fully insured and maintained with no liability to the Council;
- The ESFA will be the client under the CDM Regulations;
- The ESFA accepts the land in its current condition, will be responsible for land remediation and accepts all future environmental liabilities;
- ESFA to provide the Council with all as built plans, operating manuals and to maintain property throughout the term;
- At the end of term, or when properties are yielded up, they are to be returned to the Council in a good condition and with full vacant potential;
- That access for the proposed cycle route improvement NCN13 be maintained;
- The school's amenity space to be accessible by the public and for community use outside of school hours but the amenity space is to be insured, managed and maintained by the school;
- Assignment or subletting only with the landlord's consent;
- Properties may only be used for education purposes;
- The land to be disposed at negotiated value

The site will require planning permission and further due diligence work will need to be undertaken by the ESFA.

9. Implications:

9.1 Financial

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

Additional accommodation required to meet the statutory requirement to provide places for the increasing pupil numbers will be funded from a

combination of the DfE capital basic needs grant, underspends from the current capital programme and Section 106 monies held for Education provision. Once in-depth feasibility studies have been undertaken, funding requirements will be quantified and confirmed. This will include any additional funds applied for and successfully obtained from the Education Funding Agency, under the Targeted Basic Need Programme, which supports specific place needs in Local Authorities with exceptional growth.

9.2 Legal

Implications verified by: **Benita Edwards**
Interim Deputy Head of Law (Regeneration)

The Council has a duty under the Education Act 1996 to ensure the provision of “sufficient schools” for the provision of primary and secondary education in their area. Disposal of the site to the DfE will help the Council meet its statutory duty.

The Council has the power to dispose of its land by either selling the freehold or granting a lease. When doing so, the Council is generally required to obtain the best consideration in accordance with section 123 of the Local Government Act 1972, which will normally (but not necessarily) entail the marketing of the land on the open market. In determining what price would amount to best consideration, it is recommended that advice be obtained from suitably qualified valuers. In the event that the Council decides to dispose of land for an undervalue in excess of £2m, then the Council is required to obtain consent for the disposal from the Secretary of State.

It should be noted that in the event the Council wishes to impose development obligations on the proposed owner of the land, then (depending on how the proposal is structured) that will normally trigger the EU procurement regime, which would necessitate that the proposal be put out to tender. Accordingly, as it is not proposed to go out to tender in this case, the Council will not be able to impose development obligations as part of the proposed transactions.

In addition, it is incumbent upon the Council to comply with its standing orders under the Constitution, in particular the Finance Procedure Rules and the Contract Procedure Rules (the latter of which apply where the procurement rules are triggered). Failure to comply with section 123 of the 1972 Act as well as the procurement regime could lead to challenges on those grounds and might also lead to claims that the Council has granted unlawful State Aid to a third party.

If some or all the land to be disposed of comprises or includes open space land, then prior to any final decision for disposal of the land, the Council is required to consult on the proposed disposal of the open space pursuant to section 123(2A) of the Local Government Act 1972. As provided by section 270 of the 1972 Act and section 336(1) of the Town and Country Planning Act 1990, any land that has been laid out as a public garden, or used for the

purposes of public recreation, or land which is a disused burial ground comes within the definition of 'open space' land.

9.3 **Diversity and Equality**

Implications verified by: **Natalie Warren**
Community Development Officer

There are currently no direct diversity and equality implications. However, the new schools will continue to commit to improving learning environments for young people, supporting improvements in standards and raising aspirations to give all children the best possible life chances. The provision of these projects will help to tackle inequality and social exclusion.

Equality legislation places a duty on public bodies to prevent discrimination in all aspects of service provision, including procurement. It provides a clear and positive legal duty to eliminate discrimination and ensure equality of opportunity.

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):

- 10.1 Pupil Place Planning Document 2017-2021
- 10.2 James Goudie, Essex Chambers: Counsels opinion – exempt
- 10.3 Kemsleys (2018): Valuation Advice for Free School Site - exempt

The above background document item numbers 10.2 and 10.3 are confidential and exempt from publication because they fall within category 3 of rule 10.6 and category 5 of rule 10.6 of the Constitution (Chapter 8 – access to information procedure rules).

11 Appendices to the report

- 11.1 Appendix 1 - Site plan

Report Author:

Detlev Munster,
Assistant Director of Property and Development

This page is intentionally left blank

Elm Road Open Space, Grays



Page 25

Site Area
 2.45 Hectares
 6.04 Acres

This page is intentionally left blank

11 July 2018	ITEM: 11 (Decision 110473)
Cabinet	
Procurement of Phase 3 of the Data Modelling Service for Thurrock Council	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Gary Collins, Cabinet Member for Central Services and Councillor Sue Little, Cabinet Member for Social Services	
Accountable Assistant Director: Rory Patterson, Corporate Director, Children's Services	
Accountable Director: Jackie Hinchliffe, HR, OD and Transformation	
This report is Public	

Executive Summary

During the last 4 years, as previously agreed at Digital Board and as part of an ongoing Transformation programme, Thurrock Council has been actively working to harness the benefits of using data analytics technology to develop a predictive modelling platform. This was primarily to help identify children within Thurrock who, without early intervention, were likely to become “at risk” in the future.

Predictive modelling was, and still is, very much on the leading edge of data analytics. By using complex algorithms it is possible forecast future demand of specific services. The later the engagement point with a service; the more complex and costly the service is likely to be to deliver. By intervening earlier we can help manage demand and mitigate the risk of engaging at such late stage - thus delivering better outcomes with fewer complexities.

In June 2018 a Public Spending on Children in England: 2000 to 2020 report, commissioned by the Children’s commissioner for England (Anne Longfield), has identified that Half of England's £8.6bn children's services budget is being spent on just 73,000 of the most serious cases - those in care. The rest of the money is spent on the remaining 11.7 million children, says the Institute for Fiscal Studies. In the report, the Children’s Commissioner for England states that:

"While every child should receive the support they need, the economic and social costs of this current strategy are unsustainable. The cost to the state is

ultimately greater than it should be and the cost to those vulnerable children missing out on support will last a lifetime."

"Every day we are seeing the consequences of helping children too late - in pressures on the family courts system, special schools and the care system, and in the spiralling numbers of school exclusions and the consequent increase in younger and younger children linked to violent street gangs".

"Children do not arrive in extreme need overnight and many could be prevented from getting to that point if we helped them sooner in a more effective way".

"We are, in effect, attempting to manage and contain crisis in children's lives after allowing it to escalate".

This timely report proves that Thurrock Council is at the forefront of using advanced data analytics to transform its service delivery models and create the most optimum and effective outcomes for Thurrock's children/residents.

Around 3 years ago, and as a result of a successful initial pilot using historical Council data, we implemented a children's risk stratification model that supports the Early Offer of Help for families (Phase 1) who would be engaged via the MHCLG sponsored Troubled Families programme. The model uses pseudonymised data collected from primarily council data sources to identify children at higher risk of statutory interventions (higher risk families being offered early help services). This latterly evolved into the Troubled Families programme being part of the Brighter Futures Programme.

During the early part of Phase 1, the data analytics system identified >50% of the families that have now attached to the Troubled Families programme. Data Analytics are now responsible for identifying 100% of Thurrock's TF attachments.

Building upon the success of Phase 1, further enhancements (Phase 2) were introduced in 2017 which focussed primarily on expanding the cohort of data sources in order to deliver proactive alerting, into the MASH operation, of Children at high risk of entering Safeguarding services. Professionals are then able to use this information to make informed decisions on what further action to take.

Although not yet fully implemented we are already seeing >80% accuracy with predicting children who are likely to enter the Safeguarding/complex needs system within the 9 months following the point when data extracts are analysed. This output is also being used to support the Children's Service Review programme that is currently underway.

The next phase planned to run from 2018 – 2020 (Phase 3) takes the Council's Transformation Programme to a completely new level by not only continuing to enhance the support and delivery of the Brighter Futures

programme (which includes the MHCLG sponsored Troubled Families initiative) but also introduces three new critical areas of data analytics:

- Homelessness prevention
- ASB profiling
- Informed debt collections

Such wider use of Data Analytics is fundamental to service transformation across multiple services and will be a major contributor to the review of Business Intelligence functions across the Council.

Currently the contract for the Data Analytics Service is held with Xantura Ltd who have performed well in all aspects of service delivery.

Over the life of the project the projected total capital cost of £1.14m (including phase 3) is expected to be at least offset by additional grant income. This arises from the attachment of families through the MHCLG programme for troubled families and the Council has already received grant income of £0.94m from this following the work complete in phases 1 and 2. A further amount of up to £2m is expected in phase 3 and hence the project is expected to be at least cost neutral.

This spend is budgeted for within the capital programme.

The capital costs are charged to revenue over a life of 10 years and hence the maximum revenue charge in a single year would be £0.065m for the Capex plus the annual licencing costs.

A further £0.05m revenue saving is expected through efficiencies gained within the business intelligence function as a result of improved data analytics.

Other significant, but as yet unquantified, efficiency savings are expected as data intelligence increases further and business processes are re-engineered as a result of output from Phase 3 of the data analytics project. This project is also positively impacting the current cross-cutting Service Review programme.

- 1. Recommendation(s) – Cabinet is requested to:**
 - 1.1 Agree to proceed to procurement for Phase 3 of the Data Analytics Service as set out in this report.**
 - 1.2 Approve delegated authority to award the contract to the Director of HR, OD and Transformation in consultation with the Portfolio Holder for Central Services.**
- 2. Introduction and Background**

- 2.1 The Children Act 2004 emphasises the importance of safeguarding children by stating that relevant partner agencies - which include the police, children's services authorities, Clinical Commissioning Groups and the NHS Commissioning Board - must make sure that functions are discharged having regard to the need to safeguard and promote the welfare of children.
- 2.2 The Act also states that they must make arrangements to promote co-operation between relevant partner agencies to improve the well-being of children in their area. Well-being is defined by the Act as relating to a child's:
1. physical and mental health and emotional well-being ('be healthy')
 2. protection from harm and neglect ('stay safe')
 3. education, training and recreation ('enjoy and achieve')
 4. the contribution made by them to society ('make a positive contribution')
 5. social and economic well-being ('achieve economic well-being')
- 2.3 The Early Help Profiling System (EHPS) uses data from multi-agency sources to identify children that are showing an increasing pattern of alerting features. The model provides a secure system to push information to safeguarding professionals – generating alerts for high risk children that are not already in the safeguarding system but where it is likely that maltreatment is either already occurring or is likely to occur in the near future.
- 2.4 The professional will use this information to determine whether further action is required. The model aims to increase the efficiency with which multi-agency data can be collected in addition to reducing the number of safeguarding cases.
- 2.5 Phase 1 of the Data Analytics project was developed to deliver early offers of help to Troubled Families which latterly forms part of the Brighter Futures Programme.
- 2.6 Phase 2 of the Data Analytics project delivers proactive notifications of children at risk together with allowing professionals the ability to verify referral risk and take more appropriate and targeted action.
- 2.7 Phase 3 will continue to deliver the ongoing benefits of Phases 1 and 2 utilising the perpetually improving data streams. Over and above the enhancements to Phases 1 and 2, Phase 3 offers further analytical modelling that supports the Council's key objectives to combat ASB, Homelessness and proactively support our most vulnerable residents.
- 2.8 All phases of the Data Analytics project unequivocally align to the Council's Transformational themes and Service Design principles embedded throughout all Service Reviews for positively influencing Demand Management through early intervention and intelligence.

3. Issues, Options and Analysis of Options

3.1 Thurrock Council and Xantura Ltd. have been working in partnership for the last four years to build a robust pseudonymised data flow between various internal and external partners – currently there are 39 active data streams and a further 14 under various stages of positive engagement.

3.2 Each established data stream has been through our Information Governance and GDPR compliance processes and Information Sharing Agreements are in place with each provider.

3.3 With the requirement to move the service on to the next phase, the two options for procurement are set out below:

3.4 Option 1

3.4.1 The Council could proceed with a full tender for Phase 3 (the predicted spend is above the EU threshold for Services).

3.4.2 This would be a lengthy process, taking approximately six months as officers would need to unpick development to date in order to accurately specify the future requirements. Potentially the project may need to be paused whilst this exercise was underway.

3.4.3 Should an alternative supplier win the bid, this risks undoing the last four years' worth of data capture and modelling already in place, or at least significant delay and additional cost.

3.4.4 Appointment of a new supplier would also bring the need to re-establish new data sharing agreements with the current 39 data streams. Data modelling and testing would also need to be restarted. Both elements generate significant risk to even maintaining the status quo.

3.4.5 Additionally, there are significant risks of failing to deliver the final two years of the MHCLG's Troubled Families initiative (with a potential loss of up to £2m to the Council).

3.5 Option 2

3.5.1 The Council could award the Phase 3 contract through the Crown Commercial Services RM1059 framework. This is a Public Contracts Regulations 2015 compliant public purchasing framework open and available for Local Authorities to use. A number of suppliers are in place, including Xantura Ltd (working through the Bramble Hub), who can provide services from which Thurrock Council can choose the most suitable.

3.5.2 Using this framework will be a much quicker process than running a full tender. Officers can assess suitability against the criteria and either carry out a mini competition (where more than one supplier is able to meet the

requirement) or select a direct award if only one has the relevant skills/experience/development capacity.

3.6 Recommendation

3.6.1 For the reasons set out above, it is recommended that the procurement is progressed through the Crown Commercial Services RM1059 Framework. This is the quickest option and will allow the Council to select the most suitable supplier from a very niche market that includes the incumbent, Xantura Ltd.

4. Reasons for Recommendation

4.1 This report is presented to Cabinet as the cost of implementing Phase 3 over a further 2 years will bring the total projected spend (6 years overall duration) to £1.14M with annual operational licencing costs of circa £190k. Cabinet is therefore asked to approve this award as a key decision.

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

5.1 Stakeholders that are involved in the current service delivery include:

- Children's Service
- Adults Services
- Housing Services
- Revenues and Benefits
- Community Safety
- Public Health
- YOS
- Essex Police
- Thurrock CCG
- NELFT
- EPUT

5.2 Progression of phase 3 will include further stakeholder engagement where necessary.

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

6.1 This project will deliver/ positively contribute to the delivery of the objectives of all three of the Council's visions and priorities:

- People – a borough where people of all ages are proud to work and play, live and stay.
- Specifically through early identification of children at risk.

- Place – a heritage-rich borough which is ambitious for its future
 - Specifically through proactive identification of vulnerable residents.
- Prosperity – a borough which enables everyone to achieve their aspirations
 - Specifically through early identification of troubled families that will benefit from early offers of help.

6.2 Other benefits include:

- Greater accuracy of profiling ASB activity by correlating it to specific unrelated events that, in isolation, may never be identified as events that trigger ASB incidents.
- Further longer term analysis of such data may ultimately be able to assist families avoid potential Homelessness.
- Such further analysis will allow us to identify, earlier, those residents that may be mentally, physically or financially vulnerable. Giving us an opportunity to determine and implement our most appropriate support mechanisms as sensitively and timely as possible.

7. Implications

7.1 Financial

Implications verified by: **Jonathan Wilson & Dammy Adewole**
Chief Accountant & Management
Accountant

Financial implications are clearly set out in the body of the report.

7.2 Legal

Implications verified by: **Kevin Molloy**
Solicitor

Purchasing through a public framework, such as those managed by the Crown Commercial Services, is a compliant method of procurement for services valued above the EU threshold. The RM1059 Framework is currently operational and includes suitable suppliers providing data analytics services.

Officers have the option of a direct award or mini-competition in order to select the most suitable supplier to meet service requirements.

The project manager will keep Legal informed throughout the process in order to ensure compliance and correct contract execution.

7.3 Diversity and Equality

Implications verified by:

Natalie Warren

Strategic Lead – Community Development
and Equality

Although there are no direct implications arising from this report, adoption of the systems will enable a more targeted approach to supporting vulnerable residents

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

Implications verified by:

Michelle Cunningham

Community Safety

The introduction of ASB analytics in Phase 3 of this project will contribute to the Council's duty to deliver on Section 17 of the Crime and Disorder ACT 1998 and safeguarding of children by reducing crime and anti-social behaviour throughout Thurrock through the correlation of isolated, possibly unrelated, lifestyle events that may ultimately lead to proactive intervention being offered to individuals or families.

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

- None

9. Appendices to the report

- Appendix 1 - Procurement Stage 1 Form

Report Author:

Gary Staples
Strategic Lead - Transformation

PROCUREMENT STAGE 1 – APPROVAL TO PROCEED TO TENDER

This form must be completed for all procurements above the tender threshold (£75,000 - Services and Supplies and £500,000 - Works)

If contract value is over Cabinet approval threshold (£750,000) this form shall be appended to the Cabinet report. This form will be “open” for publication.

1.	INTRODUCTION	
1.1	Contract Title	Phase 3 Data Modelling Project for Thurrock Council
1.2	Reference	PS/2018/149
1.3	Directorate	HR, OD and Transformation
1.4	Contract Cost	£320K
1.5	Description	<p>The next phase of the Data Modelling Project planned to run from 2018 – 2020 (Phase 3) takes the Council’s Transformation Programme to a completely new level by not only continuing to enhance the support and delivery of the Brighter Futures programme (which includes the MHCLG sponsored Troubled Families initiative) but will also introduce three new critical areas of data analytics:</p> <ul style="list-style-type: none"> • Homelessness prevention • ASB profiling • Informed debt collections
1.6	Contract Term	2 Years
1.7	Political Sensitivity	N/A

2.	BUSINESS CASE	
2.1	Business Case	This project supports delivery of the Troubled Families initiative including ensuring receipt of relevant grant funding, and also wider improvements in data modelling within Children’s Social Care using data from a number of different sources. It enables resources to be targeted where needs are most critical. This particular phase supports other services in the Council including homelessness prevention, and anti social behaviour.
2.2	Key Deliverables	As above
2.3	Commercial Pressures	N/A
2.4	Contractor Employment Status ¹	N/A

¹ Use online self-assessment tool: <https://www.gov.uk/guidance/check-employment-status-for-tax>

2.5	Award Criteria	The award will be made to the best value supplier with data processes most attuned to Thurrock's needs and will enable the project to proceed without delay.
2.6	Social Value	The contract itself supports delivery of social value outcomes, however the project has little scope for added benefit.
2.7	Previous Contract	PS/2018/140 Troubled Families Data Management Service

3.	FINANCIAL CONSIDERATIONS						
3.1	Previous Contract Cost	£64,000 for the previous contract, spend on this project is c. £570K to date.					
3.2	Scope Changes	Is there any increase / decrease in scope that could impact costs?	Yes - there is an increase in scope				
3.3	Annual Cost	Year	18/19 £000's	19/20 £000's	20/21 £000's	Later £000's	Total £000's
		Total Spend	£200	£120	£0	£0	£320
3.4	Funding Breakdown Identified	Revenue Budget	£0	£120	£	£enter	£enter
		Capital Budget	£200	£0	£	£enter	£enter
		Other (Please State)	£enter	£enter	£enter	£enter	£enter
		Other (Please State)	£enter	£enter	£enter	£enter	£enter
		Total Funding	£200	£120	£0	£0	£320
3.5	Budget Code(s)	T0016					
3.6	Unsupported borrowing	N/A					
3.7	Other Financial Implications	Further financial Savings may be possible through the delivery stage in more effective targeting of resources based on predicted early interventions to reducing future demand.					

4.	PROCUREMENT ROUTE	
4.1	Procurement Route	Direct Award under Framework (waiver)
4.2	Procurement Route Rationale	CCS Framework RM1059 Lot 9 Open Government Systems contains suppliers than can deliver the appropriate type of service. Given this is a very specialist service, officers will consider the experience and specialisms of providers and carry out relevant soft market testing before a direct award. Mini competition would not be appropriate for this service.
4.3	Does the contract require a waiver?	Yes
4.4	Single Source justification	N/A - not a single source
4.5	Waiver Rationale	Standard waiver by direct award under a Public Purchasing Framework.

5.	PROCUREMENT TIMETABLE	
5.1	Procurement	Publish Contract Notice 16 July 2018

	Timetable	Selection Questionnaire Return	N/A
		Invitation to Tender Issue	16 July 2018
		Invitation to Tender Return	30 July 2018
		Notification of Result	Early August
		Standstill Period	N/A
		Expected Award Date	06 August 2018
		Contract Commencement	06 August 2018

6. RISKS, CONSULTATION AND MANAGEMENT						
6.1	Tender Process Risks	Risk Level			Negative Impact	Mitigation
	Niche Market	D - Low Likelihood	II - Significant Impact	DII - Low Risk	No bids	Soft market testing will be carried out on the framework to ensure suitability, Incumbent is likely to bid.
	Supplier selected is unable to meet brief	D - Low Likelihood	II - Significant Impact	DII - Low Risk	Contract will fail	Evaluation process will determine
	N/A	Select Likelihood	Select Impact	Select Risk Level	N/A	N/A
6.2	Contract Performance Risks	Risk Level			Negative Impact	Mitigation
	Supplier fails to deliver	D - Low Likelihood	II - Significant Impact	DI - Low Risk	Failure to improve services, unable to secure funding from MCHLG	Contract will be actively managed by HR/OD
	Overspend	C - Significant Likelihood	III - Marginal Impact	CIII- Low Risk	Overspends are likely to be around further improvements to the service as yet undetermined.	Contract will be managed and budget controlled. Further developments will be run through the Stage 3 Process
	N/A	Select Likelihood	Select Impact	Select Risk Level	N/A	N/A
6.3	Contingency	Not a front-line service, however data backup contingency will be established as part of the procurement process.				
6.4	Consultation	Consultation has taken place across the Council including Children's Services and Public Health.				
6.5	Project and Contract Management	The procurement, award and contract management will be managed by HR/OD				
6.6	Procurement Implications	This procurement represents continuation of an ongoing requirement to improve data analytics across the Council. The procurement process will ensure that officers are able to consider the implications of the work carried out to date and the significance of change. Use of the CCS Framework allows a direct award without further competition if this is the chosen route.				

7. LEGAL, FINANCE AND PROCUREMENT APPROVAL		
7.1	Procurement	I confirm that I have been consulted and agree with the information contained in this report in so far as it relates to Procurement implications
		Name Stefanie Seff

		Signed <i>(or obtain email confirmation)</i>	
		Date	15/06/2018
7.2	Legal	I confirm that I have been consulted and agree with the information contained in this report in so far as it relates to Legal implications	
		Name	Kevin Molloy
		Signed <i>(or obtain email confirmation)</i>	
		Date	Click here to enter a date.
7.3	Finance	I confirm that I have been consulted and agree with the information contained in this report in so far as it relates to Financial implications	
		Name	Enter Name
		Signed <i>(or obtain email confirmation)</i>	
		Date	Click here to enter a date.

8.	APPROVAL TO PROCEED		
8.1	Approval Level	£350,000 to £500,000 - Corporate Director	
8.2	Responsible Officer	I confirm that this procurement will be carried out in accordance with Rule 5 of the Council's Contract Procedure Rules (Chapter 9, Part 2 of the Constitution) and in particular the following duties have been met:	
		<ul style="list-style-type: none"> • Compliance will occur with all regulatory or statutory provisions and the Council's decision making requirements • The Contract will be included on the Council's Contract Register • Value for Money will be achieved • Advice has or will be sought from the Director of Finance and Corporate governance as to an appropriate security bond or guarantee • Document Retention Policy has and will be complied with • Financial Evaluation will be made of all the proposed tenders including the recommended bidder • Advice has been and will be sought and followed from Procurement, Legal and Finance as necessary 	
		Name	Gary Staples
		Signed	
	Date	15/06/2018	
8.3	Assistant Director	In accordance with the Contract Procedure Rules, I confirm the accuracy of the information contained within this form and authorise this request to Proceed to Tender including, where relevant, the permitting of a Waiver from the Contract Procedure Rules in accordance with Rule 13.	
		Name	Enter Name
		Signed <i>(or obtain email confirmation)</i>	
		Date	Click here to enter a date.
8.4	Corporate Director	In accordance with the Contract Procedure Rules, I confirm the accuracy of the information contained within this form and authorise this request to Proceed to Tender including, where relevant, the permitting of a Waiver from the Contract Procedure Rules in accordance with Rule 13. I confirm that the Portfolio Holder has been consulted as required	

		Name	Jackie HInchliffe
		Signed <i>(or obtain email confirmation)</i>	
		Date	15/06/2018
8.5	Director of Finance and IT (If waiver required)	In accordance with the Contract Procedure Rules, I confirm the accuracy of the information contained within this form and authorise this request to Proceed to Tender including, where relevant, the permitting of a Waiver from the Contract Procedure Rules in accordance with Rule 13.	
		Name	Enter Name
		Signed <i>(or obtain email confirmation)</i>	
		Date	Click here to enter a date.
8.6	Cabinet	Minute Number	Enter approval minute reference
		Date	Click here to enter a date.
<i>Now send complete form to Procurement Services signed and scanned</i>			

This page is intentionally left blank

11 July 2018	ITEM: 12 (Decision 110474)
Cabinet	
Gas Servicing, Repair & Renewal	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Barry Johnson, Portfolio Holder for Housing	
Accountable Assistant Director: Richard Birchett, Interim Assistant Director Housing	
Accountable Director: Roger Harris, Corporate Director Adults, Housing & Health	
This report is Public	

Executive Summary

This report sets out the proposals for the procurement of both the domestic and commercial gas servicing, breakdown & repair and new installation contracts which are due to expire on the 31 March 2019. As a landlord we have a statutory obligation to ensure each domestic and commercial dwelling has a safe gas supply and therefore, we carry out an annual gas safety check of every relevant property.

We are proposing to amalgamate the two contracts into one contract with a single contractor maintaining the whole of the council's stock. This is to ensure continuity of the management of the contracts and obtain the best possible value for money for our residents.

1. Recommendation(s)

Cabinet is recommended to:

- 1.1 Approve the process set out in this report to commence procurement of a combined domestic and commercial gas servicing, breakdown, repair and installation contract for a period of three (3) years with the option to extend for a further two (2) years in any period combination,**
- 1.2 Agree delegated authority for the award of the contract to the Corporate Director of Adults, Housing and Health in consultation with the Portfolio Holder for Housing.**

2. Introduction and Background

- 2.1 The current domestic gas contract is based on a price per property for the annual servicing and repair of approximately 8,700 council owned properties with three levels of priority based on severity of problem and vulnerability of the dwelling occupants. The current contract is approximately £1.3m per year comprising £915k servicing and included repairs, £57k excluded repairs and £330k installation of new boiler and central heating systems.
- 2.2 The price per property contract covers general operating components of the boiler, however, more serious repairs fall outside of the price per property scope and are classified as exclusions. These items are carried out under fixed rates contained within the contract.
- 2.3 The current contract is a 3 year fixed term with the option to extend for a further 2 years, the original commencement date of the contract was 1 April 2015.
- 2.4 Commercial gas servicing and repair services are currently split into two elements, and includes Council buildings across the borough, including the Civic Offices and Thameside Complex. Officers consider that this much smaller element, valued at c. £25k per annum would be more effectively delivered as part of a “one stop shop” for gas services, and therefore the contract will be combined with the domestic component.
- 2.5 In accordance with the terms of the original contract, a twelve month extension was awarded to our incumbent contractors which took effect from the 1 April 2018. This twelve month extension was awarded to allow the Council to undertake a procurement exercise for the tendering and award of a new domestic and commercial gas services and repairs contract. The planned commencement of the new contract will be the 1 April 2019.

3. Issues, Options and Analysis of Options

- 3.1 The harsh winter weather resulted in an overload on all gas servicing contractors but it highlighted a number of concerns with the council's current contractor. These included difficulty contacting them through their call centre, failings in completing repair works on first visit and missing agreed response times. Members have reported that their constituents have experienced poor levels of service and although any cases where the contractor has failed to undertake the work properly are promptly addressed the retendering of the gas contract will give us an opportunity to build in higher quality standards and greater penalties for poor performance in future.
- 3.2 The council has considered bringing the gas contract work in-house. This would require considerable financial outlay including the establishment of parts and equipment suppliers, the creation of a contract delivery team, the employment of appropriately skilled and trained gas engineers, the creation of

a stores facility, the creation of a contact centre facility to respond to customer requests, an increase in insurance to cover all liabilities associated with supplying gas services and an external gas auditing team to ensure our work was up to standard. It is considered to be the least cost effective option and will not be pursued.

- 3.3 It is proposed that the selection criteria will be weighted more highly on quality (60%) rather than price (40%) and will include evidence of a robust call centre/telephony system to ensure call handling times are met, the contractor’s proposals for dealing with spikes in demand such as that experienced earlier this year, their data handling and storage to ensure that all vulnerable and “at risk” groups are properly identified and how the contractor will keep tenants informed of progress with their repair request.
- 3.4 It is proposed to retain three priority levels based on the seriousness of the problem and assessed vulnerability of the occupant(s). These priorities are in line with industry standards across social landlords and they have been benchmarked with surrounding local authorities. These contract priorities are as follows;

Immediate – 2 hours	Gas Escape
Emergency – maximum 24 hours	No Heating/hot water where the tenant or other occupant is known to us as vulnerable where there are children under 5 years of age, or where there is someone in the property who is known to be vulnerable.
Urgent – 72 hours	Small containable water leak, no heating and/or hot water (due to breakdown of repair of controls) non-vulnerable. Partial loss of heating
Standard – 10 days	Replacement of defective radiators Non-essential repairs, i.e. replacement of a Thermostatic Radiator Valve (TRV).

- 3.5 We contacted our gas services framework provider and asked them to look at the priority timescales set out in our contract and compare them with other landlords in the social housing sector. The provider has confirmed that no other local authority or housing association that uses their frameworks offer anything faster than a maximum 24 Hour response for a loss of heating and hot water for vulnerable occupants.
- 3.6 We have contacted other framework providers used by the council to establish if they have Gas contractors who can be called off their framework to streamline the procurement process. Unfortunately none of the framework providers had suitable contractors registered with them who could undertake our comprehensive domestic & commercial gas contract requirements.
- 3.7 The current contract includes an obligation on the contractor to supply temporary heating in the event of heating failure under specific circumstances. The contractor is obliged to provide an electric fan/convector heater which

provides a sufficient source of space heating as a temporary measure whilst the necessary repair is undertaken.

- 3.8 A single 2kW heater will provide sufficient heat for a room with average insulation and 2.8m ceilings up to 16 square meters in area. This is the size of an average modern living room or bedroom. A 2kW fan heater run continuously for 1 hour would cost approximately 28 pence per hour based on average unit cost.
- 3.9 The evaluation of submitted tenders will be on a 60/40 split between quality and price. This will ensure that our industry standard priority timescales are met, the successful contractor will provide emergency heating in cases of system failure and the updated selection criteria outlined above are met.

4. Reasons for Recommendation

- 4.1 To ensure we meet the council's statutory obligation to carry out an annual gas check on each council dwelling and commercial property.
- 4.2. To ensure we are delivering the optimum level of service to our residents whilst maintaining effective cost control, and best value for money.
- 4.3 The contract will be evaluated on a 60/40 quality/price split as set out above to ensure that response times and workmanship meet the council's desired standards.

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

- 5.1 This report includes feedback from members and comments made at the Tenants Excellence Panel. It is also going to the Housing Scrutiny meeting on 10 July (i.e. the night before Cabinet). Any comments will be reported to Cabinet.

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

- 6.1 The maintenance of the Council's housing assets is essential and addresses the concerns identified in the recent Stock Condition Survey

7. Implications

7.1 Financial

Implications verified by: **Julie Curtis**

Management Accountant : Housing

The budget for the housing domestic and commercial sites is funded via the HRA with an annual spend of approximately £1.3 Million, with the overall contract value being £10 million, this is funded from HR303 600.

The budget for the non-housing commercial sites are funded from general fund with an overall contract value £100,000.

7.2 Legal

Implications verified by: **Kevin Molloy**
Solicitor

The Council has a legal obligation as a landlord to maintain its rented properties in an adequate state of repair. As set out in the main body of the report these proposals are intended to enhance the service's compliance in this area.

This report is seeking approval from Cabinet to tender the contract noted in the report. The proposed procurement being considered is estimated at above the relevant EU threshold for contracts of this type, and this means that there is a legal requirement to competitively tender the contract via the Official Journal of the European Union (OJEU) and Legal Services note that this tender will be conducted in accordance with the Public Contract Regulations 2015 ('the Regulations').

Taking the above into account, on the basis of the information in this report, the proposed procurement strategy should comply with the Regulations and Council's Contract Rules.

The report author and responsible directorate are advised to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any questions that may arise.

The value of this contract for insurance services requires full compliance with EU Procurement Regulations and therefore a tender will be advertised in OJEU and follow the established timescales

7.3 Diversity and Equality

Implications Verified by: **Natalie Warren**
Strategic Lead : Community Development and Equalities

A full impact assessment has been undertaken of the implementation of the delivery of the housing investment programme across both responsive repairs and major works.

The programme principles take into account the individual needs of tenants and makes adjustments for vulnerability. The diversity considerations include adherence to the Equality Codes of Practice in Procurement which require consideration of the equality arrangements of all companies any works on

behalf of the Council; that they have relevant policies on equal opportunities and are able to demonstrate commitment to equality and diversity.

The significant investment required to deliver this service represents an opportunity to secure additional social value to the local communities in the borough.

- 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.**

9.1 There were no appendices for this report.

Report Author:

Susan Murray

Housing Asset and Investment Delivery Manager

Adults, Housing and Health

11 July 2018	ITEM: 13 (Decision: 110475)
Cabinet	
Tender of the Council’s Insurance and Related Services	
Wards and communities affected: N/A	Key Decision: Key
Report of: Cllr Shane Hebb, Portfolio Holder for Finance	
Accountable Assistant Director: N/A	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is Public	

Executive Summary

In readiness for the expiry of the current contract on 31 March 2019 and to ensure compliance with the Public Contract Regulations and the Council’s Constitution it is proposed that a tender will be undertaken to procure the services. There is a limited market for the provision of insurance services for the public sector and the council’s existing insurance broker will be used to manage the tender and ensure the widest possible selection of insurance companies are engaged in the exercise.

A review of the insurance programme design will be undertaken as part of the exercise and relevant design alternatives considered to establish the most appropriate programme (including such components as extent of cover, level of deductibles, etc.). A comprehensive evaluation of tender submissions will be undertaken and the insurer or insurance providers appointed will have to prove they offer the best value for money solution for the council.

- 1. Recommendation(s)**
 - 1.1 Agree and support the proposal to commission a tender exercise in accordance with the Public Contracts Regulations 2015 for the supply of Insurance and Related Services; and**
 - 1.2 Approve delegation to the Director of Finance and IT to enter into and award the necessary contracts following the procurement process, in consultation with the Portfolio Holder for Finance.**

2. Introduction and Background

- 2.1 The existing contract for the council's insurance programme is with Zurich Municipal and expires on the 31 March 2019. Zurich Municipal was appointed as the council's insurer after a tender process in line with European procurement directives in 2013.
- 2.2 The contract was for 3 years with an option for a further 2 years. This option was exercised as it was felt to be in the best interest of the council given the state of the insurance market at that time. The council now has to tender to procure the service as the current contract is coming to the end of its term.
- 2.3 The council's current cost per annum for insurance and related services is circa £1.1m. The existing insurance contract provides a range of cover and services, including:
- Public Liability;
 - Employer's Liability;
 - Claims Handling - Employer's and Public Liability;
 - Property;
 - Motor; and
 - Engineering insurance and inspection.
- 2.4 The proposed procurement is forecast to exceed the European Union financial thresholds and a formal competitive tender is proposed to be undertaken in accordance with the Council's Constitution and Public Contract Regulations 2015. The Procurement Stage 1 - Approval to Proceed to Tender form is included under Appendix 1

3. Issues, Options and Analysis of Options

- 3.1 The public sector insurance market is limited and a specialist area and the majority of insurers will only deal via an insurance broker intermediary. The council's existing insurance broker Arthur J. Gallagher will be used to manage the tender and will ensure the widest possible selection of insurance companies are engaged in the process.
- 3.2 A review of the insurance programme design will also be undertaken as part of the exercise and relevant design alternatives considered to establish the most appropriate programme for the council (including such components as extent of cover, level of deductibles, etc.).
- 3.3 In view of the limited market for insurance services for the public sector, officers consider that the most appropriate procurement route under the Public Contract Regulations 2015 is the Open Tender procedure.
- 3.4 The proposed contract length is for three years with a potential to extend for a further two years on a 1 year plus 1 year basis making a possible total of five years and is subject to the (EU) Public Contracts Regulations 2015.

4. Reasons for Recommendation

- 4.1 The decision to undertake a tender of the council's insurance programme in readiness for the expiry of the current contract on the 31 March 2019 will enable the authority to obtain insurance on the best terms available in the current market conditions.

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

- 5.1 Procurement, Legal and Finance Services have been consulted for the approval to proceed to tender stage of the procurement process and the report to tender the council's insurance and related services was presented to Directors Board on the 12 June 2018.

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

- 6.1 The tender of the council's insurance programme will enable the council to obtain insurance on the best terms available in the current market conditions.

7. Implications

7.1 Financial

Implications verified by: **Dammy Adewole**
Management Accountant

As stated within the report, the current cost of the council's insurance premium is circa £1.1m per annum and the tender will enable the council to obtain insurance on the best terms available in the current market conditions. Budgets for insurance premiums are held across the council within individual service areas.

7.2 Legal

Implications verified by: **David Lawson**
Assistant Director of Legal and Monitoring Officer

This report is seeking approval from Cabinet to tender the contract noted in the report. The proposed procurement being considered is estimated at above the relevant EU threshold for contracts of this type, and this means that there is a legal requirement to competitively tender the contract via the Official Journal of the European Union (OJEU) and Legal Services note that this

tender will be conducted in accordance with the Public Contract Regulations 2015 ('the Regulations').

Taking the above into account, on the basis of the information in this report, the proposed procurement strategy should comply with the Regulations and Council's Contract Rules.

The report author and responsible directorate are advised to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any questions that may arise.

The value of this contract for insurance services requires full compliance with EU Procurement Regulations and therefore a tender will be advertised in OJEU and follow the established timescales.

7.3 Diversity and Equality

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

There are no equality or diversity implications noted 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):

- Insurance Tender exercise and related papers retained by the Insurance Team, Corporate Finance, Finance and IT Directorate

9. Appendices to the report

- Appendix 1 - The Procurement Stage 1, Approval to Proceed to Tender Form

Report Author:

Andy Owen,
Corporate Risk and Insurance Manager,
Corporate Finance,
Finance and IT Directorate.

PROCUREMENT STAGE 1 – APPROVAL TO PROCEED TO TENDER

This form must be completed for all procurements above the tender threshold (£75,000 - Services and Supplies and £500,000 - Works)

If contract value is over Cabinet approval threshold (£750,000) this form shall be appended to the Cabinet report. This form will be “open” for publication.

1.	INTRODUCTION	
1.1	Contract Title	Tender of Insurance and Related Services
1.2	Reference	PS/2018/123
1.3	Directorate	Finance & IT
1.4	Contract Cost	£5.5M over 5 years.
1.5	Description	The existing contract for the Council’s insurance programme is with Zurich Municipal and expires on 31st March 2019. Zurich Municipal was appointed as the Council’s insurance provider after a tender process in line with European Procurement Directives in 2013.
1.6	Contract Term	3 year initial period plus for a further 2 one year periods.
1.7	Political Sensitivity	N/A

2.	BUSINESS CASE	
2.1	Business Case	The current contract is due to expire on 31st March 2019. The public sector insurance market is a specialist area and the majority of insurers will only deal via an insurance broker intermediary and the Council’s existing insurance broker will be used to ensure the widest possible selection of insurance companies are engaged in the tender. The decision required is to tender the Council’s insurance programme due to the expiry of the existing contract, which will enable the council to obtain insurance on the best terms available in the insurance market for the public sector.
2.2	Key Deliverables	The tender will enable the Council to obtain insurance on the best terms available in the current market conditions.
2.3	Commercial Pressures	The public sector insurance market is a specialist area and showing signs of hardening.
2.4	Contractor Employment Status ¹	N/A
2.5	Award Criteria	60% Price and 40% Non Price (quality, cover and other non-price criteria). There may be some flexibility on individual lots depending on specialism
2.6	Social Value	Whilst the contract cannot be delivered by a local business or the voluntary sector, we will consider options for a social value offer within the overall contract procurement.

¹ Use online self-assessment tool: <https://www.gov.uk/guidance/check-employment-status-for-tax>

2.7	Previous Contract	Insurance (including claims handling and operational risk management services) PS/2016/256
-----	-------------------	--

3.	FINANCIAL CONSIDERATIONS						
3.1	Previous Contract Cost	£5.5M over 5 year period (or £1.1M per annum)					
3.2	Scope Changes	Is there any increase / decrease in scope that could impact costs?	Yes - there is an increase in scope				
3.3	Annual Cost	Year	19/20 £000's	20/21 £000's	21/22 £000's	Later £000's	Total £000's
		Total Spend	£1.1M	£1.1M	£1.1M	£2.2M	£5.5M
3.4	Funding Breakdown Identified	Revenue Budget	£1.1M	£1.1M	£1.1M	£2.2M	£5.5M
		Capital Budget	N/A	N/A	N/A	N/A	N/A
		Other (Please State)	N/A	N/A	N/A	N/A	N/A
		Other (Please State)	N/A	N/A	N/A	N/A	N/A
	Total Funding	£1.1M	£1.1M	£1.1M	£2.2M	£5.5M	
3.5	Budget Code(s)	Various - Budgets for insurance premiums are held across the council within individual service areas.					
3.6	Unsupported borrowing	N/A					
3.7	Other Financial Implications	The tender of the council's insurance programme will enable the council to obtain insurance on the best terms available in the insurance market for the public sector. Potential for scope changes (outlined in 3.2 above) as unlikely that the base information for insurance will remain constant throughout the contract term. Other factors include: Under Liability, Motor and Engineering covers the premiums tend to increase per annum in line with the Average Weekly Earnings (AWE) index and for Property covers the sums insured are uplifted per annum in line with inflation, which result in an increase to premiums.					

4.	PROCUREMENT ROUTE	
4.1	Procurement Route	EU Open Tender
4.2	Procurement Route Rationale	To ensure compliance with procurement directives and regulations a tender exercise will be carried out to procure the services. This will follow the EU Open Tender procedure The Council's existing insurance broker will be used to manage the exercise to ensure the widest possible selection of insurance companies/providers are engaged in the tender.
4.3	Does the contract require a waiver?	No
4.4	Single Source justification	N/A - not a single source
4.5	Waiver Rationale	N/A.

5.	PROCUREMENT TIMETABLE		
5.1	Procurement Timetable	Publish Contract Notice	01 October 2018
		Selection Questionnaire Return	N/A
		Invitation to Tender Issue	17 October 2018
		Invitation to Tender Return	14 November 2018
		Notification of Result	18 February 2019
		Standstill Period	19th to 28th February 2019
		Expected Award Date	01 March 2019
	Contract Commencement	01 April 2019	


6.	RISKS, CONSULTATION AND MANAGEMENT					
6.1	Tender Process Risks	Risk Level			Negative Impact	Mitigation
	Capacity to undertake & manage tender	D - Low Likelihood	II - Significant Impact	DII - Low Risk	Non compliance with directives/ regulations and time frames	Existing insurance broker to support & manage tender exercise, outline project plan/timetable established and resource identified
	Hardening & specialist market for public sector insurance	C - Significant Likelihood	II - Significant Impact	CII - High Risk	Potential increase to market rates and/or excess & stop loss limits, could result in higher premiums & self funding levels.	Existing insurance broker to support & manage the tender, review insurance programme design and ensure the widest possible selection of insurance service providers are engaged in the tender
	Financial Health of prospective providers of insurance & related services	D - Low Likelihood	II - Significant Impact	DII - Low Risk	Service not sustainable.	Existing insurance broker to support & manage tender exercise, regularly monitor/review the insurance market for the public sector and credit ratings /financial health of potential providers.
6.2	Contract Performance Risks	Risk Level			Negative Impact	Mitigation

	Insurance service provider(s) experience financial difficulties.	D - Low Likelihood	II - Significant Impact	DII - Low Risk	Insurance expires	Existing insurance broker to support & manage tender exercise, regularly monitor/review the insurance market for the public sector and credit ratings/financial health of providers. Break clause to be incorporated in contract if ratings fall below set level.
	Insurance provider(s) break or alter terms during course of contract (e.g. renewal)	C - Significant Likelihood	II - Significant Impact	CII - High Risk	Potential changes to cover and premiums.	Insurance provider(s) required to provide renewal terms 90 days prior to renewal to enable time to re tender the business, if appropriate. Regular monitoring and reporting of insurance market for public services by insurance broker.
	N/A	N/A	N/A	N/A	N/A	N/A
6.3	Contingency	If any significant delays or problems are encountered with the procurement and it was established that cover would not be in place from 1st April 2019 the Council would look to extend the current insurance arrangements with the existing provider for an appropriate period (e.g. six months or 1 year).				
6.4	Consultation	Approval to Tender – Procurement, Legal and Finance consultation, agreement and sign off. Approval to Tender report to Cabinet, via Directors Board. Review of Insurance Programme Design – Consultation as appropriate with Director of Finance & IT and services on any design alternative put forward by review. Award of Contract – Insurance to report to Director of Finance & IT. Director of Finance & IT to enter into and award the contracts following the procurement process, in consultation with the Portfolio Holder for Finance.				

6.5	Project and Contract Management	Existing insurance broker to support the tender and to ensure that the widest possible selection of insurance providers are engaged in the tender. Project plan/timetable established and resource identified. Corporate Risk & Insurance Manager and Insurance Team Manager to support and manage the exercise. Regular monitoring and reporting of progress and developments to Director of Finance & IT, Directors Board and Members as appropriate. Service standards incorporated in the tender and regular contract monitoring and review arrangements for underwriting and claims handling services to be established with provider(s) following award of contract.
6.6	Procurement Implications	The Procurement Team will work with the Council's Insurance Team and Insurance Broker to ensure a thorough and commercially robust process is followed. Use of the Open Procedure will deliver sufficient flexibility for the Council's requirements.

7.	LEGAL, FINANCE AND PROCUREMENT APPROVAL	
7.1	Procurement	I confirm that I have been consulted and agree with the information contained in this report in so far as it relates to Procurement implications
		Name Stefanie Seff, Strategy & Delivery Manager (Email 04/06/18 16:08)
		Signed <i>(or obtain email confirmation)</i>
		Date 04/06/2018
7.2	Legal	I confirm that I have been consulted and agree with the information contained in this report in so far as it relates to Legal implications
		Name Kevin Molloy, Solicitor (Email 16/05/18 13:52)
		Signed <i>(or obtain email confirmation)</i>
		Date 16/05/2018
7.3	Finance	I confirm that I have been consulted and agree with the information contained in this report in so far as it relates to Financial implications
		Name Carl Tomlinson, Finance Manager (Email 05/06/18 15:14)
		Signed <i>(or obtain email confirmation)</i>
		Date 05/06/2018

8.	APPROVAL TO PROCEED	
8.1	Approval Level	Over £750,000 - Cabinet

8.2	Responsible Officer	I confirm that this procurement will be carried out in accordance with Rule 5 of the Council's Contract Procedure Rules (Chapter 9, Part 2 of the Constitution) and in particular the following duties have been met:	
		<ul style="list-style-type: none"> • Compliance will occur with all regulatory or statutory provisions and the Council's decision making requirements • The Contract will be included on the Council's Contract Register • Value for Money will be achieved • Advice has or will be sought from the Director of Finance and Corporate governance as to an appropriate security bond or guarantee • Document Retention Policy has and will be complied with • Financial Evaluation will be made of all the proposed tenders including the recommended bidder • Advice has been and will be sought and followed from Procurement, Legal and Finance as necessary 	
		Name	Andy Owen, Corporate Risk and Insurance Manager
		Signed	
Date	15/05/2018		
8.3	Assistant Director	In accordance with the Contract Procedure Rules, I confirm the accuracy of the information contained within this form and authorise this request to Proceed to Tender including, where relevant, the permitting of a Waiver from the Contract Procedure Rules in accordance with Rule 13.	
		Name	N/A
		Signed <i>(or obtain email confirmation)</i>	
Date	N/A		
8.4	Corporate Director	In accordance with the Contract Procedure Rules, I confirm the accuracy of the information contained within this form and authorise this request to Proceed to Tender including, where relevant, the permitting of a Waiver from the Contract Procedure Rules in accordance with Rule 13.	
		I confirm that the Portfolio Holder has been consulted as required	
		Name	Sean Clark, Director of Finance & IT (Email 07/06/2018 15:13)
		Signed <i>(or obtain email confirmation)</i>	
Date	07/06/2018		
8.5	Director of Finance and IT (If waiver required)	In accordance with the Contract Procedure Rules, I confirm the accuracy of the information contained within this form and authorise this request to Proceed to Tender including, where relevant, the permitting of a Waiver from the Contract Procedure Rules in accordance with Rule 13.	
		Name	N/A
		Signed <i>(or obtain email confirmation)</i>	
		Date	N/A
8.6	Cabinet	Minute Number	Enter approval minute reference
		Date	Click here to enter a date.
<i>Now send complete form to Procurement Services signed and scanned</i>			

11 July 2018		ITEM: 14 (Decision 110476)
Cabinet		
Development Plan Update		
Wards and communities affected: All	Key Decision: Key	
Report of: Cllr Mark Coxshall, Portfolio Holder for Regeneration		
Accountable Assistant Director: Andy Millard, Assistant Director Planning, Transportation and Public Protection		
Accountable Director: Steve Cox, Corporate Director of Place		
This report is Public		

Executive Summary

The need for growth in housing and employment due to population and lifestyle changes and an evolving economy means that Thurrock and the wider South Essex sub-region will change considerably over the next 20-30 years. Having an up-to-date Development Plan is a key component in ensuring that the Borough grows in a way that is socially, economically and environmentally sustainable with the necessary supporting infrastructure in place.

This report seeks approval for a range of documents that will support the delivery of the Development Plan.

1. Recommendation(s)

That Cabinet:

- 1.1 Approve the South Essex Statement of Common Ground (Appendix A) prepared by the Association of South Essex Local Authorities to guide the preparation of a Joint Strategic Plan for South Essex**
- 1.2 Approve the publication of the revised Local Development Scheme (Appendix B) and grant delegated authority to the Corporate Director of Place, in consultation with the Portfolio Holder for Regeneration and in discussion with the Leaders and Deputy Leaders of each political party, to update the content of the document as and when appropriate**

- 1.3 **Agree that formal consultation on the updated Statement of Community Involvement (Appendix C) be carried out in accordance with the relevant regulations and to agree that any changes resulting from that consultation are delegated to the Corporate Director of Place, in consultation with the Portfolio Holder for Regeneration for adoption.**

2. Introduction and Background

- 2.1 The need for growth in housing and employment due to population and lifestyle changes and an evolving economy means that Thurrock and the wider South Essex sub-region will change considerably over the next 20-30 years. Having an up-to-date Development Plan is a key component in ensuring that the borough grows in a way that is socially, economically and environmentally sustainable with the necessary supporting infrastructure in place.
- 2.2 In February 2014 Cabinet gave approval to undertake a review of the Core Strategy and begin the preparation of a new Local Plan. It was intended at that point that the Local Plan would address both strategic and detailed planning issues relating to housing, employment, retail, infrastructure and the environment. Since then the situation across South Essex has evolved and there is increased recognition that there is a need to explore opportunities to develop a more coordinated planning approach across the wider area to better manage change and ensure that Local Plans being prepared by individual authorities are found sound by an Independent Planning Inspector and fulfil Duty to Cooperate requirements.

South Essex Statement of Common Ground

- 2.3 In February 2017, the Government introduced the proposition that all Local Planning Authorities (LPAs) be required to prepare a 'Statement of Common Ground' (SCG) to help manage strategic planning matters across local authority areas and strengthen the Duty to Cooperate.
- 2.4 Since then the Association of South Essex Local Authorities (ASELA)¹ has embarked upon a programme of work which would lead to a shared 'place ambition' and greater collaboration on strategic priorities to support long term growth. The South Essex Statement of Common Ground (Appendix A) was prepared to support this process and set out the project management arrangements for a Joint Strategic Plan.

¹ ASELA consists of The South Essex LPAs of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock, together with Essex County Council

- 2.5 The Statement of Common Ground is proposed to be agreed by all seven partner authorities by the end of July 2018, initiating the formal process for preparing the Joint Strategic Plan.

Thurrock Local Plan

- 2.6 Preparation of the Local Plan must follow a number of stages to ensure that local people and stakeholders are fully engaged in the process and its content is based on robust evidence, the proper consideration and testing of alternative strategies and then finally external examination by an Inspector appointed by the Secretary of State.
- 2.7 The first consultation on the new Local Plan, Issues and Options Stage 1 consultation document was published in February 2016 and focused on thematic policy areas. Since then the Council has undertaken a number of informal consultations and commissioned additional technical evidence to better understand the issues and opportunities that exist in communities.
- 2.8 The purpose of the Issues and Options (Stage 2) consultation will be to set out a range of options indicating how Thurrock should develop and grow in the future and where, in broad terms, new development should be located to meet identified needs. It is important to note that the consultation will not be concerned about which specific sites should be allocated in the Local Plan for development. However, following this consultation and based on the responses received, a preferred broad spatial strategy for accommodating Thurrock's future needs will be developed and consulted upon at a later stage.

Changes to the Thurrock Local Development Scheme

- 2.9 Local Authorities are required to set out in a project plan and timetable for the production of their Development Plan. This document, known as the Local Development Scheme (LDS), identifies the stages that have to be completed before the documents within an authority's Development Plan can be submitted to the Secretary of State and then adopted by the Council following an Examination in Public.
- 2.10 Since the Council's previous LDS came into effect in December 2015 the Council has made significant progress in developing key parts of the Local Plan evidence base. These key evidence documents have indicated that the emerging Local Plan will need to explore opportunities for denser urban developments and green belt release if it is to meet its full objectively assessed housing needs over the next 20 years. This approach represents a radical change from the Council's current adopted planning policies. As such, the Council has undertaken additional more informal community consultation to ensure that the potential development options put forward in a formal Issues

and Options Stage 2 document better match the needs and wants of both new and existing communities.

- 2.11 The other main change is the proposed Joint Strategic Plan for South Essex, which when adopted would form part of each participating authority's Development Plan.
- 2.12 The revised LDS timetable (Appendix D) has been prepared to include updated timelines for the emerging Local Plan and the Joint Strategic Plan. A summary timetable for the key production stages of the Thurrock Local Plan and Joint Strategic Plan are shown in Figures 3 and 4. It is important to note that some of the dates have less certainty, such as adoption dates, as they depend on the timing and length of examinations (indicated in italics).

Figure 3 – Thurrock Local Plan Preparation Timetable

Plan Preparation Stage	LDS Target Date
Issues and Options Stage 1: Strategic Policies	February/March 2016
Issues and Options Stage 2: Spatial Options and Sites	July 2018
Draft Local Plan	September 2019
Publication Draft of the Local Plan	September 2020
Submission of the Local Plan	November 2020
<i>Adoption</i>	<i>July 2021</i>

Figure 4 – Joint Strategic Plan Preparation Timetable

Plan Preparation Stage	LDS Target Date
Draft Joint Strategic Plan	February 2019
Publication Draft of the Joint Strategic Plan	December 2019
Submission of the Joint Strategic Plan	March 2020
<i>Adoption</i>	<i>November 2020</i>

Changes to the Statement of Community Involvement

- 2.13 Planning affects everyone in our community, however most people only get involved in planning when it directly affects them. The local planning authority is usually responsible for deciding where development takes place and what happens in our towns, villages, open spaces and environment. The Council does this by preparing elements of the development plan and determining planning applications.
- 2.14 National policy states that the Government’s planning policies and must be taken into account in the preparation of development plans and planning application decisions. The NPPF states that the planning system should be easier to understand, more accessible and with a commitment to involving all who are interested in planning “Early and meaningful engagement and collaboration with neighbourhoods, local organisations and businesses is essential. A wide section of the community should be proactively engaged, so that local plans, as far as possible, reflect a collective vision and a set of agreed priorities for the sustainable development of an area, including those contained in any neighbourhood plans that may have been made...” NPPF - Paragraph 155.
- 2.15 The Statement of Community Involvement (SCI) explains how we will involve local communities, businesses, and other interested parties when we prepare our planning policies and determine planning applications.
- 2.16 Since the previous SCI was adopted in December 2015 the Council has undertaken a comprehensive review of its consultation practices and is now committed to delivering a more comprehensive and interactive place based approach to consultation. There was also a need to refresh elements of the document to ensure that there is consistent approach to consultation across

South Essex authorities. This will be increasing important when work on the Joint Strategic Plan starts in earnest.

2.17 Main changes to the revised Statement of Community Involvement include

- the introduction of new corporate consultation principles including a reference to the 'Your Place, Your Voice' consultation technique
- streamlining the consultation process for preparing Local Plan Documents to provide greater flexibility at the Regulation 18 stage
- The council's approach to Planning Performance Agreements with those developing schemes

3. Issues, Options and Analysis of Options

3.1 The Statement of Common Ground will help manage strategic planning matters across South Essex and strengthen the Duty to Cooperate.

3.2 The Council has a responsibility to produce and keep updated its Local Development Scheme and Statement of Community Involvement. The proposed revisions to both documents are considered necessary to both meet those requirements and appropriately assist in moving the Development Plan forward.

4. Reasons for Recommendation

4.1 It is essential that the Council has an up to date Development Plan in place and the supporting documentation that will help drive its delivery.

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

5.1 Progress statements on the emerging Development Plan are regularly presented to the Portfolio Holder for Regeneration and the Leaders and Deputy Leaders of each elected political party. Reports are also regularly prepared for the Planning, Transportation and Regeneration Overview and Scrutiny Committee and presentations made to Group meetings. This consultation will continue as the Development Plan emerges.

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

6.1 The Local Plan has an impact on the delivery of all of the Council's corporate objectives.

7. Implications

7.1 Financial

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

There is a dedicated budget for plan making to cover the basic costs of preparing planning policy documents. Recently the Council has sought to increase this budget by utilising a percentage of the planning fees uplift to support plan making and fund additional posts in the service.

The Council will also explore the potential to secure additional funding and “in kind” assistance from key delivery partners, including the Government in order to assist in the development and delivery of key infrastructure requirements and an increase in housing delivery rates.

The Council will also be actively encouraging promoters of key/strategic sites to enter into a policy led planning performance agreement (PPA)². Policy PPA’s would be used a project management tool which enable all parties to be clear about what is required of them at all stages of the plan making process. The cost of a PPA will depend on the scale of the proposed site, the resources required and input from officers for the project. It will be based on daily rates for officers, including overheads. We may need to bring in additional expertise or temporary staff, which will be funded by the site promoter.

7.2 Legal

Implications verified by: **Benita Edwards**
Interim Deputy Head of Law (Regeneration)

The current system of plan making is contained in the Planning and Compulsory Purchase Act 2004 and the Town & Country Planning (Local Planning) (England) Regulations 2012 , and supported by the National Planning Policy Framework and Planning Practice Guidance.

Pursuant to Section 17(3) of the PCPA 2004 the Local Planning Authority’s local development documents must (taken as a whole) set out its policies relating to the development and use of land in its area.

² It should be noted that Policy PPA’s and the process of undertaking the PPA will in no way prejudice or pre-judge the outcome of plan making in Thurrock and/or the wider South Essex area.

If any of the Authority's planning policy documents meet the definition set out within Regulation 5 of the 2012 Regs, they must be prepared as local development documents and be known as a local plan. Therefore any document produced by the Authority which provides for the development or use of land which the Authority wishes to encourage within a specified period, or allocation of sites or development management policies which are intended to guide development, it is likely to fall within the statutory definition and therefore be part of the local plan and therefore subject to the statutory procedure.

The Authority also has a statutory duty pursuant to Section 13 of the PCPA 2004 to keep under review matters which may affect the development of its area.

Under Section 17(6) PCPA 2004 the Authority must keep under review its local development documents in light of any review of its policies.

The Secretary of State's powers pursuant to Section 27 of PCPA 2004 apply where they think that the Authority are failing or omitting to do anything necessary in connection with the preparation, revision or adoption of a development plan document. They may prepare or revise a plan or direct that the Authority or another do so.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Strategic Lead, Community Development and Equalities

The Council has a statutory duty under the Equality Act 2010 to promote equality of opportunity in the provision of services and employment opportunities. The adoption of a new SCI will ensure that the consultation process associated with the emerging Development Plan will provide an opportunity for all sections of the community, including harder to reach groups, to become fully involved in helping to shape the future planning and development of Thurrock.

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

There are no other implications associated with the 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):

- Local Development Scheme (December 2015) - https://www.thurrock.gov.uk/sites/default/files/assets/documents/local_development_scheme_2015.pdf
- Statement of Community Involvement (November 2015) - https://www.thurrock.gov.uk/sites/default/files/assets/documents/statement_community_involvement_201511.pdf

9. Appendices to the report

- Appendix A – South Essex Statement of Common Ground
- Appendix B – Local Development Scheme (due to the size of the document this will be available in full online at <https://www.thurrock.gov.uk/committees-meetings-minutes> and as a reference copy in the Members Area and Reception)
- Appendix C – Statement of Community Involvement (due to the size of the document this will be available in full online at <https://www.thurrock.gov.uk/committees-meetings-minutes> and as a reference copy in the Members Area and Reception)
- Appendix D - Development Plan Update - Local Development Scheme Timetable

Report Author:

Sean Nethercott
Strategic Services Lead
Planning and Growth

This page is intentionally left blank



South Essex Joint Strategic Plan

STATEMENT OF COMMON GROUND

June 2018

1. Introduction

1.1 In February 2017, the Government introduced the proposition that all Local Planning Authorities (LPAs) be required to prepare a ‘Statement of Common Ground’ (SCG) to help manage strategic planning matters across local authority areas and strengthen the Duty to Cooperate¹. Further details of this proposal were set out in the consultation document, published in September 2017² and are now formally included in the draft revised National Planning Policy Framework (NPPF) and National Planning Policy Guidance (NPPG).³ The Government’s objectives of the proposal are to:

- *increase certainty and transparency, earlier on in the plan-making process, on where effective co-operation is and is not happening;*
- *encourage all local planning authorities, regardless of their stage in plan-making, to co-operate effectively and seek agreement on strategic cross-boundary issues, including planning for the wider area’s housing need; and*
- *help local planning authorities demonstrate evidence of co-operation by setting clearer and more consistent expectations as to how co-operation in plan-making should be approached and documented.*

1.2 The requirement for a SCG will operate in tandem with two new proposed ‘tests of soundness’. These will be used at local plan examinations to ensure that there is not only a proactive and positive approach to strategic planning matters across housing market areas (as currently required by the Duty to Cooperate), but that there is a clear (and agreed) approach to how these will be delivered in all relevant local plans. The new tests will come into effect when the final version of the revised NPPF is published (currently anticipated by end of July 2018) and as currently proposed would require plans to be:

- a) informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development;*
- b) based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground.*

1.3 The South Essex LPAs of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock, together with Essex County Council, have agreed to prepare a new Joint Strategic Plan (JSP) for the area. Although the SCG will be prepared to support the Duty to Cooperate as required by national policy, it will also set out the project management arrangements for the JSP. This is an iterative process, however, and this first stage SCG is being used by the Authorities as a ‘pre-commencement’ document for the JSP.

¹ Housing White Paper - <https://www.gov.uk/government/publications/fixing-our-broken-housing-market> - Paragraph 1.9

² Planning for the right homes in the right places - <https://www.gov.uk/government/consultations/planning-for-the-right-homes-in-the-right-places-consultation-proposals> - Paragraphs 56 to 87

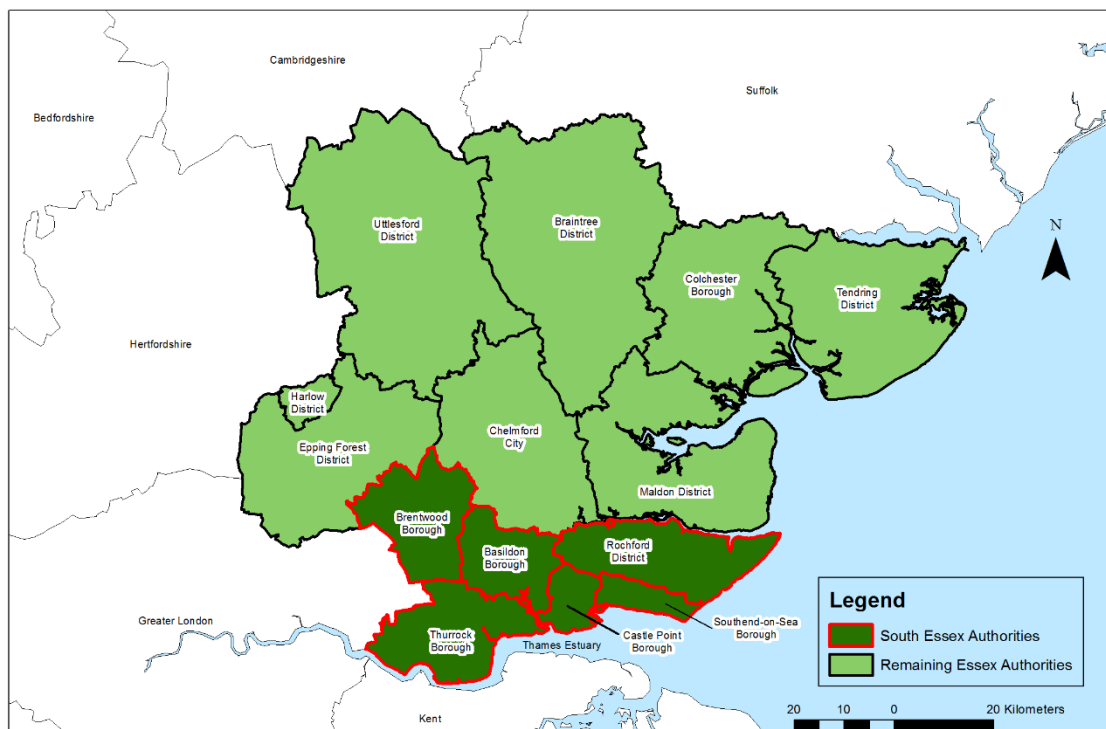
³ A revised (draft) version of NPPF was published on the 5 March - <https://www.gov.uk/government/consultations/draft-revised-national-planning-policy-framework>

- 1.4 The SCG will be agreed and signed by all seven partner authorities by the end of July 2018, initiating the formal process for preparing the JSP. At this point, individual LPAs will update their Local Development Schemes (LDS) to reflect the new portfolio approach to plan-making across the sub-region.

2. South Essex - the Place

- 2.1 South Essex covers the local planning areas of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock. It is strategically located on the edge of London and is well connected with several strategic roads linking communities within and outside South Essex. It is also an important national and international gateway, with three major ports on the Thames Estuary and London Southend Airport.

Figure 1: Map of South Essex



- 2.2 Its close proximity to London and its position on the Thames Estuary are major factors behind the historical growth of South Essex and these will continue to be major influences on its future growth and wider relationship with the rest of Essex. However, these locational advantages need to be managed effectively to ensure that the benefits and future opportunities arising from these advantages can be realised.

- 2.3 The growth offer in South Essex is therefore potentially significant, but there are a number of challenges in making sure that growth is healthy, inclusive and sustainable over the long term:
- Major investment in transport and other infrastructure is required if South Essex is to play its full role in delivering high quality growth which is befitting of its location neighbouring a World City;
 - Weaknesses in business growth, the skills needed to maximise the opportunities provided by the diverse economic base and the entrepreneurial spirit of South Essex residents will need to be addressed;
 - Whilst the quality of life for many is high, there are significant inequalities within some communities, and as such growth must be inclusive;
 - There is space to grow across South Essex but there are challenges around ensuring this happens in a way that enhances the environmental offer, particularly in terms of green space, air quality and impact on climate change.
- 2.4 These challenges are common across the sub-region and require strategic solutions but there are also more locally specific issues being addressed by individual councils through their own place-shaping role. Therefore, a combination of strategic and local approaches is needed to ensure that South Essex is an area that is inclusive, economically successful, dynamic and environmentally sustainable.

3. South Essex District by District

3.1 *Basildon*

Basildon Borough lies 30 miles east of the City of London covering an area of approximately 10,900 hectares and is home to 185,000 people and an economic base for over 90,000 jobs. The Borough's main urban areas are the New Town of Basildon (which includes Laindon and Pitsea), Billericay and Wickford. 63% of land is designated Metropolitan Green Belt outside these areas.

- 3.2 The Council has identified specific ambitions which the Borough's Local Plan and JSP will contribute to delivering by helping to create well planned, attractive communities that are linked to services and job opportunities. Working with other South Essex Authorities, the Council's ambitions are to:
- support the educational and skill improvement of local people to ensure they can benefit more inclusively from growth, whilst helping them realise their potential;
 - support the expansion and regeneration of sustainable economic and commercial growth centres, supported by a locally available and skilled workforce;
 - plan for sustainable housing growth, supported by appropriate infrastructure, delivered in a timely fashion;

- provide greater influence on planning and infrastructure decisions, whilst acting as a combined voice to attract investment from the Government and the private sector to deliver sustainable growth;
- support the improvement of residents' health and wellbeing by conserving important natural and historic areas and planning for green infrastructure, health and cultural facilities alongside growth;
- plan for new and enhanced green spaces, protect and enhance wildlife, biodiversity, geodiversity, local landscape and priority habitats, and ensure a safer natural environment.

3.3 ***Brentwood***

Brentwood Borough is characterised by its village character, a “Borough of Villages” surrounding Brentwood market town at its heart, covering 15,100 hectares and home to 80,000 people. 89% of the Borough is designated Metropolitan Green Belt. Brentwood is ideally placed with high connectivity to London and wider transport networks, plus excellent access to surrounding countryside.

- 3.4 This ‘best of both worlds’ results in attractive places to live and work, and brings high land values. The proximity of the Borough to London means high levels of out-commuting, but the quality of local schools and other services attracts a high level of in-commuting too. There are however limited brownfield opportunities to accommodate increasing development needs. The Borough is further constrained in terms of its infrastructure and local services which are both at capacity. Balancing growth needs with the aim to maintain and enhance local character is therefore challenging.

3.5 ***Castle Point***

Castle Point is a relatively small local authority area just 4,500 hectares in size, with a population of 88,000 people. It sits at the heart of the South Essex sub-region on the northern bank of the Thames Estuary between the larger settlements of Basildon and Southend. It is these larger settlements, along with London, on which Castle Point relies for its employment, services and leisure opportunities. The key planning issues comprise:

- the challenge of meeting housing need in a borough of significant Green Belt and other environmental constraints and where land availability is confined to small scale infill sites in the built-up area;
- the need to improve infrastructure to address congestion, historic underinvestment and provide capacity for growth;

3.6 ***Rochford***

Located on a peninsula between the River Thames to the south, the River Crouch to the north and the North Sea to the east, Rochford is a district rich in heritage and natural beauty covering an area of 16,800 hectares. The majority of the district's 85,000 residents are located in the more accessible western extent within the towns of Rayleigh, Hockley and

Rochford. Smaller villages and hamlets are dispersed across the eastern, less accessible parts of the district.

- 3.7 Development opportunities within the existing urban areas to provide local jobs and homes are limited by a lack of suitable brownfield sites. Outside the urban areas, over 12,400 hectares is designated Metropolitan Green Belt; considerable parts of the district are also subject to other environmental constraints given its coastal nature.
- 3.8 The district's economic strengths lie primarily in its entrepreneurial character, with an abundance of successful small and medium sized businesses, coupled with the presence of London Southend Airport, a regionally important asset, which has led to the development of a new high-quality business park in the district. The district is accessible from London but challenges remain in terms of road and rail capacity providing adequate east to west, and north to south connectivity.

3.9 ***Southend-on-Sea***

Southend-on-Sea is the eastern-most extremity of South Essex lying on the northern side of the Thames Estuary at the point where it meets the North Sea. It has a linear form lying along the coast and is bordered to the north by Rochford and to the west by Castle Point.

- 3.10 Southend is a sub-regional centre for employment and retail provision in South Essex as well as a major tourist resort and leisure destination with over six million visitors a year. With a population of 179,800 in an area of approximately 4,100 hectares, Southend is a densely populated urban Borough with nine mainline railway stations and the international London Southend Airport. The predominant land use in Southend is residential, interspersed with mature parks and seven miles of foreshore fronting the Thames estuary to the south and east. Southend has four areas of metropolitan green belt within its administrative boundary, all of which form a small part of the extensive Green Belt separating settlements within South Essex.
- 3.11 Southend Borough Council's corporate vision is 'Creating a better Southend' and the Council is progressing its vision for 'Southend 2050'. The Southend Core Strategy (2007), along with the Council's other Development Plan Documents, has been instrumental to date in delivering a step change in regeneration and growth within the Borough. The Council's vision for Southend and Southend 2050 aim to:
- maximise opportunities for sustainable housing growth, supported by appropriate infrastructure, in a Borough with limited land availability;
 - deliver sustainable, economic growth, providing employment opportunities within the Borough and supporting the growth of London Southend Airport;
 - promote and enhance the tourism, cultural and leisure offer, including visitor accommodation, and having regard to the assets offered by the area in order to attract greater visitor numbers and promote more overnight and longer stays.
 - secure improvements to infrastructure capacity to address congestion, historic underinvestment and to provide capacity for growth;
 - ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment;

- create sustainable communities that contribute to the health and well-being of residents, including planning for health, community and cultural facilities, as well as new and enhanced areas of green and open space;
- conserve and enhancing the historic environment and natural environment, including the biodiversity assets of the foreshore;
- support the growth and regeneration of the town, district and local centres to serve the local and sub-regional population.

3.12 **Thurrock**

Occupying 18 miles of riverfront and covering 16,300 hectares, Thurrock is situated on the northern side of the River Thames, 20 miles from central London. With a population of 157,000 which is forecast to rise to 200,000 by 2037, Thurrock comprises a diverse range of urban, rural and riverside environments, with over 65% of the Borough is designated as Metropolitan Green Belt. Much of the riverside area within Thurrock is urbanised with a mixture of residential, industrial, and port related development at the western and eastern ends of the Borough. Thurrock is made up of a number of settlements including Grays, Stanford/Corringham, South Ockendon and Tilbury together with a number of villages in the Green Belt.

3.13 The main employment sectors in the Borough are transport and logistics, port functions and retail. The strength of these sectors reflects Thurrock's key locational advantages, which include its close proximity to London and international gateways which make it an attractive proposition for inward investment. A testament to this is the increasing levels of private sector investment which has/will be generated by proposed or committed development at Purfleet, Lakeside, the Port of Tilbury, the new London Gateway super-port and Thames Enterprise Park.

3.14 Key place-shaping ambitions of the Council are to:

- Reduce inequalities and improve the attractiveness of the Borough as a place to live, work, visit and invest in.
- Deliver sustainable economic growth by meeting the land and property needs of business and Thurrock's major employers.
- Increase the scale and rate of housing delivery to meet the housing needs of all sections of the community.
- Maintain vibrant, prosperous and competitive town centres.
- Delivering the strategic and local infrastructure improvements required to support growth and the regeneration and health and well-being of local communities.
- Improve accessibility and encouraging sustainable travel.
- Maintain and protect the distinctive character and setting of the Borough and its historic built and natural assets.
- Protect and respect the key role of the River Thames as an economic, recreational and environmental asset.
- Address climate change and poor air quality.

4. Essex County Council's role in the Partnership

- 4.1 Essex County Council (ECC) is the strategic upper tier authority covering the county of Essex. To that end, ECC works closely with the districts and boroughs of Brentwood, Basildon, Castle Point and Rochford to provide several key public services and works in close partnership with Southend-on-Sea and Thurrock as neighbouring authorities that deliver against common aims and objectives. ECC is focussed on delivering inclusive economic growth, helping people get the best start in life and to age well, and to help create great places to grow up, work and live. Key to the achievement of these organisational priorities is ensuring that the key places and communities in South Essex feel the benefit of economic growth and sustainable development. As well as working closely with South Essex local authorities, ECC also works to support and influence regional and national partners, to deliver services and represent the best interests of the people of South Essex by:
- promoting economic growth, regeneration, infrastructure delivery, and sustainable new development;
 - being a provider and commissioner of a wide range of local government services covering Brentwood, Basildon, Castle Point and Rochford including responsibility as the highways authority for the delivery of the Essex Local Transport Plan; Local Education Authority including early years and childcare; Minerals and Waste Planning Authority; Lead Local Flood Authority; lead advisors on Public Health and delivery of adult and children's social care services and;
 - being an infrastructure funding partner, supporting the delivery of strategic and local infrastructure to ensure the delivery of community outcomes.

5. The South Essex 2050 Ambition

“South Essex: the place to live, the destination to visit and the place for business to thrive”

The Ambition

- 5.1 In the Autumn of 2017, the Leadership of South Essex Councils embarked upon a programme of work which would lead to a shared 'place ambition' and greater collaboration on strategic priorities to support long term growth. This was initiated in response to the recognition that there was a need to work more effectively on strategic planning matters across South Essex and maximise the, potentially significant, opportunities strategic collaboration could bring to the area. The Association of South Essex Local Authorities (ASELA) was established in January 2018 to take the lead in implementing the Ambition (see Annex 1).
- 5.2 The 'South Essex 2050 Ambition' sets out the opportunity for growth and development across the sub-region and the positive effect it will have on the economy, together with the right

scale and type of infrastructure to support growth. Operating together, the South Essex strategic growth assets could provide the infrastructure for people and businesses to experience a fully connected place (nationally and internationally) where they can take advantage of the unrivalled potential on offer in one area – business growth, employment opportunities, varied and interesting communities to live in and a rich diversity of cultural and recreational experiences to enjoy.

- 5.3 By 2050, the ambition is that all new development will be located in the most sustainable locations, will be of the highest quality, will support the emerging local industrial strategy priorities⁴, and will be well-connected by a fully integrated transport system and framework of green spaces. The current estimated need for housing across South Essex is 90,000 dwellings over the next 20 years⁵, but with the right conditions to support growth, more could be achieved. As part of the consideration of long term spatial options, the authorities are therefore exploring whether the development of new ‘Garden’ communities could offer a strategic solution to growth. The new communities could significantly enhance housing opportunities and community facilities for local people, and support new commercial and employment hubs, creating centres of business excellence within the sectors of industrial opportunity.

6. South Essex Strategic Areas of Opportunity

Five areas of strategic importance have been identified by ASELA as places that potentially offer the greatest potential to deliver the South Essex 2050 Ambition, with the right investment and leadership. The ‘Strategic Areas of Opportunity’ are:

6.1 *The River Thames and Thames Estuary*

The River Thames Estuary stretches along the Essex, Kent and London coastline, with around 40 miles being within South Essex. It is of both national and international importance with major port and tourism facilities as well as areas of nature conservation value. The aim is to maximise the economic potential of major visitor and recreational opportunities this offers South Essex and London, whilst protecting and enhancing the natural environment. In addition, there is the potential to increase the opportunities the river offers for enhancing transport connectivity between South Essex and London.

6.2 *London Southend Airport and surrounding area*

London Southend Airport offers major national and international connectivity and has the potential to further increase destination opportunities. Significant surface access improvements are essential to realise the full economic potential of the airport. The area surrounding the airport is currently being developed as a major business park facility and has the potential to unlock significant new business, employment and residential opportunities

⁴ The South Essex seven Local Industrial Strategy priorities are Advanced Manufacturing; Construction; Environmental Technologies and Energy; Digital and Creative Services; Finance and Business Services; Life Sciences and Healthcare; Transport & Logistics

⁵ The South Essex Authorities estimate that up to 4,500 new homes will be needed each year to meet housing needs. However this will have to be assessed against the Government’s new proposed methodology for determining Local Housing Needs, due to be published by the end of July 2018.

across the wider area.

6.3 ***The A127 Transport Corridor***

The A127 provides a strategic east to west transport route across the sub-region stretching from Southend to the London Borough of Havering (LBH) in east London with direct access to the M25, A130 and A13. It is not trunked and spans three Highway Authorities in respects of ownership and management and crosses five Local Planning Authorities along its route. The ASELA authorities and LBH have collectively prepared a Statement of Common Ground with regards to the issues for sustainable growth and plan making that the A127 Transport Corridor presents; and the Highway Authorities are developing a joint Implementation Plan as part of the A127 Corridor for Growth (the Route Management Strategy).

The route already experiences significant capacity issues, particularly at key junctions. With the right investment this strategic corridor has the potential to unlock significant new business, employment and residential opportunities. It will also help to deliver north to south connectivity improvements and further improved travel flow benefits across the area. These improvements will be key to realising the 'Strategic Areas of Opportunity', including Basildon Enterprise Corridor. the economic potential of London Southend Airport and Southend on Sea as a major resort and visitor destination.

6.4 ***Crossrail connectivity / A12/A129***

As part of the consideration of long term spatial options, the authorities are considering the potential for new 'Garden' communities. These and other economic opportunities in the sub-region would be dependent upon significant investment in improving its road and rail transport infrastructure. The opening of the Elizabeth Line through central London offers major advantages in terms of connectivity to the new 'Garden' communities, joining up business and employment opportunities as far afield as Reading, and for improving linkages between London Southend Airport to London City and Heathrow Airport.

6.5 ***Lower Thames Crossing, Thurrock Thameside and A13 Corridor***

The Lower Thames Crossing is a nationally significant new River Thames crossing linking the M2 in Kent and the A13 and M25 in Essex, offers the potential to unlock significant new business, employment and residential opportunities and improve travel flow benefits across the area. The scale of benefits arising from the new infrastructure will be dependent on the ensuring the right junctions along the route through South Essex, particularly the A13 serving the south Essex ports.

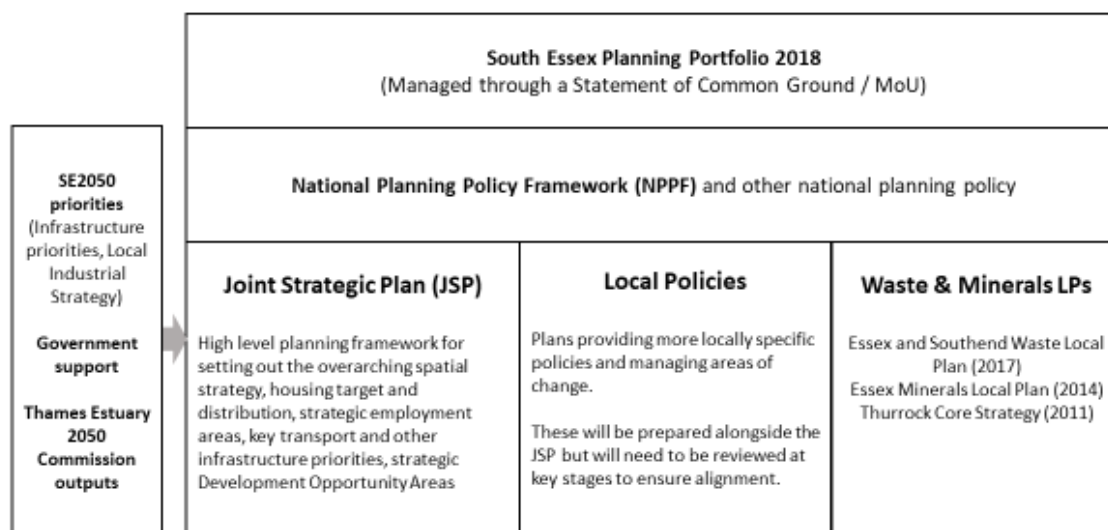
Within Thurrock Thameside/A13 corridor there are significant opportunities to build upon the areas historic focus for industrial and port related activity to support future economic and housing growth. Capitalising on strategic access provided by the C2C Thameside line and the A13, this SAO includes the development of a range of new strategic housing locations; the creation of new town centres at Purfleet and Lakeside providing new retail and leisure facilities together with the delivery of 6,000 new homes; the regeneration of Grays and Tilbury Town Centres; the continued expansion of the Ports of Purfleet, Tilbury and London Gateway and strategic employment development at Thames Enterprise Park.

The potential extension of Crossrail 2, with an Eastern Branch extending into South Essex, has the potential to address capacity constraints at Fenchurch St Station and to improve connectivity into central London.

7. Implementing the South Essex 2050 Ambition

- 7.1 Implementation of the South Essex 2050 Ambition will be steered through ASELA and a number of inter-related workstreams have been initiated to facilitate this. These cover strategic infrastructure priorities, the production of a local industrial strategy and the implementation of the spatial strategy. This SCG sets out how the spatial strategy workstream will be implemented through a new local planning ‘portfolio’, with a Joint Strategic Plan providing the overarching framework within which more focused local development plans will be prepared (see Figure 4 below).
- 7.2 The JSP will also provide a reference framework for the preparation of a Strategic Transport Framework, sitting under the three current statutory Local Transport Plans (LTPs) and forming part of the JSP. The Strategic Transport Framework will be prepared by the three Highway Authorities for South Essex, namely Thurrock and Southend Unitary Authorities and Essex County Council, with partners including the LPAs.

Figure 4: The South Essex Planning Portfolio



8. Delivering the South Essex Planning Portfolio

8.1 *The Joint Strategic Plan*

The South Essex 2050 Ambition will be delivered over the next 30 years, with some of it fully realised within the timeframe of the current South Essex JSP (period 2018-2038). Other longer-term components will be included in future reviews of the JSP⁶, as the plan's timeframe is rolled forward.

8.2 The JSP will provide the strategic context for the statutory development plan portfolio and will be prepared jointly by all LPAs and Essex County Council. Its scope will therefore be focused on the strategic policy matters that are common across all six local planning areas as follows:

- **South Essex Spatial strategy:** distribution of growth, town centre hierarchy and setting long term extent of the Green Belt
- **Strategic Areas of Opportunity (SAO)** and the role of each
- **Cross-cutting themes:** including promoting social cohesion; healthy and inclusive growth; high quality development and design; supporting sustainable development; climate change
- **Overall housing provision, distribution across SAO and housing needs**
- **Local industrial strategy priorities** and spatial implications (including strategic employment land allocations).
- **Strategic transport and infrastructure priorities**
- **Natural environment and resources**, including green and blue infrastructure
- **Climate change and energy**
- **Implementation and Monitoring Framework**

8.3 The South Essex Local Planning Portfolio will also rely on the policies set out in the national policy framework⁷ and will therefore not duplicate any nationally set policies, unless there are specific local circumstances that justify a deviation from this. However, there may be a need for supplementary planning guidance in addition to the NPPF, to provide a local interpretation and implementation of national policy.

8.4 ASELA has agreed an accelerated timetable for preparing the plan given the urgent need to implement the shared ambition, building investor confidence and ensuring the right infrastructure is secured to support delivery of the strategic spatial and economic priorities. There are risks attached to delivery of the JSP within this timescale, however, particularly as it will be dependent on significant infrastructure investment. A risk assessment and management plan have therefore been prepared to help ensure that the agreed timetable is maintained and to support implementation of the JSP (see Section 6 and Annex 6).

8.5 Key milestones for preparing the JSP are set out below. A detailed work programme has also been agreed to help manage the preparation of the JSP across the seven local authorities involved and to ensure it continues to be treated as a priority by all involved.

⁶ Regulations under the Neighbourhood Planning Act 2017 require that Local Development Documents and Statements of Community Involvement are reviewed every five years to ensure that they remain relevant and up to date - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/670593/Chief_Planner_Newsletter_-_December_2017.pdf

⁷ National Planning Policy Framework (NPPF), Planning Policy for Travellers Sites (PPTS) and National Planning Policy for Waste (NPPW)

- February 2017: South Essex authorities agree to prepare Strategic Planning and Infrastructure Framework (through South Essex Strategic Planning Memorandum of Understanding) and commence exploratory projects, including South Essex 2050.
- February 2018: Following completion of South Essex 2050, South Essex Authorities (including Brentwood) agree (through ASELA Memorandum of Understanding) to formally work together to prepare the JSP and develop a South Essex Local Planning Portfolio.
- July 2018: ASELA agrees first stage Statement of Common Ground and Strategic Planning Memorandum of Understanding (MoU) and recommends for endorsement to all South Essex LPAs and Essex County Council.
All South Essex LPAs update their Local Development Schemes (LDS) and agree to update their Statement of Community Involvement (SCI) to reflect the South Essex Local Plan Portfolio.
- Spring 2019: The Draft JSP with spatial strategy options (including preferred option) is published for Regulation 18 Consultation, in line with the SCI and agreed JSP timetable.
- November 2019: The South Essex Draft JSP is agreed by all South Essex LPAs based on recommendation by ASELA
- December 2019: Final draft version of JSP is published for Regulation 19 Consultation
- March 2020: JSP submitted for Examination
- Autumn 2020: JSP adopted by all South Essex LPAs

9. Local Plans

- 9.1 The JSP will provide the strategic framework for the preparation of appropriate detailed Development Plan Documents (DPDs) which will provide more detailed planning policies and perform an essential place-shaping role on the ground, particularly to deliver the Strategic Areas of Opportunity. Ideally the suite of local planning documents required to deliver the JSP would be prepared in alignment so that it could reflect the emerging spatial strategy. However, there is a need to ensure that there continues to be a planning framework whilst the JSP is being prepared, particularly to meet five to 10 year land supply requirements. The transition from relying on individual local plans to the new planning portfolio is therefore being managed in the following way:
- The commitment from all South Essex to meet the full housing needs of the sub-region (as prescribed in the proposed new nationally set methodology) is set out in the planning MoU (Annex 2) which has been agreed by all seven partner authorities. The spatial strategy for delivering this will be agreed through the JSP process which aims to provide a framework for the first 20 years of the South Essex 2050 Ambition.

- Basildon will continue with its current local plan process given the advanced stage the plan has reached. The draft plan, which is expected to be submitted for examination in winter 2018, includes a clear commitment to review the strategy should this be necessary to support the approach set out in the JSP.
- Brentwood will continue with its current local plan process on its current timetable, but will support the JSP as it progresses.
- Castle Point currently has no up to date local plan in place and has therefore been subject to potential government intervention. The Council will therefore prepare an interim local plan covering the next ten years and focusing on planning for housing, with the ambition of meeting local housing needs in this period. In the longer term, local housing needs will be considered through the strategic assessment and allocations prepared for the JSP.
- Rochford and Southend are currently preparing new local plans to reflect the emerging strategy in the JSP. The Council's will also review the Southend Airport Joint Area Action Plan and its hinterland as an opportunity for growth for both councils
- Thurrock is currently preparing a new local plan which aims to reflect the emerging strategy in the JSP with the intention of publishing the draft (Regulation 19) plan in July 2019.

9.2 Timetables for all of the above local plan processes will be set out in the individual Local Development Schemes (LDS) but are summarised in Annex 5.

9.3 It is intended that the emerging JSP will provide the 'effective strategic planning mechanism' to ensure compliance with the requirements of the Duty to Cooperate, with the existing joint work, evidence base and shared governance through ASELA demonstrating that cooperation is proactive, positive and ongoing. At this stage, whilst there is a clear commitment to meeting the full housing needs across the sub-region, there are no housing allocations set out in the SOCG as this will be determined through the JSP and based on the agreed spatial strategy and updated evidence base. Details of the spatial strategy and how the longer term housing needs will be met will be set out in further iterations of this statement, as the JSP preparation progresses.

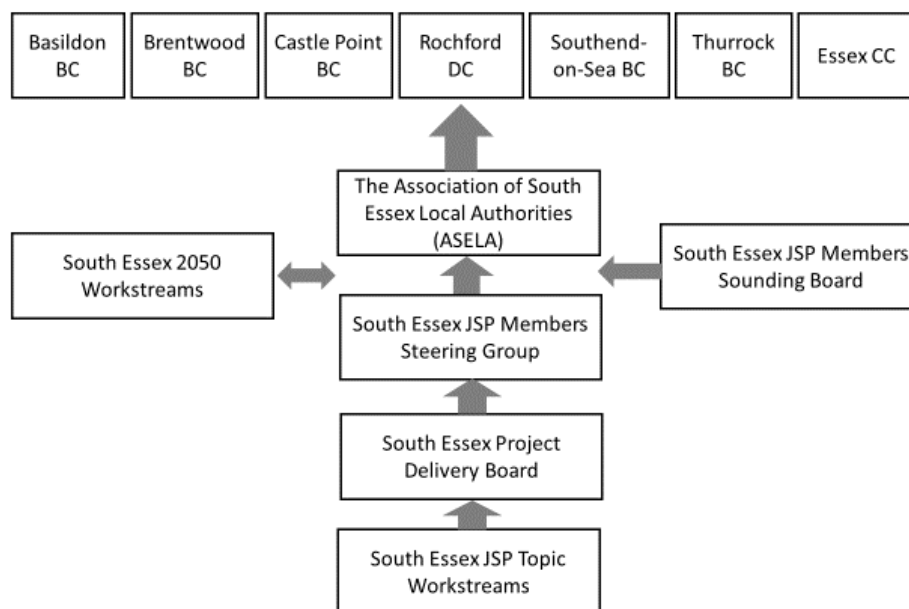
9.4 ***Minerals and Waste Planning***

Planning for minerals and waste in South Essex is the responsibility of Thurrock and Southend Councils, and Essex County Council⁸. This is managed through separate local planning processes and will therefore not be part of the JSP. A separate SCG will be prepared to help manage the strategic minerals and waste planning matters.

⁸ Essex and Southend Waste Local Plan (2017), Essex Minerals Local Plan (2014), Thurrock Core Strategy (2011)

10. Making Decisions and working together

Figure 5: JSP Governance Structure



- 10.1 ASELA has overall responsibility for implementing the South Essex 2050 Ambition and therefore the JSP as one of the main workstreams. However, statutory decision-making powers will remain with the individual LPAs who will be asked to make decisions, based on advice from ASELA, at key stages in the plan's preparation (see key milestones in Paragraph 4.7).
- 10.2 Preparation of the JSP is steered by a Members' Group comprising a representative from each of the LPAs and Essex County Council (see Terms of Reference in Annex 4). Arrangements for how this works in relation to the wider decision-making is set out in the JSP Memorandum of Understanding in Annex 2. A key part of the risk management arrangements is ensuring that there is buy-in from the wider local authority membership throughout the preparation process, given the challenging issues this will have to address. A Member Sounding Board will therefore be established to provide cross-party representations on the JSP at key stages.
- 10.3 Wider engagement will be managed through a range of mechanisms that will be set out in the South Essex 2050 engagement strategy and the Statements of Community Involvement (see Paragraph 5.5 below).
- 10.4 Overall project management for preparation and implementation of the JSP is provided by the JSP Project Delivery Board (PDB), comprising the relevant Heads of Service from each of the partner authorities (see terms of reference in Annex 3).

- 10.5 Although there is a statutory minimum requirement for public consultation and engagement with statutory consultees, there is also a legal requirement under the Duty to Cooperate to ensure that there has been positive, effective and ongoing cooperation with neighbouring authorities in Essex, Kent and London, including the Mayor of London. The engagement and consultation processes will be set out in the JSP's Statement of Community Involvement, due to be published alongside the Statement of Common Ground.
- 10.6 Developing a long-term spatial planning framework that is deliverable will also require ongoing engagement with a number of important strategic stakeholders, including those also subject to the Duty to Cooperate. Alongside the statutory engagement process, therefore, ASELA is developing a wider engagement strategy which will involve a number of key strategic stakeholders such as:
- Government Officials and Ministers
 - South Essex MPs
 - Thames Estuary Commission
 - Economic partners (e.g. Opportunity South Essex and the South East Local Enterprise Partnership)
 - Transport partners (e.g. Highways England and Transport East (Sub-National Transport Forum) and the Mayor of London.
 - Environmental partners (e.g. Environment Agency, Natural England, Greater Thames Natural Improvement Partnership, English Heritage)
 - Delivery partners (e.g. Homes England, housebuilders and utilities providers)
- 10.7 The LPAs are hoping to establish a JSP web site under the auspices of ASELA to provide a 'one stop' access point to effectively inform and engage with all interested parties and stakeholders of the purpose of the JSP, its progress and opportunities for influencing the plans contents as part of the public consultation process.

11. Managing the Risks

- 11.1 Delivery of the South Essex 2050 Ambition depends on a wide range of factors and bodies, not just the local authorities. The risks associated with this will be managed by ASELA on behalf of the partner authorities. There are a number of risks specifically linked to preparing the JSP on an accelerated timetable, some of which are political risks, others are technical risks. A high-level risk assessment and management plan is therefore being prepared alongside the JSP; this will be monitored by the JSP Project Delivery Board, with any potential problems highlighted to ASELA as soon as they are identified. An initial Risk Management Plan is set out in Annex 6.

12. Monitoring and review

- 12.1 Preparation of the SOCG is an iterative process reflecting the development of both the individual local plans and the JSP. It will therefore be reviewed at key stages in the JSP's

preparation as well as at key stages for the individual local plans, for example, submission to the Secretary of State for examination.

Annex 1

Association of South Essex Local Authorities Memorandum of Understanding

between

Basildon Borough Council

Brentwood Borough Council

Castle Point Borough Council

Essex County Council

Rochford District Council

Southend on Sea Borough Council

Thurrock Borough Council

Background

- 1.1 Stemming from housing and local planning issues initially, there has been a growing recognition of the opportunity and need for greater cross-boundary working on strategic infrastructure planning and growth across South Essex. In June 2017 Leaders and Chief Executives of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea, Thurrock and Essex County Council (the Authorities) agreed to initiate and shape a programme of work through the summer and autumn to explore a joint 'place vision' and the scope for greater strategic collaboration along the South Essex growth corridor.
- 1.2 The work during the summer and autumn has resulted in an emerging vision and identification of strategic growth opportunities that need testing and strengthening with the people and stakeholders of South Essex and beyond. It has also built a strong commitment amongst the Authorities to collaborative working. It was agreed that an Association of South Essex Local Authorities (ASELA) should be established to continue this collaborative work.

1.3 The Authorities wish to record the intention to establish ASELA and basis of our collaboration through a Memorandum of Understanding (MoU). This MoU sets out:

- a) The core purpose and aims of ASELA
- b) The principles of collaboration

2. Core Purpose and aims

2.1. The core purpose of ASELA is to provide place leadership for South Essex. Recognising that through our collaborative approach we will be best placed to develop and deliver a vision for South Essex up to 2050, promoting healthy growth for our communities.

2.2. ASELA will focus on the strategic opportunities, regardless of individual local authority boundaries for the South Essex economic corridor to influence and secure the strategic infrastructure that will help our individual areas to flourish and realise their full economic and social potential.

2.3. The aims of ASELA will be to:

- Provide place leadership;
- Open up spaces for housing, business and leisure development by developing a spatial strategy;
- Transform transport connectivity;
- Support our 7 sectors of industrial opportunity;
- Shape local labour & skill markets;
- Create a fully digitally-enabled place;
- Secure a sustainable energy supply;
- Influence and secure funding for necessary strategic infrastructure;
- Enhance health and social care through co-ordinated planning; and
- Work with and provide a voice for South Essex to the Thames Estuary 2050 Growth Commission and Commissioners.

3. Principles of collaboration

3.1. Our collaboration will be focused on three key areas:

- Tackling problems we can't solve individually
- Creating collective scale and impact
- Providing the place leadership to promote and sell the 'South Essex' proposition

3.2 The Authorities agree to adopt the following principles in working together:

- We are all in this together - and stronger if we work together

- We should build our governance incrementally- learning from the lessons from other places who are more advanced
- Through our collaboration we should be gaining something not losing something
- Local identities should not be lost
- We need to be a voice for SouthEssex

4. Term and Termination

4.1. This MoU shall commence on the date of the signature by each Authority and shall expire if ASELA dissolves.

5. Variation

5.1. The MoU can only be varied by written agreement of all the Authorities.

6. Charges and liabilities

6.1. Except as otherwise provided, the Parties shall bear their own costs and expenses incurred in complying with their obligations under this MoU.

7. Status

7.1. This MoU cannot override the statutory duties and powers of the parties and is not enforceable by law. However, the parties agree to the principles set out in this MoU.

Signed by

Local Authority	Leader/Chairman of Policy and Resources Committee	Chief Executive	Date
Basildon Borough Council			10/1/18
Brentwood Borough Council			10/1/18
Castle Point Borough Council			10/1/18
Essex County Council			10/1/18
Rochford District Council			10/1/18
Southend on Sea Borough Council			10/1/18
Thurrock Borough Council			10/1/18

Annex 2

STRATEGIC PLANNING IN SOUTH ESSEX

Memorandum of Understanding

between

Basildon Borough Council

Brentwood Borough Council

Castle Point Borough Council

Essex County Council

Rochford District Council

Southend on Sea Borough Council

Thurrock Borough Council

This Memorandum of Understanding (MoU) sets out how cooperation between the six local planning authorities in South Essex and Essex County Council will be managed in respect to strategic planning issues.

The Localism Act 2011 places a Duty to Cooperate on local planning authorities and county councils¹ (amongst other public sector organisations), requiring them to engage constructively, actively and on an on-going basis in the preparation of plans where this involves strategic matters. Local planning authorities will be tested in relation to legal compliance with the Duty at examination, as well as whether strategic cooperation has resulted in a ‘sound’ and robust approach to delivering strategic objectives.

The Neighbourhood Planning Act 2017² requires local planning authorities to “identify the strategic priorities for the development and use of land in the authorities’ area and set out policies to address those priorities in the development plan documents, taken as a whole. This clause was included to allow greater flexibility in the way that local planning authorities prepare local planning documents, and specifically to support the preparation of ‘strategic’ local plans, whether prepared individually or jointly with neighbouring authorities. However, several recent announcements from Government on proposed planning reforms indicate strongly that the Government’s preferred approach is for strategic priorities to be managed on a joint basis across housing market areas through the use of joint strategic plans.

Building on the existing strong foundations of cooperation developed through the Duty to Cooperate, and within the wider context of the South Essex 2050 Ambition, the Local Authorities have agreed to move to a more formal approach to strategic planning. This will be developed through a ‘portfolio’ of plans, with a Joint Strategic Plan (JSP) setting out strategic spatial and

¹ Localism Act 2011, Section 110.

² Neighbourhood Planning Act Part 1, Section 8

infrastructure priorities that are considered to be of mutual benefit, prepared alongside a suite of 'local delivery plans' to manage delivery within each of the local planning areas.

Work on the JSP will be steered within the governance structure of the Association of South Essex Local Authorities (ASELA) to ensure that it aligns with other strategic priorities. Although the JSP will be prepared on the basis of collaboration through ASELA, formal decisions on the JSP at key stages in its preparation (identified in each local planning authorities' Local Development Scheme) will be taken by the individual local planning authorities which will continue to retain the statutory local planning duty (as set out in the 2004 Planning and Compulsory Purchase Act and the 2017 Neighbourhood Planning Act).

A Statement of Common Ground will be prepared by ASELA, setting out the process and timetable for the plan, what local delivery plans will be needed (and how current local plans will be managed through the transition process), governance and working arrangements, and the key evidence needed to support the plan. Although the focus will be strategic development (housing and economic development) and infrastructure, other strategic priorities may be included where they are required to support delivery of the South Essex 2050 Ambition. The Statement will be reviewed on an ongoing basis and updated as and when needed. This will form key evidence to support the JSP and individual 'Local Development Plans' and should therefore be made available on each of the partner authority's websites.

In preparing the JSP, all ASELA partners agree to:

- Engage constructively, actively and on an on-going basis in relation to strategic planning matters under the Duty to Cooperate;
- Ensure a broad and consistent approach to strategic planning and development issues in the South Essex Area;
- Support better alignment between strategic planning, infrastructure and investment priorities in South Essex;
- Adhere to the governance structure of ASELA and ensure that activities are delivered and actions are taken as required;
- Be accountable for ensuring that the role and responsibilities as agreed in the Statement of Common Ground are adhered to;
- Be open and communicate about concerns, issues and opportunities in respect of collaboration and joint working;
- Act in a timely manner, recognising the time critical nature of consultations, technical projects and plan preparation;
- Adhere to statutory requirements. Comply with applicable laws and standards, data protection and freedom of information requirements;
- Encourage, develop and share best practice in strategic planning matters;
- Ensure adequate resources and staffing are in place to undertake effective collaboration and joint working (resources to be agreed through ASELA).

Area Covered

For the purposes of this MoU the geographic area of South Essex applies to the administrative areas of Basildon Borough, Brentwood Borough, Castle Point Borough, Rochford District, Southend on Sea Borough and Thurrock Borough Councils.

Status

This MoU cannot override the statutory duties and powers of the parties and is not enforceable by law. However, the parties agree to the principles set out in this MoU.

This MoU is not a development plan, nor a legally binding document, but will be used in the consideration of how the South Essex Local Authorities have jointly approached strategic planning issues and legal compliance with the Duty to Cooperate.

This MoU may be supported by other documentation, and other subject specific MoUs, which set out in more detail how the parties will work together to tackle more detailed matters with respect to strategic planning in South Essex.

It is accepted that an individual party or group of parties that are signatories to this MoU may also be signatories to other MoUs between themselves, or with other parties outside South Essex in respect of the Duty to Cooperate.

Key outputs of this MoU are:

- A Joint Strategic Plan setting out strategic spatial and infrastructure priorities across South Essex;
- A Delivery Strategy setting out how the strategic policy framework of the JSP will be delivered, accompanied by a risk assessment and risk management plan;
- A Statement of Common Ground setting out how a JSP will be delivered, what the evidence base is, including identification of various development needs;
- A Joint Strategic Plan Monitoring Report, prepared annually to chart and monitor delivery of the JSP.

Governance, Roles and Responsibilities

Preparation of the Joint Strategic Plan and associated Delivery Strategy will be steered under the governance arrangements of the Association of South Essex Local Authorities. Formal decisions on the plan at key stages (to be set out in individual Local Development Schemes) will be taken by individual Local Planning Authorities on the advice and recommendations of ASELA.

A Members Steering Group will be accountable for the preparation of the JSP, supported by an officer Project Delivery Board. The Steering Group will comprise political representatives from each of the ASELA partners (to be appointed by individual authorities) and the Lead ASELA Member for strategic planning. The officers group will comprise the Heads of Service (or equivalent) from each of the partner authorities, and the ASELA Lead Chief Executive for strategic planning.

'Task and finish' groups will be used to develop specific topics to support the JSP, to be identified by the Steering Group, as and when needed.

Terms of Reference for all groups will be established, setting out the roles, responsibilities and administration. These will be agreed by ASELA and reviewed annually to ensure they remain relevant.

Local authorities should ensure that adequate resources are provided in order to undertake the joint work programme as set out in the Statement of Common Ground. Additional resources may be

provided by other relevant bodies, as agreed to undertake specified tasks under the work programme.

Risk Management

The South Essex Authorities are committed to meeting the full nationally set local housing need across the sub-region. This will be managed on a strategic basis with the distribution across the LPAs reflecting the shared spatial strategy and priorities. Although preparation of the JSP will be steered through ASELA, decision-making will remain the responsibility of the individual local authorities. It is recognised that there is risks associated with this therefore a full risk assessment has been prepared and set out in the Statement of Common Ground and will be monitored on a regular basis, with any concerns raised through the JSP governance structures.

Review of the MoU

This MoU is effective from the date it is signed by the Chief Executive and Leaders of all parties. It will be reviewed as and when indicated through the Statement of Common Ground

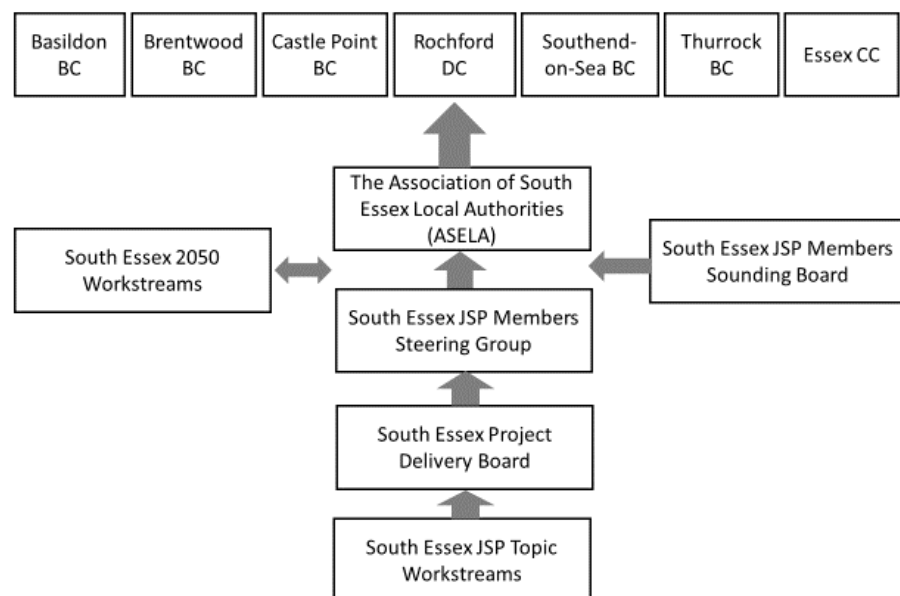
ANNEX 3

SOUTH ESSEX JOINT STRATEGIC PLAN PROJECT DELIVERY BOARD – TERMS OF REFERENCE

March 2018

1. The South Essex Local Planning Authorities (LPAs) of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock, together with Essex County Council, are preparing a Joint Strategic Plan (JSP) to support the South Essex 2050 Ambition. The JSP, together with other local development plans, will deliver the spatial strategy and will be delivered alongside a South Essex Local Industrial Strategy and Strategic Infrastructure Framework. The JSP will be steered by a Member Steering Group, reporting to the Association of South Essex Local Authorities (ASELA). Statutory decision-making powers will, however, remain with the individual LPAs who will be asked to make decisions, based on advice from ASELA, at key stages in the plan's preparation.
2. Overall project management for preparation and implementation of the JSP is provided by the Project Delivery Board (PDB), comprising the relevant Heads of Service from each of the partner authorities.

JSP Governance Structure



3. The main functions of the PDB are to:
 - i. act as the interface between the political decision-making and the technical processes, providing advice on the JSP to the Members Steering Group and ASELA, working closely with the ASELA lead Member and Chief Executive;

- ii. ensure that the JSP is aligned with other South Essex 2050 workstreams, particularly in relation to the emerging Local Industrial Strategy, strategic infrastructure priorities and housing and growth proposition;
 - iii. ensure that the JSP is delivered to the agreed timetable, is technically sound (supported by a robust evidence-base) and is legally compliant;
 - iv. manage engagement with external partners, neighbouring authorities and Statutory Consultees on behalf of the Members Steering Group, ensuring that collaboration is positive and proactive, as required by the Duty to Cooperate.
 - v. provide overall project management for the individual JSP topic workstreams, supporting and the role of the JSP Project Manager.
 - vi. manage the JSP budget on behalf of the Members Steering Group, ensuring that it is used effectively and efficiently to support the plan's preparation and its supporting evidence base.
 - vii. Manage the risks of preparing and implementing the JSP, highlighting any potential problems to ASELA as soon as practically possible.
4. The PDB meets every two weeks in between ASELA meetings. Dates will be set at least six months in advance and aligned to the JSP timetable and work programme.
5. The Terms of Reference will be reviewed on an annual basis (every March).

ANNEX 4

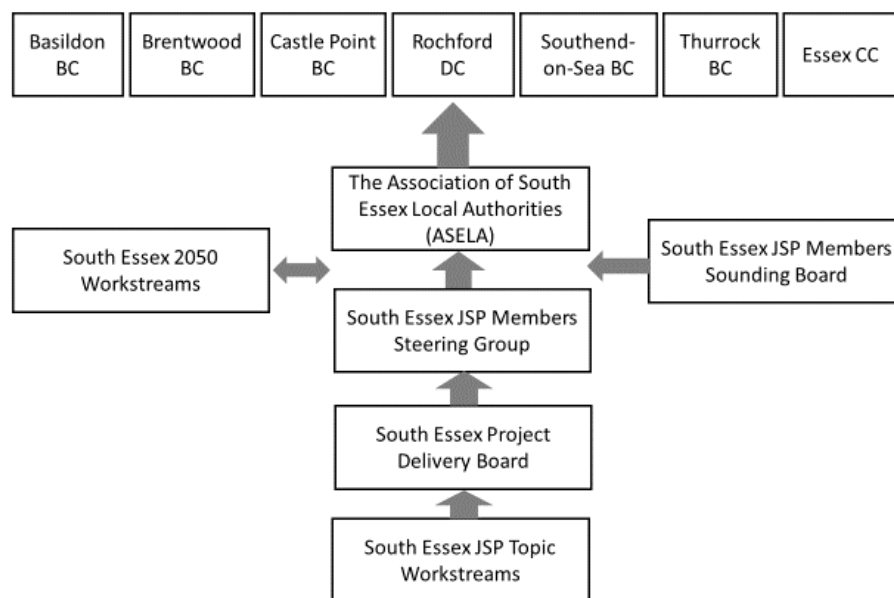
SOUTH ESSEX JOINT STRATEGIC PLAN

MEMBERS STEERING GROUP – TERMS OF REFERENCE

March 2018

1. The South Essex Local Planning Authorities (LPAs) of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock, together with Essex County Council, are preparing a Joint Strategic Plan (JSP) to support the South Essex 2050 Ambition (SE2050). The JSP, together with other local Development Plan Documents (DPDs), will deliver the spatial priorities and will be delivered alongside a South Essex Local Industrial Strategy and Strategic Infrastructure Framework.
2. The Association of South Essex Local Authorities (ASELA) will be accountable for the JSP alongside the other SE2050 workstreams. Statutory decision-making powers will, however, remain with the individual LPAs who will be asked to make decisions, based on advice from ASELA, at key stages in the plan's preparation.
3. The Members Steering Group will be responsible for the preparation of the JSP on behalf of ASELA, supported by an officer Project Delivery Board (PDB), comprising the relevant Heads of Service from each of the partner authorities.

JSP Governance Structure



Purpose of the JSP Member Steering Group

- To ensure a coherent and collaborative approach is undertaken for sub-regional planning matters across South Essex through the preparation of a statutory Joint Strategic Plan.
- To ensure that the Joint Strategic Plan is aligned to the long term priorities shared by all authorities and set out in the South Essex 2050 Ambition.

- To advise ASELA on the Joint Strategic Plan, ensuring that there is consensus amongst the partner authorities at each of the key stages in its preparation.
- To steer work on the Joint Strategic Plan through the Project Delivery Board, ensuring that the plan's spatial strategy is robust and deliverable.
- To be accountable for the overall work programme and budget for the Joint Strategic Plan, ensuring that any significant issues are highlighted to ASELA as soon as practically possible.
- To engage with the Mayor of London and adjoining local authorities and their partnerships on strategic planning matters ensuring that the legal requirements of the Duty to Cooperate are met.

Membership

The group will consist of a Member from each one of the ASELA partner authorities. The individual local authority member representation to the group shall be determined by that local authority.

Each authority should nominate substitutes should the main representative not be able to attend a meeting.

The Local Authority partners are:

Basildon Borough Council
 Brentwood Borough Council
 Castle Point Borough Council
 Rochford District Council
 Southend on Sea Borough Council
 Thurrock Borough Council
 Essex County Council

The chair of the Member Steering Group will be the ASELA lead member for the South Essex 2050 spatial strategy workstream.

The Members Steering Group will meet monthly with dates coordinated with the ASELA and Project Delivery Board meetings. Dates will be set at least six months in advance and aligned to the JSP timetable and work programme.

The Terms of Reference will be reviewed on an annual basis (every March).

ANNEX 5 – Current Local Plan Timetable (as at June 2018)

BASILDON

Q2 2018 - Regulation 19 Publication

Q3 2018 - Submission

Q2 2019 - Adoption

BRENTWOOD

Q3 2018 – Regulation 19 Publication

Q4 2018 – Submission

Q2 2019 - Adoption

CASTLE POINT (subject to change depending on outcome of Government Intervention)

July 2018 – Regulation 18 Consultation

January 2019 – Regulation 19 Publication

April 2019 – Submission

Autumn 2019 - Adoption

ROCHFORD

Winter 2019/Spring 2020 – Regulation 19 Publication

Summer 2020 – Submission

Spring/Summer 2021 - Adoption

SOUTHEND

Autumn/Winter 2020 – Regulation 19 Publication

Spring 2021 – Submission

No date for proposed adoption but LDS 2018 states that “As an approximation, the period from submission to adoption may range from 6 to 9 months dependent on the content and scope of the plan, issues arising during examination and scheduling of meetings.”

THURROCK

July 2018 – Regulation 18 Consultation

July 2019 – Regulation 19 Publication

Late 2020/early 2021 – Adoption

Annex 6: Joint Strategic Plan Risk Assessment

Risk Identified	Risk Management
<p>1. Unable to meet JSP timetable (e.g. due to protracted decision-making process, technical delays due to procurement of evidence, staff resources, Planning Inspectorate unable to meet timetable)</p>	<ul style="list-style-type: none"> • Project Delivery Board to monitor progress against ‘key milestones’ and work programme, highlighting any risks at an early stage to ASELA and agree how this is to be managed – actions will depend on issue e.g. resources • ASELA to agree a standardised approach to decision-making, with each partner authority working with their committee services to provide a streamlined approach at key stages and ensure that this does not add unnecessary time to the process. Delegated authority to ASELA for some stages to be explored • Procurement processes to be agreed by ASELA to ensure JSP work is treated as a priority and procurement facilitates timely commissioning and appointment of consultancy support. This should allow for a bespoke tendering and procurement approach and commitment to fund agreed technical programme to expedite procurement process. This should also address particular constraints that may arise as a result of OJEU considerations and thresholds. • Development of evidence base will be focused on strategic priorities with any potential ‘mission creep’ flagged by project manager as soon as possible. • Evidence base and external support considered at ‘pre-commencement’ stage with project management/intelligent client function, budget and timescales secured. • A full audit of existing resources and capacity to be undertaken by ASELA at the JSP commencement stage. • Where lack of capacity and/ or conflicts of interest within the private sector arise, alternative options should be considered at an early stage in the plan preparation process e.g. internal training and development to fill any potential gaps, or different consultants procured to deliver components of larger projects where a single provider cannot be secured. • Early discussion with Planning Inspectorate to ensure timetable for Examination can be met – Government to promote SE JSP as a priority if necessary.

<p>2. Government intervention destabilises JSP process</p>	<ul style="list-style-type: none"> • Early engagement with Government Ministers and senior Civil Servants to explore options around intervention mechanisms, highlighting risks to JSP progress. • Agree key milestones with MHCLG with regular updates from ASELA. • ASELA to support LPAs 'at risk' to meet published plan timetables • All South Essex Local Development Schemes (LDS) to be updated to reflect the new joint planning arrangements by July 2018 and kept up to date as plans are progressed.
<p>3. One or more partner local plans are found unsound with regards to the strategic matters and/ or fail to comply with the Duty to Cooperate.</p>	<ul style="list-style-type: none"> • Any issues that risk the overall approach to the shared 2050 ambition or imply that there is not agreement on the JSP spatial strategy or key strategic matters will be highlighted to ASELA as soon as it becomes apparent to allow for the matters to be resolved at a South Essex level
<p>4. Thames Estuary Commission undermines SE2050 Ambition and spatial strategy of JSP</p>	<ul style="list-style-type: none"> • Early and ongoing engagement between ASELA and Thames Estuary Commission to ensure alignment of growth ambitions on delivery strategy • Early and ongoing engagement with relevant Government Ministers and senior Civil Servants to ensure they fully understand SE2050 Ambition and role of LAs in delivering this and secure a Housing Deal.
<p>5. Key place shaping infrastructure is not delivered in order to facilitate strategic growth options</p>	<ul style="list-style-type: none"> • ASELA provides support in the engagement with strategic infrastructure providers and Government as part of the SE2050 implementation process and development of the JSP to ensure that their priorities reflect the strategic infrastructure priorities of the South Essex Authorities and facilitate delivery of the • ASELA to support Thurrock and ECC in its negotiations with Highways England, the National Infrastructure Commission and Government specifically in relation to the Lower Thames Crossing to ensure that the final agreed route facilitates delivery of the SE2050 Ambition and the spatial strategy of the JSP.
<p>6. Change in Government which changes to national policy/legislation and/or change in national funding priorities</p>	<ul style="list-style-type: none"> • Robust SE2050 Ambition developed with risk management built in to delivery plan(s) to ensure contingency funding and approach to deliver same outcome. • Robust evidence-base to justify overall approach even if not in conformity with new national policy • Procure legal advisers to assess and highlight potential risks at early stage and ensure

	<p>contingency approach with secures same overall outcome.</p> <ul style="list-style-type: none"> • work with MHCLG, PAS and PINs to ensure ongoing conformity with national policy and legislation.
7. Partners unable to agree JSP at key stages (e.g. due to change in political leadership, lack of political consensus on key policy direction, competing priorities)	<ul style="list-style-type: none"> • ASELA ensure new leadership fully informed of JSP process and SE2050 Ambition • ASELA/Planning MoU to ensure agreement to JSP • Members Sounding Board established to ensure cross-party involvement and ownership in JSP • Communications strategy prepared to ensure ongoing briefings and opportunities to engage in JSP preparation are provided for all Members of partner authorities • Continuity in JSP member Steering Group throughout preparation process ASELA/Planning MoU to ensure agreement to JSP
8. Resources and skills	<ul style="list-style-type: none"> • ASELA to set a realistic budget for JSP preparation, taking into account all potential internal and external sources of funding (including Planning Delivery Fund, potential funding from growth deal to support capacity) • Secure project management support during pre-commencement stage • Focus on key policy areas and evidence needed to support this (i.e. keep to agreed scope) • Agree training and development programme to fill gaps and upskill existing officers to reduce need to procure externally • Work on 'South Essex' basis, ensuring making the more effective and efficient use of all resources and skills across all seven partner authorities
9. External stakeholders undermine SE2050 Ambition/ JSP Spatial strategy	<ul style="list-style-type: none"> • Establish a stakeholder sounding board to ensure ongoing commitment / support from strategic stakeholders • Prepare a robust framework to ensure compliance with the Duty to Cooperate and engagement with Statutory Consultees • Prepare a Statement of Community Involvement at the start of the formal JSP preparation process (June 2018) and agree with stakeholder sounding board. • Agree an approach with Government to support emerging SE2050 ambitions whilst JSP is prepared and reduce the risks of stakeholders undermining delivery e.g. deviation for

	national policy on 5YLS requirements / Housing Delivery Test to reduce risks of speculative planning applications, alignment of approach by government bodies (e.g. Homes England, Highways England, Environment Agency).
10.Evidence base highlights significant challenges in delivering the JSP Spatial Strategy and SE2050 Ambitions	<ul style="list-style-type: none"> • Identify potential challenges in JSP Delivery Plan (e.g. infrastructure funding) and agree risk management plan for addressing • Consider contingency approach which will still deliver same outcome.
11.Public consultation attracts opposition and seeks to undermine SE2050 Ambition/ JSP Spatial strategy	<ul style="list-style-type: none"> • Communications strategy prepared to ensure ongoing briefings and opportunities to engage in JSP preparation are explained for all partner authorities • Case for change articulated by highlighting benefits of growth and investment in infrastructure

This page is intentionally left blank

Thurrock Development Plan

Appendix B – Local Development Scheme

This appendix is available for inspection online, in Members Services and Main Reception.

JULY 2018

This page is intentionally left blank

Thurrock Development Plan

Appendix C – Statement of Community Involvement

This appendix is available for inspection online, in Members Services and Main Reception.

JULY 2018

This page is intentionally left blank

Appendix 2 – Local Development Scheme Timetable

PP – Plan preparation stage PC – Public consultation S – Submission EIP – Examination in Public A – Adoption

	2015				2016				2017				2018				2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Statement of Community Involvement	PP		PC	A									PP		PC	A												
Joint Strategic Plan													PP		PC		PP	PC	S	EIP	A							
Thurrock Local Plan	PP				PC				PP				PC	PP	PC		PP	PC	S	EIP	A							
Minerals and Waste Local Plan													PP	PC	PP	PC	PP	PC	S	EIP	A							
Thurrock Design Guide (TDG) – Design Strategy SPD		PP			PC	PP		A																				
TDG – Residential alterations and extensions SPD									PP	PC	A																	
TDG - New Residential Developments SPD													PP		PC	PP	A											
TDG - Industrial Areas SPD													PP	PC	PP	A												
TDG – Centres and Transport Hubs SPD													PP		PC	PP	A											
Planning Obligations SPD													PP		PC	PP	A											
Affordable Housing IPGN													PP	PC	A													
Health Impact Assessment IPGN													PP		PC	A												
Community Infrastructure Levy																	PP		PC	PP	PC	S						

This page is intentionally left blank

11 July 2018		ITEM: 15 (Decision 110477)
Cabinet		
Procurement of the Internal and External Redecoration Programme		
Wards and communities affected: All	Key Decision: Key Decision – spending above £750k	
Report of: Councillor Barry Johnson, Portfolio Holder for Housing		
Accountable Assistant Director: Richard Birchett, Interim Assistant Director Housing		
Accountable Director: Roger Harris, Corporate Director of Adults, Housing and Health		
This report is Public		

Executive Summary

This report sets out the proposals for the procurement of Internal and External Redecorations to Council residential properties to start in November 2018.

This procurement will put in place a contract for 3 years with an option to extend for up to two years in any combination to replace the current contract which has now expired. The current programme for these works has now completed which ensures there is no disruption to our service users.

The annual current budget for these services is £160k for internal redecoration only of sheltered properties and general need properties for vulnerable residents where eligible.

The programme allows for the internal redecoration of properties within our Sheltered Housing schemes and within individual properties where the resident meets the Council's qualifying criteria. There will be no change to the Council's qualifying criteria as a result of this procurement.

Completing these works ensures our stock is maintained, and the living conditions for our vulnerable residents are enhanced.

In addition, the decorating programme, subject to adequate funding will allow for the external redecoration of properties, again enhancing our neighbourhoods for the benefit of all and also importantly maintaining our

stock and therefore limiting the need for costly building repairs as a result of deterioration of materials due to weather/water ingress.

The total estimated value for this contract over the maximum 5 year period of delivery is c. £2M which includes provision for the addition of an external painting work programme within this period.

1. Recommendation(s)

Cabinet is recommended to:

- 1.1 Agree the proposed process to commence procurement of the Internal and External decorating programme for a period of up to 5 years (3 years with an option to extend for up to two years in any combination subject to performance and funding).**
- 1.2 Agree delegated authority to award the contract to the Corporate Director of Adults, Housing and Health in consultation with the Portfolio Holder.**

2. Introduction and Background

- 2.1 The current contract for internal and external redecorations is delivered by Mitie Property Services UK Ltd and this has now expired with the conclusion of the last programme. Therefore there is a need to undertake a new procurement process to ensure that any future service provision complies with the Council's Contract Procedure Rules.
- 2.2 The Mitie Property Services UK Ltd contract was completed in a timely fashion and within the budget allocated. All applicable performance standards were met by the contractor.

3. Issues, Options and Analysis of Options

Timescale and Procurement Route

- 3.1 The previous contract was tendered and awarded to one contractor. This approach ensured the service was effectively implemented and managed ensuring a positive experience for our residents. It is not seen that there would be any particular advantage in advertising the procurement in specific lots.
- 3.2 The tender process will be a sub-EU procurement procedure as the whole life cost of the contract falls under the EU Works threshold of £4,551,413. The procurement will not therefore not be subject to full compliance with the Public Contracts Regulations 2015 Regulations although the procurement principles of transparency, integrity, openness, non-discrimination and fairness will still apply.

Action	Date
Leaseholder consultation	12 July 2018 – 30 day period
Issue Tender through In-Tend (the Council's e-procurement tendering portal)	13 August 2018
Tender Return	14 September 2018
Evaluation Period Ends	30 September 2018
Voluntary Standstill Period Concludes	17 October 2018
Award of Contract	22 October 2018
Contract Start Date	9 November 2018

4. Reasons for Recommendation

- 4.1 This report is submitted to Cabinet for approval to proceed to tender for a contract with a whole life cost valued above £750K. The total estimated value for this contract over the maximum 5 year contract period is c. £2M.
- 4.2 Approval of delegated authority to award the contract on 22 October 2018, date will allow an implementation period of ten weeks which will ensure that residents etc will benefit from un-interrupted service. Leaseholder consultation will also need to be completed in regard to external redecoration where applicable.

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

- 5.1 This report covers only a standard re-tender, and is being considered by Overview and Scrutiny Committee on 10 July (i.e. the night before Cabinet). Any comments from Scrutiny will be reported to Cabinet.
- 5.2 Building Surveying team and Technical Manager will be consulted and included in the procurement process.

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

- 6.1 The contract aims to meet corporate priorities through the delivery of high quality services ensuring the maintenance of Thurrock Housing Stock.
- 6.2 The Council's Social Value Framework will be set out in the tender documents and bidders will be asked to propose added value initiatives that will enhance their bid and which will be subsequently incorporated into the contractual requirements. Typically with this type of service provision apprenticeships and using local suppliers would feature in the evaluation criteria.

7. Implications

7.1 Financial

Implications verified by: **Julie Curtis**
HRA Accountant

This report sets out the procurement proposals to re-tender the Internal and External redecoration programme. It is difficult to predict whether there will be any savings associated with this procurement, however it is thought that there will be a number of organisations that will register an interest in the procurement opportunity which indicates that bid submissions will be competitive.

7.2 Legal

Implications verified by: **Kevin Molloy**
Solicitor

7.2.1 This report is seeking approval from Cabinet to agree to tender the contract noted in the report. The tender process will be a sub-EU procurement procedure as the whole life cost of the contract falls under the EU Works threshold of £4,551,413. The procurement will not therefore fall under the Public Contracts Regulations 2015 Regulations although the procurement principles of transparency, integrity, openness, non-discrimination and fairness will still apply

7.2.2. Taking the above into account, on the basis of the information in this report, the proposed procurement strategy will comply with the Council's Contract Procedure Rules.

7.2.3 The report's author and responsible directorate are requested to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any questions that may arise.

7.3 Diversity and Equality

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

7.3.1 Decorating Council Housing properties is normally excluded from Council responsibility and remains with tenants. The Assisted Decoration Programme provides assistance to vulnerable individuals living primarily in Sheltered Accommodation who otherwise may be unable to undertake decoration works

themselves. Through the contract and the tender process, the Council will ensure the winning bidder has the appropriate skills and experience to work in properties with vulnerable residents.

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

None

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

None

9. Appendices to the report

None

Report Author:

Wendy White

(Area Contracts Manager)

This page is intentionally left blank

11 July 2018	ITEM: 16
Cabinet	
End of Year Corporate Performance Report 2017/18	
Wards and communities affected: All	Key Decision: Non-key
Report of: Councillor Deborah Huelin, Portfolio Holder for Communities	
Accountable Assistant Director: n/a	
Accountable Director: Karen Wheeler, Director of Strategy, Communications & Customer Services	
This report is Public	

Executive Summary

This is the end of year (Month 12) corporate performance monitoring report for 2017/18.

The Corporate Performance Framework 2017/18 details the information the council uses to monitor the progress and performance against the priorities. This was the outcome of a full and thorough review of the key performance indicators (KPIs) in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

This report provides a final position in relation to the performance of those KPIs, including a focus on some specific highlights and challenges.

For 2018/19, the set of indicators has been reviewed in line with the new vision and priorities agreed by Council on 31 January 2018 and are attached at Appendix 1.

Corporate Overview and Scrutiny Committee considered an earlier version of this report at its June meeting and provided feedback on performance and the KPIs for 2018/19. This is set out in the report at paragraph 5.3.

1. Recommendation(s)

- 1.1 To note and comment upon the performance of the key corporate performance indicators for 2017/18
- 1.2 To agree the indicators for 2018/19 and identify any areas which require additional consideration in the next monitoring cycle

2. Introduction and Background

- 2.1. The performance of the priority activities of the council is monitored through the Corporate Key Performance Indicator (KPI) 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.
- 2.2. 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.
- 2.3. 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 continued in each month throughout 2017/18 and will continue into 2018/19.
- 2.4. For 2018/19, the set of indicators has been reviewed in line with the new vision and priorities agreed by Council on 31 January 2018 and are attached at Appendix 1. They will continue to be reported to both Corporate Overview and Scrutiny Committee and, then on to Cabinet, on a quarterly basis, throughout 2018/19.

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

End of Year Outturn Performance against target		Direction of Travel compared to End of Year Outturn 2016/17	
Achieved	66% (33)	↑ BETTER	57.89% (22)
		→ STATIC	10.53% (4)
Failed	34% (17)	↓ WORSE	31.58% (12)

3.3 On target performance

Two thirds of corporate KPIs achieved their end of year targets.

Indicator Definition	Portfolio Holder	2016/17 Outturn	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year Outturn 2017/18	End of Year Outturn Target Status	Direction of Travel since 2016/17	2017/ 2018 Target
Number of "exchanges" carried out through time-banking (in hours) (YTD)	Cllr S Little	15,250	9,649	12,908	18,316	23,486	23,486	ACHIEVED	↑	12000
Permanent admissions of older people (aged 65 +) to residential and nursing care homes, per 100,000 popn	Cllr S Little	708	152	308	472	649	649	ACHIEVED	↑	708
Proportion of carers who receive direct payments	Cllr S Little	86.66%	100%	100%	100%	100%	100%	ACHIEVED	↑	68%
Delayed Transfers of Care – Number of delayed days from hospital (attributable to NHS, ASC and Joint)	Cllr S Little	4,255	960	968	766	757	3451	ACHIEVED	↑	3993
Number of private tenants whose homes have been improved as a direct result of Housing intervention	Cllr Gledhill	n/a	170	409	641	843	843	ACHIEVED	↑	530
Overall spend to budget on HRA (£K variance)	Cllr Hebb	-304	0	0	0	0	0	ACHIEVED	↑	0
% of primary schools judged "good" or better	Cllr Halden	91.9%	97%	97%	97%	97	97%	ACHIEVED	↑	94%
Average time (in days) for a child to be adopted (3 yr average)	Cllr S Little	452	446	425	425	369	369	ACHIEVED	↑	500 days
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr Halden	61.1%	74.5%	73.2%	72.2%	72.4%	72.4%	ACHIEVED	↑	70%
Forecast National Non-Domestic Rates (NNDR) collected	Cllr Hebb	99.7	99.3%	99.3%	99.3%	99.8%	99.8%	ACHIEVED	↑	99.30%
Overall spend to budget on General Fund (variance)	Cllr Hebb	0	0	0	0	-5%	-5%	ACHIEVED	↑	0
No of affordable housing units delivered directly	Cllr Gledhill	12					26	ACHIEVED	↑	More than 2016/2017
KS2 Attainment – % Achieving National Standard in Reading, Writing & Maths	Cllr Halden	51%					62%	ACHIEVED	↑	National Average (61%)
KS4 Attainment – Progress 8 score	Cllr Halden	-0.01					0.03	ACHIEVED	↑	Above 0
Children Looked After KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Cllr Halden	33.3%					55%	ACHIEVED	↑	Above national average (32%)
No of people registered for My Account	Cllr Huelin	51,201					67,978	ACHIEVED	↑	56,000
Children Looked After KS4 Attainment – Progress 8 score	Cllr Halden	-0.81					-0.64	ACHIEVED	↑	national average (-1.18)
Achievement of Level 3 qualification at 19 years old	Cllr Halden	51%					54.4%	ACHIEVED	↑	54%
% of Major planning applics processed in 13 weeks	Cllr Coxshall	97.3%	100%	93%	96%	100%	97%	ACHIEVED	→	77%
% of Minor planning applics processed in 8 weeks	Cllr Coxshall	100%	98%	99%	99%	100%	99%	ACHIEVED	→	90%
Average waiting time (in weeks) of Occupational Therapy assessments	Cllr S Little	n/a	4	2	3	3	3	ACHIEVED	n/a	6
Total gross external income from fees and charges (£K) - not incl. traded income	Cllr Hebb	n/a	n/a	6,526.6	6,507	6,652	6,652	ACHIEVED	n/a	6,490
Number of additional hypertensive patients diagnosed following screening programmes	Cllr Halden	n/a	299	526	730	949	949	ACHIEVED	n/a	400

Indicator Definition	Portfolio Holder	2016/17 Outturn	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year Outturn 2017/18	End of Year Outturn Target Status	Direction of Travel since 2016/17	2017/ 2018 Target
Successful completion of treatment in Young People's Drug & Alcohol service	Cllr Halden	n/a	81%	100%	85%	86%	86%	ACHIEVED	n/a	60%
Proportion of people using social care who receive direct payments / Or Individual Service Funds	Cllr S Little	New	33.24%	35.06%	35.47%	37.14%	37.14%	ACHIEVED	n/a	32%
No of businesses engaged through Council programmes	Cllr Coxshall	Different prog.	95	226	347	862	862	ACHIEVED	n/a	180
Street Cleanliness - a) Litter	Cllr Watkins	New method		8.5%	6.5%	14%	9%	ACHIEVED	n/a	10%
Street Cleanliness - c) Graffiti	Cllr Watkins	New method		3%	3.25%	1.83%	2.18%	ACHIEVED	n/a	5%
Permanent admissions of younger adults (18 to 64) to residential and nursing care homes, per 100,000 popn	Cllr S Little	5.8	0	5	6	7	7	ACHIEVED	↓	10
Total No of homes transformed as part of Transforming Homes Programme (cumulative)	Cllr Gledhill	1115	297	580	796	1,012	1,012	ACHIEVED	↓	1,000
% of repairs completed within target	Cllr Gledhill	98.3%	98.1%	97.9%	98.0%	96%	97.5%	ACHIEVED	↓	97%
% Rent collected	Cllr Gledhill	99%	93%	95.6%	97.8%	98.5%	98.5%	ACHIEVED	↓	98%
% of young people who reoffend after a previous recorded offence	Cllr S Little	28%	10%	30%	30%	Quarter in arrears	N/A	ACHIEVED (YTD)	↓	30%

3.4 Highlights for 2017/18

Of particular note for 2017/18 are the following indicators which have significantly improved and for which more detail is provided below:

Indicator Definition	2016/17 Outturn	End of Year Outturn 2017/18	End of Year Outturn Status	Direction of Travel since 2016/17	2017/ 2018 Target
% of primary schools judged "good" or better	91.9%	97%	ACHIEVED	↑	94%
<p>All but one primary school which has had an inspection was rated as good or better by Ofsted. This continues the positive direction of travel. Schools and education services will continue, throughout 2018/19, to work closely together to help Thurrock children receive the best possible start to their lives and give them strong foundations for their futures.</p>					
Indicator Definition	2016/17 Outturn	End of Year Outturn 2017/18	End of Year Outturn Status	Direction of Travel since 2016/17	2017/ 2018 Target
No of people registered for My Account	51,201	67,978	ACHIEVED	↑	56,000
<p>Total My Account registrations in 2017/18 have exceeded the target by a large margin. Based on one account per household, this could equate to approximately 98%* of households in Thurrock having an account. (*Although some households may have more than one account). My Account is the cornerstone of the council's channel shift strategy. By giving access to services beyond normal office hours, residents can start the interaction with us at a time that suits them. The site also lets them access services by the device of their choice.</p>					

Indicator Definition	2016/17 Outturn	End of Year Outturn 2017/18	End of Year Outturn Status	Direction of Travel since 2016/17	2017/ 2018 Target
% of 17-21 yr old Care Leavers in Education, Employment or Training	61.1%	72.4	ACHIEVED	↑	70%
<p>This is a significant improvement and testament to the hard work of the service. Well above the statistical neighbour average of 56% and provisional national average of 53%. The council has been supporting care leavers with a range of education and employment opportunities. The youth employment programme is providing a range of practical skills which have enabled young people to access employment/training opportunities.</p> <p>A new programme for care leavers has been initiated to address the common barriers of insufficient functional skills and un-readiness for the employment market with the further aim of supporting care leavers into apprenticeship opportunities by actively working with local employers in the recruitment of care leavers. Other new initiatives such as Head Start Housing are also supporting this group of young adults to become independent and life-ready.</p>					

3.5 Off target indicators

At the end of the year, 16 indicators failed to meet their target.

Indicator Definition	Portfolio Holder	2016/17 Outturn	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year Outturn 2017/18	End of Year Outturn Target Status	Direction of Travel since 2016/17	2017/ 2018 Target																										
Average sickness absence days per FTE	Cllr Huelin	10.43	2.32	4.72	7.12	9.95	9.95	FAILED	↑	9 days																										
<p>Although sickness has reduced since last year, this year's target was not met. In recognition of the need for further, faster improvement to be made in 2018/19, a focused project, building on the positive direction of travel since 2016/17, is being established to deliver the interventions necessary to achieve this. Sickness absence is a key agenda item at People Board each month. This work is further supported by HR Business Partners who provide supplementary targeted analysis, advice and guidance to DMTs, and develop and facilitate targeted action to address the sickness drivers in each directorate. Key sickness drivers across the council are stress/anxiety and musculoskeletal issues and a range of support is on offer to employees and their managers specific to these issues.</p>																																				
Total number of homes enabled through Planning	Cllr Coxshall	603					855	FAILED	↑	950																										
<p>Though presented to have failed this stretched target, the number of homes enabled during the year is still considered to be a good outturn, particularly given the marked increase over recent years.</p> <p>Although the number of homes enabled through planning permissions was below the target, it was 90% achieved. It is anticipated that performance will improve as the Council moves towards the adoption of a new Local Plan and new housing sites are allocated.</p> <p>On the delivery side, more homes were completed in Thurrock in 2017/18 than any year in the last decade, which is a sign of growing confidence in the local housing market. The graph shows the most recent figure in the context of the annual completions since 2006/7.</p>					<table border="1"> <caption>Net Additional Dwellings</caption> <thead> <tr> <th>Fiscal Year</th> <th>Net Additional Dwellings</th> </tr> </thead> <tbody> <tr><td>2006/07</td><td>413</td></tr> <tr><td>2007/08</td><td>161</td></tr> <tr><td>2008/09</td><td>130</td></tr> <tr><td>2009/10</td><td>88</td></tr> <tr><td>2010/11</td><td>288</td></tr> <tr><td>2011/12</td><td>343</td></tr> <tr><td>2012/13</td><td>311</td></tr> <tr><td>2013/14</td><td>323</td></tr> <tr><td>2014/15</td><td>309</td></tr> <tr><td>2015/16</td><td>634</td></tr> <tr><td>2016/17</td><td>603</td></tr> <tr><td>2017/18</td><td>855</td></tr> </tbody> </table>						Fiscal Year	Net Additional Dwellings	2006/07	413	2007/08	161	2008/09	130	2009/10	88	2010/11	288	2011/12	343	2012/13	311	2013/14	323	2014/15	309	2015/16	634	2016/17	603	2017/18	855
Fiscal Year	Net Additional Dwellings																																			
2006/07	413																																			
2007/08	161																																			
2008/09	130																																			
2009/10	88																																			
2010/11	288																																			
2011/12	343																																			
2012/13	311																																			
2013/14	323																																			
2014/15	309																																			
2015/16	634																																			
2016/17	603																																			
2017/18	855																																			
Average time to re-let / turnaround voids (in days)	Cllr Gledhill	34.7	36	36	33	25	30.6	FAILED	↑	30																										
<p>This target was only marginally missed and has continued to improve over the last few years. In 2017/18 the average overall re-let time for voids was 30.6 days which is only 0.6 days over target and 4.1 days less than the 2016/17 outturn. Performance on this indicator improved notably in the second half of the year from an in year high of 41 days in May to a low of 22 days in both February and March following several changes to the voids process and a greater focus on performance monitoring. This is one of the key indicators for Housing and will continue to be closely monitored throughout 2018/19.</p>																																				
% overall spend to budget on Capital Programme	Cllr Hebb	81%	7.9%	26%	49%	82.4%	82.4%	FAILED	↑	90%																										
<p>Although this did not hit target, this will not have any adverse impact on the projects within the capital programme. The timing of the spend is difficult to profile as dependent on a number of factors.</p>																																				
Number of places accessed for two year olds for early years education	Cllr Halden	659	624		681	659	659 (73.4%)	FAILED	→	75% of DWP total																										
<p>At the end of the year, performance was just below the nationally set target of 75% of families on the DWP list. The target was missed because although there were vacancies, some families would rather wait for a vacancy at their current/preferred provider rather than take up a vacancy elsewhere. The service is promoting further the benefits for families in taking up their entitlement funding.</p>																																				

Indicator Definition	Portfolio Holder	2016/17 Outturn	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year Outturn 2017/18	End of Year Outturn Target Status	Direction of Travel since 2016/17	2017/ 2018 Target
% of refuse bins emptied on correct day	Cllr Watkins	98.3%	98.1%	97.6%	98.1%	98.8%	98.23%	FAILED	→	98.5%
<p>During a year of significant operational changes earlier in the year affecting 80% of residents, the latter months of 2017/18 have seen a strong performance by the service, the final quarter exceeding target, bringing the end of year cumulative figure marginally below the target. Issues resulting in bins being missed have been widely reported during the year, and the team have put in a number of actions to mitigate against this in 2018/19. This includes the service proactively engaging with residents regarding the impact of poor parking practices blocking roads, which has a huge impact on refuse collection rounds, as well as access for emergency vehicles.</p>										
% NEET + Unknown 16-17 year olds (Age at start of academic year)	Cllr Halden	n/a	3.6%	4.0%	1.9%	2.1%	2.1%	FAILED	n/a	2%
<p>This is still strong performance and amongst the best in the country.</p> <p>The end of year outturn missed the target by such a small margin it is statistically insignificant. The NEET (Not in Education, Employment or Training) statistics follow a cyclical trend annually – historically the NEET indicator is lowest in December - February months (reporting period to DfE) increasing gradually till September after which the percentage decreases again. The service is providing a vast range of training opportunities for the NEET young people to support them into learning/employment.</p>										
No of new apprenticeships started (incl current staff undertaking new apprentice standards)	Cllr Huelin	n/a	8	16	27	40	40	FAILED	n/a	53 (2.3% of the workforce)
<p>Despite missing the nationally set target of 2.3% of the workforce – which for Thurrock equated to 53 – this first year of the initiative has been positive with momentum building during the year. Full year performance saw 40 new apprenticeships starting, with 13 new starts achieved in the final quarter. 2018/19 will see the delivery of year 2 of the Council's three year Apprenticeship Strategy and will build on this improving performance, with an increased target for starts during the year. To support achieving the target, work will continue with Children's Services to promote apprenticeships to local young people in care and the support that the Inspire Youth Hub can offer them in applying for and working in these roles.</p>										
% of primary schools signed up to the Daily Mile to increase physical activity levels in children	Cllr Halden	n/a	46%	46%	46%	37%	37%	FAILED	n/a	50%
<p>This indicator was performing well throughout the year until the last quarter when wintry weather impacted schools taking part.</p> <p>Links have been refreshed with the County Sports partnership to explore joint working and continue to promote the uptake of the Daily Mile with schools alongside commissioned providers. It will also be important to continue to explore evaluation of the programme to be clear on the impacts of participation for Children's Health and Wellbeing.</p>										
Number of volunteers within the council	Cllr S Little	n/a	200	232	244	247	247	FAILED	n/a	270
<p>The stretched target for this year was to recruit 270 volunteers however the outturn was 23 under target. The number of volunteers successfully completing the volunteer application process has declined over the course of the year. However the number of volunteers expressing an interest and application to join the programme has not necessarily declined. Improvements are being made to streamline the recruitment and validation process, including delays in DBS checking.</p>										
% General Satisfaction of tenants with neighbourhoods/ services provided by Housing (good or excellent)	Cllr Gledhill	70.97%	71%	70%	70%	72%	70%	FAILED	↓	75%
<p>Overall satisfaction decreased in line with a decrease in satisfaction with grounds maintenance in September and October and this has affected the overall position at year end. This indicator only includes people who rated the service as "good" or "excellent". If those who rated the service as "fair" were added this would increase tenant satisfaction to 90%. Throughout 2018/19 the service will build on the recent engagement activity undertaken by the tenant liaison officers to better understand issues and improve satisfaction rates.</p>										
% timeliness of response to all complaints (all services exc. social care)	Cllr Huelin	90%	79%	77%	81%	88%	83%	FAILED	↓	95%
<p>Timeliness of responses to complaints has improved over the year, however is still not meeting the high standards the council has set itself. The improvement during the year can be attributed to closer monitoring and governance by directors and this level of scrutiny by senior management will continue during 2018/19.</p>										
% of all complaints upheld (based on closed complaints)	Cllr Huelin	38%	37%	39%	40%	41%	40%	FAILED	↓	35%
<p>This outturn is worse than target and previous year's performance. This is being reviewed regularly by Directors and detailed learning action plans are being produced and a separate annual report will be presented to members.</p>										

Indicator Definition	Portfolio Holder	2016/17 Outturn	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year Outturn 2017/18	End of Year Outturn Target Status	Direction of Travel since 2016/17	2017/ 2018 Target
% of potholes repaired within policy and agreed timeframe	Cllr Watkins	97.7	100	100	100	97.1%	98.6%	FAILED	↓	100%
There has been excellent performance in this indicator during the year. As a result of extreme weather with freezing temperatures and wintry conditions in the last quarter of the year, some repairs could not be undertaken as quickly as the service would normally respond. This is still a good response to a challenging situation which is impacting every council in the country.										
Forecast Council Tax collected	Cllr Hebb	98.9%	98.9%	98.9%	98.9%	98.82%	98.82%	FAILED	↓	98.90%
This 0.08% shortfall can be attributed to March month end falling in the middle of the Easter weekend thus reducing the window of opportunity to collect by 2 days. Benchmarking against other Essex authorities show Thurrock achieving the second highest performance.										
% Household waste reused/ recycled/ composted	Cllr Watkins	37.62%	40.52%	41.2%	39.1%	32%	36.97%	FAILED	↓	41%
<p>The recycling performance is, as has been forecast during the year, below target. Nationally there is a downward trend, however a project team, including environment and communications officers, has been looking at ways of increasing recycling. A targeted programme has been produced with a range of activities identified that will have both short term and long term benefits, however these take time to have the impact required to improve performance. Proactive activity during 2017/18 has included waste and recycling awareness-raising to over 1,250 year 7 pupils as part of the Crucial Crew week and the popular initiative involving school children in the naming of the new waste vehicles.</p> <p>The service has committed to reintroducing bin tags/stickers which will notify residents that their bin is contaminated and is exploring 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). A permitting scheme at the HWRC has been implemented to address trade waste and plans are developing for the redevelopment of the site, including an element of reuse in partnership with community groups.</p>										
Achievement of Level 2 qualification at 19 years old	Cllr Halden	86%					81.8%	FAILED	↓	88%
The Thurrock Education Alliance (TEA) continue to drive activities to improve Level 2 attainment. An increasing number of schools are making use of Inspire youth offers and services, designed to enhance curriculum learning. TEA will continue to work with schools, Inspire and wider stakeholders to support the young people in Thurrock.										

3.6 Other key indicators

Throughout the year the council has also been monitoring some other indicators which, whilst not performance related, are important to keep under review.

Health and Wealth of the Borough Indicator Definition	Portfolio Holder	Previous Outturn	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Latest	Direction of Travel	Latest Target
Average weekly household earnings (Thurrock resident)	Cllr Coxshall	£576.8					£556.10	↓	£575 (Regional average)
Total number of employee jobs in Thurrock (ONS data)	Cllr Coxshall	63,000					Awaiting new ONS publication	→	63,000
Demand Indicator Definition	Portfolio Holder	2016/17 Outturn	Qtr 1	Qtr 2	Qtr 3	Qtr 4	2017/18 End of Year Outturn	Direction of Travel since 2016/17	2017/18 Target
Number of households at risk of homelessness approaching the Council for assistance	Cllr Gledhill	2285	316	669	1023	1395	1395	↓	n/a
No of homeless cases accepted	Cllr Gledhill	287	94	153	206	235	235	↓	n/a
Number of statutory nuisance complaints made	Cllr Watkins	n/a	930	1459 (529)	1961 (502)	2367 (406)	2367	n/a	n/a
Number of environmental (public) health interventions requested	Cllr Watkins	n/a	77	146 (69)	166 (20)	250 (84)	250	n/a	n/a
No of incidents of Fly tipping reported	Cllr Watkins	2896	529	995	1362	1829	1829	↓	n/a
No of incidents of Abandoned vehicles reported	Cllr Watkins	1623	432	776	1064	1369	1369	↓	n/a

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 focussed on during 2017/18 and confirms the governance and monitoring mechanisms which were in place to ensure that priorities are delivered.

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

- 5.1 Performance against the corporate priorities was monitored through Performance Board, a cross-council officer group of performance experts representing each service. For 2018/19 the suite of indicators has been reviewed to reflect the new vision and priorities, as agreed at Council on 31 January 2018. Performance Board will continue to consider 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, and finally reported to Cabinet.
- 5.3 Corporate Overview and Scrutiny Committee considered the information within this report at its June 2018 meeting. The committee's feedback is set out below including a response:

5.3.1 Street cleanliness – litter – although the year-end target was met could an explanation of the dip in performance in quarter 4 be provided?

Keep Britain Tidy (KBT) carry out three street cleanliness inspections per year. The service is not informed of the timing of the inspection or the areas to be covered. The inspections take place over the course of a week, includes 300 transects over 10 land types and 5 wards and is completed by trained surveyors. Each transect is given a score for litter and graffiti separately.

The scores are based on visual assessments of the levels of litter/graffiti within the site at the time of the inspection. A score of "A" would indicate no litter whilst a score of "D" would be applied to sites with heavy accumulations. The final figure reported is the percentage of transects that have been graded as below "B" (predominantly free with some minor instances).

This is the first year that the service has inspected in this way and therefore there is not any comparable data for previous years. The quarter was significantly impacted by the weather challenges so it was not possible to deploy cleaning operatives fully in line with our scheduled work. This is something the service will be mindful of in future.

Targets have now been set having received the outturn from the first year of assessment via Keep Britain Tidy. The target for litter will be 9 and graffiti will be 3. Although the weather can impact, the service believes the target of 9 per year is appropriate and shows an improving direction of travel.

5.3.2 Can an explanation of the impact of the extra investment in filling potholes including spread of activity across the borough be provided?

The extra investment was used to resurface eight roads, as follows:
West Road (Arisdale), South Hill - Horndon-on-the-Hill (Brooklyn Farm), South Hill - Horndon-on-the-Hill (Lower Dunton Road), Stifford Road (South Ockenden), Motherwell Way (patch repairs), Long Lane (Grays West), Long Lane (Grays East), Blackshots Lane/Long Lane.

The council also engaged in a jet patching programme pilot which enabled the service to treat potholes that would not normally meet intervention level. This quick and relatively inexpensive method of repair enabled the service to reduce the number of visible potholes across the borough and reduce the number of reactive repairs.

5.3.3 Should we stagger activity seasonally to avoid poor weather in quarter 4 impacting on achieving the target?

Planned work can and is staggered, with the majority of re-surfacing works taking place during the summer months. Reactive works, such as pot holes, cannot be pre-programmed and have to be treated within given timescales, following inspection.

5.3.4 Why is the 2018/19 target for percentage of potholes repaired within policy and agreed timeframe reduced to 98% from 100% when a commitment was given to achieve 100% in 2017/18?

Achieving 98% this year would be an improvement on last year, plus very good performance. Whilst the service will always strive to fill potholes as quickly as possible and in most cases do, 100% does not allow for any eventuality preventing potholes being fixed.

As was seen in 2017/18, weather conditions can sometimes create an unforeseeable increase in potholes, due to significant temperature changes (Beast from the East) and increased moisture (in some areas a month of rainfall in a matter of days).

Alongside this the service has also experienced potholes appearing in areas where planned maintenance on the network is taking place, restricting access for resolution.

5.3.5 Can we add an indicator related to time taken to respond to fly-tips to show those dealt with rather than just reported like abandoned vehicles?

Due to the variety of fly-tips and the different responses required it would not be appropriate to introduce a performance indicator. There are significant challenges in meaningful measurement and capture.

Fly-tipping is reported in a variety of different ways and the type and size of the fly-tip resolution is dependent on a variety of circumstances. Small fly-tips, which provide no evidence of the perpetrator, are collected by various Cleaning and Greening teams, in some cases prior to resident reporting. Larger scale fly-tips may receive different levels of priority for removal due to the nature of equipment required and/or specialist contractor involvement. Some fly-tips of varying sizes will require a full investigation from the enforcement team, including any evidence gathering, prior to the fly-tip being removed. Some also require a visit from Public Health colleagues for assessment.

5.3.6 Can we add some KPIs to reflect anti-social behaviour (ASB) and crime in the borough?

Crime and ASB targets fall within the remit of the Police who present to the Community Safety Partnership. It would be inappropriate to set target indicators for services for which the council does not have direct management responsibility.

5.3.7 Can we have an additional indicator which shows not just the number of volunteers who work for the council, but also the number of hours they work?

The nature of the relationship with volunteers is that many volunteers do not have a strict pattern of hours that they work. Therefore this would be difficult to calculate accurately. However, more detail can be provided to the committee on the types of roles that are undertaken by volunteers.

5.3.8 Can we be clearer about what action is required to move under-performing indicators from “failing” to “achieved”?

This will form part of the quarterly reports to Corporate Overview and Scrutiny Committee and Cabinet throughout 2018/19.

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 working towards achieving the vision and priority ambitions.

7. Implications

7.1 Financial

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

The report provides an update on performance against corporate priorities. There are financial KPIs within the corporate scorecard, the performance of which are included in the 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, Law and Governance

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

7.3 Diversity and Equality

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

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

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

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

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

N/A

9. **Appendices to the report**

Appendix 1: Corporate Performance Framework 2018/19

Report Author:

Sarah Welton,
Strategy Manager

Appendix 1 - Corporate Performance Framework for 2018/19

Appendix 1

Directorate	Key Performance Indicator	Frequency	Target for 2018/19	2017/18 Target	2017/18 Outturn
Adults Housing and Health	% General tenant satisfaction with neighbourhoods/services provided by Housing	Monthly	75%	75%	70%
Adults Housing and Health	% of repairs completed within target	Monthly	97%	97%	97.5%
Adults Housing and Health	% Rent collected	Monthly	98%	98%	99%
Adults Housing and Health	Average time to turnaround/re-let voids (in days)	Monthly	28 days	30 days	30.6 days
Adults Housing and Health	Number of Health Hazards Removed as a Direct Result of Private Sector Housing Team Intervention	Monthly	800	<i>new KPI</i>	<i>new KPI</i>
Adults Housing and Health	Tenant Satisfaction With Transforming Homes	Monthly	85%	<i>new KPI</i>	<i>new KPI</i>
Adults Housing and Health	Number of "Family Connection" Homeless Households in Bed & Breakfast For Six Weeks or More	Monthly	0	<i>new KPI</i>	<i>new KPI</i>
Adults Housing and Health	Number of additional hypertensive patients diagnosed following screening programmes	Quarterly	400	400	949
Adults Housing and Health	Successful completion of treatment in Young People's Drug & Alcohol service	Quarterly	70%	60%	86%
Adults Housing and Health	Number of GP practices with a profile card and action plan completed within the preceding 12 months	Quarterly	93%	<i>new KPI</i>	<i>new KPI</i>
Adults Housing and Health	Number of volunteers within the council (YTD)	Quarterly	270	270	247
Adults Housing and Health	Number of "exchanges" carried out through time-banking (in hours)	Quarterly	12,000	12000	23486
Adults Housing and Health	Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	Monthly	9 per 100,000	10 per 100,000	7 per 100,000
Adults Housing and Health	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Monthly	677 per 100,000	708 per 100,000	649 per 100,000
Adults Housing and Health	Proportion of people using social care who receive direct payments and individual service funds	Monthly	36%	32%	37.14%
Adults Housing and Health	Number of delayed transfers of care days from hospital (attrib. to NHS, ASC & Joint)	Monthly	3715 (TBC)	3993	3451
Adults Housing and Health	Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Quarterly	91.3% (TBC)	<i>new KPI</i>	<i>new KPI</i>
Adults Housing and Health	Overall spend to budget on HRA (£K variance)	Quarterly	£0	£0	£0
Children's	% of primary schools judged "good" or better	Quarterly	94%	94%	97%
Children's	% NEET + Unknown 16-17 year olds (Age at start of academic year)	Quarterly	2%	2%	2.10%
Children's	Number of places accessed for two year olds for early years education in the borough	Quarterly	75% of DWP total	75% of DWP total	65 (73.4%)
Children's	% of young people who reoffend after a previously recorded offence	Quarterly	30%	30	TBC - in arrears
Children's	KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Annual	National Average	National Average	62%
Children's	KS4 Attainment – Progress 8 score	Annual	Above 0	Above 0	0.03
Children's	Achievement of Level 2 qualification at 19 years old	Annual	88%	88%	81.80%
Children's	Achievement of Level 3 qualification at 19 years old	Annual	54%	54%	54.40%
Children's	Children Looked After KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Annual	Above national average	Above national average	55%
Children's	Children Looked After KS4 Attainment – Progress 8 score	Annual	National Average	National Average	-0.64
Children's	% of 17-21 yr old Care Leavers in Education, Employment or Training	Quarterly	70%	70%	72.40%
Children's	Average time (in days) for a child to be adopted (3 year average)	Quarterly	500 days	500 days	369 days
Commercial Services	Total gross external income (fees & charges) (based on sales forecast)	Monthly	£6,787.2k	£6,490k	£6,652k

Appendix 1 - Corporate Performance Framework for 2018/19

Directorate	Key Performance Indicator	Frequency	Target for 2018/19	2017/18 Target	2017/18 Outturn
Environment & Highways	% of potholes repaired within policy and agreed timeframe	Monthly	98%	100%	97.10%
Environment & Highways	% Household waste reused/ recycled/ composted	Monthly	41%	41%	36.97%
Environment & Highways	Street Cleanliness - a) Litter	3 x a year	9%	10%	9%
Environment & Highways	Street Cleanliness - c) Graffiti	3 x a year	3%	5%	2.18%
Environment & Highways	% of refuse bins emptied on correct day	Monthly	98.5%	98.50%	98.23%
Environment & Highways	% of Abandoned Vehicles removed within 21 days of notification	Monthly	Baseline for 2018/19	<i>new KPI</i>	<i>new KPI</i>
Environment & Highways	Payment rate of Fixed Penalty Notices (FPNs)	Monthly	70%	<i>new KPI</i>	<i>new KPI</i>
Finance and IT	Overall spend to budget on General Fund (% variance)	Quarterly	0%	0%	-5%
Finance and IT	Forecast Council Tax collected	Monthly	99.30%	99.30%	99.81%
Finance and IT	Forecast National Non-Domestic Rates (NNDR) collected	Monthly	98.90%	98.90%	98.82%
HROD & Transformation	Average sickness absence days per FTE	Monthly	9 days	9 days	9.95 days
HROD & Transformation	No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	Monthly	2.3% of the workforce	53 (2.3% of the workforce)	40
HROD & Transformation	% timeliness of response to all complaints	Monthly	95%	95%	83%
HROD & Transformation	% of all complaints upheld (based on closed complaints)	Monthly	35%	35%	40%
Place	% of Major planning applications processed in 13 weeks	Monthly	90%	77%	97%
Place	% of Minor planning applications processed in 8 weeks	Monthly	90%	90%	99%
Place	No of Thurrock businesses benefitting from ERDF programmes	Quarterly	45	<i>new KPI</i>	<i>new KPI</i>
Place	No of HRA-funded homes (units) that have stated to be built since 1 April 2018	Quarterly	117	<i>new KPI</i>	<i>new KPI</i>
Place	Total number of homes permitted through Planning	Annual	950	<i>new KPI</i>	<i>new KPI</i>
Strategy, Comms & Cust Serv	% of media enquiries responded to within 24 hours	Monthly	Baseline for 2018/19	<i>new KPI</i>	<i>new KPI</i>
Directorate	Demand and Health and Wealth of the Borough Indicators	Frequency	Baseline for 2018/19	2017/18 Baseline	2017/18 Outturn
Place	Average weekly household earnings (Thurrock resident) (data from ONS/NOMIS)	Annual	(Regional average)	(Regional average)	£556.10
Place	Total number of employee jobs in Thurrock (data from ONS/NOMIS)	Annual	63,000	TBC	TBC
Place	Value of business rate base	Monthly	Baseline for 2018/19	<i>new KPI</i>	<i>new KPI</i>
Place	Job Seekers Allowance count (NOMIS)	Quarterly	No target - demand	<i>new KPI</i>	<i>new KPI</i>
Place	Number of statutory nuisance complaints made	Monthly	Demand indicator	<i>Demand indicator</i>	2367
Place	Number of environmental (public) health interventions requested	Monthly	Demand indicator	<i>Demand indicator</i>	250
Adults Housing and Health	Number of households at risk of homelessness approaching the Council for assistance	Monthly	Demand indicator	<i>new KPI</i>	<i>new KPI</i>
Adults Housing and Health	No of homeless cases accepted	Monthly	Demand indicator	<i>new KPI</i>	<i>new KPI</i>
Environment & Highways	No of incidents of Fly tipping reported	Monthly	Demand linked to other KPI	<i>Demand indicator</i>	1829
Environment & Highways	No of incidents of Abandoned vehicles reported	Monthly	Demand linked to other KPI	<i>Demand indicator</i>	1369
Strategy, Comms & Cust Serv	No of media enquiries received	Monthly	Demand linked to other KPI	<i>new KPI</i>	<i>new KPI</i>