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**From:** 3P  
**Sent:** 28 July 2023 09:03  
**To:** Cllr A Anderson; Cllr A Carter; Cllr A Green; Cllr A Jefferies; Cllr A Ononaji; Cllr B Johnson; Cllr B Maney; Cllr C Kent; Cllr C Manwa; Cllr D Arnold; Cllr D Chukwu; Cllr E Rigby; Cllr F Massey; Cllr G Byrne; Cllr G Collins; Cllr G Coxshall; Cllr G Polley; Cllr G Snell; Cllr J Allen; Cllr J Cecil; Cllr J Duffin; Cllr J Halden; Cllr J Kent; Cllr J Maney; Cllr J Redsell; Cllr J Thandi; Cllr K Raper; Cllr L Spillman; Cllr L Watson; Cllr L Worrall; Cllr M Hooper; Cllr M Hurrell; Cllr M Kerin; Cllr M Pearce; Cllr N Speight; Cllr P Arnold; Cllr Q Abbas; Cllr R Gledhill; Cllr S Liddiard; Cllr S Little; Cllr S Muldowney; Cllr S Panjala; Cllr S Sammons; Cllr S Shinnick; Cllr T Fish; Cllr T Kelly; Cllr T Piccolo; Cllr V Hartstean; Cllr V Morris-Cook  
**Cc:** Smith, Dave; Hussain, Asmat; 3P  
**Subject:** Note on Substitution  
**Attachments:** July 23 - Briefing Note - Substitution .docx

Dear Members

As per the discussion at Full Council on Wednesday night, the Monitoring Officer was requested to circulate a briefing note to all Members regarding substitution. On behalf of the MO I attach that note to this email.

Kind regards

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

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

