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**MINUTES OF THE MEETING OF THE CABINET,  
HELD ON FRIDAY, 16TH FEBRUARY, 2018 AT 10.35 AM  
ESSEX HALL, TOWN HALL, CLACTON-ON-SEA, CO15 1SE**

**Present:** Councillors C Guglielmi (Chairman), Fairley, Honeywood, McWilliams, Nicholls, Skeels (Snr) and Talbot

**Group Leaders Present by Invitation:**

Councillor Ivan Henderson and Councillor Mark Stephenson

**In Attendance:** Ian Davidson (Chief Executive), Martyn Knappett (Corporate Director (Corporate Services)), Paul Price (Corporate Director (Operational Services)), Ewan Green (Corporate Director (Planning and Regeneration)), Mark Westall (Head of Customer and Commercial Services), John Higgins (Head of IT and Corporate Resilience), Ian Ford (Committee Services Manager), Elizabeth Ridout (Leadership Support Manager) and William Lodge (Communications Manager)

**139. APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors J A Broderick (Leader of the Holland Residents' Group), A Pemberton (Deputy Leader of the Non-Aligned Group), N R Stock OBE (Leader of the Council) and G G I Scott (Leader of the Tendring First / Liberal Democrats Group).

**140. MINUTES OF THE LAST MEETING**

It was **RESOLVED** that the minutes of the meeting of the Cabinet, held on Friday 19 January 2018, be approved as a correct record and signed by the Chairman.

**141. DECLARATIONS OF INTEREST**

Councillor G V Guglielmi indicated that he would declare an interest in relation to Agenda Item 9 - Matters referred to the Cabinet by a Committee - Reference from the Service Development and Delivery Committee - A.3 – Honeycroft and Spendells Sheltered Housing Schemes Review.

**142. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL**

The Deputy Leader of the Council (Councillor G V Guglielmi) was pleased to announce that Sue Honeywood had been re-elected to the Council in the St Pauls Ward by-election held the previous day. He asked Councillor Paul Honeywood to pass on his congratulations to Sue.

**143. ANNOUNCEMENTS BY CABINET MEMBERS**

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Waste, Recycling and Street Cleaning Contracts

The Portfolio Holder for the Environment (Councillor Talbot) read out the following statement:-

*“The waste contract with Veolia which commenced in 2012, provided for an extension to the contract, if mutually agreed, at the end of the contract’s seven year duration. Discussions have taken place between Veolia and our Officers and I will be recommending this option to extend the contract subject to considering the outcome from the consultation process.*

*I am pleased to say that talks with Veolia have produced a package of waste, recycling and street cleaning options, with minor variations, that we requested and at a price that we in Tendring can afford.*

*I have asked that these proposals are put out for a full public consultation exercise beginning this morning and lasting one month until 16 March 2018. This will be carried out to obtain the views of the residents of the District on the proposed minor variations and the outcome will be reported back to Cabinet and fully considered before any final decision is made.*

*Most importantly this consultation will include the all Members’ briefing and consultation on the subject that I promised would be put to elected Members when we had something worth considering. This particularly important meeting is next Wednesday 21 February 2018.*

*This Member meeting on kerbside waste and recycling and street cleansing contract will be led by Paul Price, Corporate Director and Jonathan Hamlet our Street Scene Officer.*

*It is my express wish that all elected Members respond to the consultation and that collectively do all we can to encourage the public to let us know their views on the current proposals.*

*The consultation document will set out what is offered, which I think is a good deal, but we must await the public’s verdict.”*

**144. MATTERS REFERRED TO THE CABINET BY THE COUNCIL**

There were no items referred to the Cabinet by the Council on this occasion.

**145. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE COMMUNITY LEADERSHIP AND PARTNERSHIPS COMMITTEE - A.1 - GREAT BENTLEY PRIMARY SCHOOL WELL-BEING HUB**

Cabinet was made aware that, at the meeting of the Community Leadership and Partnerships Committee held on 8 January 2018, the Council’s Executive Projects Manager (Rebecca Morton) had attended and had provided that Committee with information on the Great Bentley Primary School Well-Being Hub, which had included the following:

- (1) An overview of the Well-Being Hub;
- (2) Training provided for staff;

- (3) Recognising and expressing emotions;
- (4) Skills, tools and techniques;
- (5) Removing barriers to enable children to learn;
- (6) Dealing with challenges faced in the future;
- (7) Themed groups as part of the pilot – Play, Art, Construction and Science; and
- (8) Evaluation of the first full term.

A presentation which had been provided by Tracey Caffull (Executive Head Teacher – Great Bentley and Frinton Primary Schools) was also circulated to the Committee and the Executive Projects Manager provided information on each section. That presentation covered the following:

- (1) The pressure to be perfect;
- (2) Action;
- (3) Results;
- (4) Summary;
- (5) What is needed next; and
- (6) Moving forward.

The Council's Health and Education Portfolio Holder (Councillor McWilliams) had informed the Committee that she had visited the Well-Being Hub on a few occasions and that she thought that it was very interesting and had encouraged Members to visit to take a look. The Health and Education Portfolio Holder had further informed the Committee that she had visited during one of the first sessions and again to one of the later sessions and had been amazed at the positive changes.

The Committee had then given the opportunity to ask questions which were responded to by the Executive Projects Manager. The Committee had then thanked the Executive Projects Manager for all the information that she had provided.

Following discussion, it had been agreed by the Community Leadership and Partnerships Committee that it be recommended and commented to Cabinet that -

- (a) *contact should be made with Essex County Council in order to request that full funding is provided to enable further Well-Being Hubs across the District; and that*
- (b) *the Committee would like to congratulate those involved in introducing the Well-Being Hub and the success that had been achieved so far and that the Committee fully supports it.*

Having considered the Community Leadership and Partnerships Committee's recommendation and comment:

It was moved by Councillor McWilliams, seconded by Councillor Fairley and –

**RESOLVED** that

- (a) contact be made with Essex County Council in order to request that full funding is provided to enable further Well-Being Hubs across the District; and that
- (b) Cabinet endorses the congratulations of the Committee on the success of the Wellbeing Hub and also fully supports the work that the Hub is doing.

**146. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE COMMUNITY LEADERSHIP AND PARTNERSHIPS COMMITTEE - A.2 - MENTAL HEALTH HUB**

Cabinet was made aware that, at the meeting of the Community Leadership and Partnerships Committee held on 8 January 2018, that Committee had received a presentation on the Mental Health Hub from Chris Bird (Treasurer - Citizens Advice Tendring), Melanie Hammond (Operations Director - Citizens Advice Tendring) and Clare Munday (Manager - Tendring Mental Health Hub). The presentation had included information on the following:

- (1) Clients with mental health problems;
- (2) Help provided and interventions;
- (3) Benefit sanctions;
- (4) Mental Health Hub functions;
- (5) Client journeys;
- (6) Case study;
- (7) Statistics;
- (8) Solving practical problems saves money;
- (9) Achievements 2017/18; and
- (10) Next steps.

Following on from that presentation Members had been given the opportunity to ask questions. The Chairman of the Committee had then thanked Chris Bird, Melanie Hammond and Clare Munday for the information that they had provided and also for all of their hard work.

Following discussion, it had been agreed by the Community Leadership and Partnerships Committee that it be recommended to Cabinet that Cabinet should -

- (a) *make contact with the Mental Health Trust in order to establish if they would consider being partners in this successful scheme;*
- (b) *investigate whether as a partnership, access to Leisure Centres could be offered to those suffering from mental health problems in the District; and*
- (c) *investigate if any help or intervention for those with mental health issues is offered by the Council's Housing Section to those who are affected by benefit sanctions and are threatened with homelessness.*

Cabinet had before it the following comments made in response thereto by the Health and Education Portfolio Holder –

*"In response to a) Officers have recently met with representatives from the Essex Partnership University Trust which provides the over 18 mental health service in Essex. Following on from that meeting, representatives from the Trust will be attending a future Community Safety Partnership Networking Meeting and this will provide an opportunity to consider how the Trust can further engage in partner activities being provided across Tendring including the Mental health Hub.*

*In response to b) some people with mental health issues are already referred to our Leisure facilities by their GPs though the Exercise Referral Scheme. Officers can*

*explore with other agencies whether it would be possible to expand the routes by which such users are referred.*

*In response to c) a person who is vulnerable as a consequence of mental illness could be owed a duty of care with accommodation if they are homeless. Vulnerable in a homelessness context refers to the person's ability to cope with a homelessness situation. Not everyone with a mental illness will meet the vulnerability criteria as set out in legislation and case-law. In deciding if someone is vulnerable as a result of mental illness, the Council seeks independent medical advice from a psychiatrist before making a decision. Mental illness is a "protected characteristic" under the Equality Act 2010 so the Council must have regard to this legislation when making decisions. If a person has accommodation but claims their mental health is suffering as a consequence of their living conditions, this is something that can be taken into account if they are on the housing register. The Council is also obliged under legislation to take account of any disability or vulnerability, including mental health, when undertaking any housing enforcement action."*

Having considered the Community Leadership and Partnerships Committee's recommendation and comment:

It was moved by Councillor McWilliams, seconded by Councillor Nicholls and –

**RESOLVED** that the comments of the Portfolio Holder be noted and the actions identified be undertaken.

**147. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE SERVICE DEVELOPMENT AND DELIVERY COMMITTEE - A.3 - HONEYCROFT AND SPENDELLS SHELTERED HOUSING SCHEMES REVIEW**

Councillor G V Guglielmi declared an interest in the subject matter of this item and took no part in the discussion thereof or the voting thereon.

The Cabinet was made aware that, at the Service Development and Delivery Committee meeting held on 15 January 2018, the Committee had been requested to formally respond to the consultation on the principle of closing the Spendells and Honeycroft Sheltered Housing Schemes. Members of that Committee had had before them for their reference and information the related report of the Portfolio Holder for Housing which had been submitted to the meeting of the Cabinet held on 10 November 2017.

The Head of Housing (Tim R Clarke) had given a presentation to the Committee on the review of the Spendells and Honeycroft Sheltered Housing Schemes. That presentation had covered the following matters:-

- a) the statutory consultation with the tenants at both Spendells and Honeycroft schemes had commenced;
- b) Cabinet had concluded that it was no longer financially viable to continue with the schemes at both Honeycroft and Spendells for the reasons set out in the report;

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- c) water testing at Honeycroft had identified unsatisfactory results and subsequently, as part of the consultation process all residents had relocated to alternative properties with secure tenancies, and an option to move again should they wish to do so; and
  - d) the tenants at Spendells had all requested to move out of the scheme and be relocated, with suitable properties being found for all 10 residents on secure tenancies with moves due to be completed over the next 3-4 weeks. During the consultation, 2 responses were received, one being positive and the Town Council had expressed a concern to the scheme closing.

Members of the Committee had then expressed a concern that the schemes would remain vacant for some time pending a decision from Cabinet on the future options for redevelopment.

Following discussion, it had been agreed by the Service Development and Delivery Committee that Cabinet be informed that the Committee supports the recommendations to Cabinet in its report of 10 November 2017 in that:

- (i) *the Spendells and Honeycroft Sheltered Housing schemes had proven to be unpopular for several years due to their shared facilities and dated design and that it was economically unviable for the Housing Revenue Account to continually subsidise the on-going and increasing revenue loss of rental income at the schemes;*
- (ii) *the commencement of formal consultation on the principle of closing both the schemes with residents in accordance with Section 105 of the Housing Act 1985;*
- (iii) *the Portfolio Holder for Housing had attended to present the outcome of the viability work for each scheme to the Committee, during the consultation period;*
- (iv) *the outcome of formal consultation along with more detail on the costs associated with closure will be reported back to Cabinet to inform the final decisions on the future of these schemes;*
- (v) *an associated budget of £200,000 within the HRA in 2017/18, to support residents throughout the whole process, funded from the HRA General Reserve had been established;*
- (vi) *officers had been authorised to commence preparations to secure alternative accommodation for affected residents in the event that Cabinet decides to close the schemes, including holding open voids at other sheltered schemes;*
- (vii) *further work be undertaken by officers exploring the provision of alternative sheltered type housing accommodation after detailed financial modelling within the HRA;*
- (viii) *in addition, the Committee were pleased to note that there had been successful and proposed relocation of the residents at both schemes to alternative properties on secure tenancies; and*

- (ix) *that Cabinet ensures that the properties at both Honeycroft and Spendells are not left vacant for longer than necessary and are made safe until final decisions are made as to their future.*

The Housing Portfolio Holder thanked the Service Development and Delivery Committee for its support of the Cabinet's previous decisions on this matter.

Having considered the submission of the Service Development and Delivery Committee:

It was moved by Councillor Honeywood, seconded by Councillor Fairley and –

**RESOLVED** that Cabinet notes and welcomes the support of the Service Development and Delivery Committee in this matter.

**NOTE:** In accordance with the provisions of Council Procedure Rule 19.5, Councillor G V Guglielmi requested that he be recorded in the minutes as having abstained from voting on Councillor Honeywood's' motion.

148. **MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE SERVICE DEVELOPMENT AND DELIVERY COMMITTEE - A.4 - THE PUBLIC CONVENIENCES STRATEGY AND THE PROGRESS TOWARDS MEETINGS ITS KEY AIMS AND OBJECTIVES**

Cabinet was made aware that, at the Service Development and Delivery Committee meeting held on 15 January 2018, that Committee had received an update from the Head of Public Realm (Ian Taylor) on the Council's Public Convenience Strategy and the progress being made towards meeting its key aims and objectives.

The Committee had been informed that since Cabinet had identified ten public conveniences for closure, across the District, the following nine had been actioned:

- Ipswich Road, Holland-on-Sea
- Westcliff Gents, Clacton-on-Sea
- Magdalen Green, Clacton-on-Sea
- Garden Road, Clacton-on-Sea
- Old Way, Frinton-on-Sea
- Mill Lane, Walton-on-the-Naze
- The Naze, Walton-on-the-Naze
- Cemetery, Dovercourt; and
- The Cliff, Dovercourt.

The Committee had then been further informed that the facilities in High Street Car Park, Clacton-on-Sea would remain open whilst the refurbishment of those in Rosemary Road, Clacton-on-Sea were completed where provision for charging was also under consideration. Refurbishment at The Quay, Harwich was ongoing. Refurbishment at Promenade Way Brightlingsea was also underway with design work being sought and refurbishment planned for completion before summer 2018 as well as other new schemes such as a further Changing Place facility in Walton.

The Head of Public Realm had then confirmed that the closure and refurbishment programmes had been delivered during the same period the cleaning and repair

and maintenance services contracts for public toilets had been returned to being provided in-house.

The Committee had also been informed that the target for savings would be met and that discussions were ongoing around the varied future uses of the buildings in accordance with the Council's adopted Property Dealing Procedure.

The Committee had then expressed their thanks and appreciation to the Officers for their hard work.

Following discussion, it had been agreed by the Service Development and Delivery Committee that Cabinet be informed that the Committee supports Cabinet's approach and its Public Convenience Strategy including the continuation of exploring charging at further facilities where appropriate to do so.

The Leisure and Tourism Portfolio Holder thanked the Service Development and Delivery Committee for its support of the Cabinet's approach in this matter.

Having considered the submission of the Service Development and Delivery Committee:

It was moved by Councillor Skeels Snr., seconded by Councillor McWilliams and – **RESOLVED** that Cabinet notes and welcomes the support of the Service Development and Delivery Committee in this matter.

**149. LEADER OF THE COUNCIL'S ITEMS**

There were no items submitted by the Leader of the Council on this occasion.

**150. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.5 - PERFORMANCE REPORT OCTOBER TO DECEMBER 2017 - QUARTER THREE REPORT**

There was submitted a report by the Portfolio Holder for Finance and Corporate Resources (A.5), which presented the Performance Report for the period October to December 2017 (Quarter Three).

Cabinet was aware that the Performance Report 2017/18 set out the detailed actions and targets for the delivery of the Council's priorities throughout the year.

It was reported that three of the indicators and projects highlighted in the report were deemed 'non measurable' as the Council's role was that of 'influence' only. Of the 16 indicators and projects where performance was measured, 14 (88%) were on, or above, their expected target and 2 (12%) were not currently in line with the expected performance. Explanations of the performance and the supporting data were included under each topic in the report.

Cabinet was informed that the report would be presented to the Corporate Management Committee at its meeting scheduled for 12 March 2018.

Having considered the information provided, it was moved by Councillor G V Guglielmi, seconded by Councillor Honeywood and -



**RESOLVED** that the contents of the report be noted.

**151. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.6 - CORPORATE BUDGET MONITORING REPORT FOR THE THIRD QUARTER OF 2017/18**

There was submitted a detailed report and appendices by the Portfolio Holder for Finance and Corporate Resources (A.6), which provided Cabinet with an overview of the Council's actual financial position against the budget as at the end of December 2017 (Quarter Three).

Cabinet was informed that the position to the end of December 2017, as set out in more detail in the Executive Summary to the aforementioned report, showed that overall the actual General Fund Revenue position was behind the profiled budget by £2.027m. After allowing for significant one-off budgets (such as the Fit for Purpose Budget), where commitments or decisions had still to be made, the position could be revised down to £0.245m behind the profiled budget.

It was reported that for other areas of the budget such as the Housing Revenue Account, capital programme, collection performance and treasury activity, apart from additional details set out in Portfolio Holder's report, there were no further issues to highlight to date.

Cabinet recognised that, as in previous years, a number of smaller variances within services had emerged over the course of the year that would not necessarily be specifically highlighted or discussed within the Corporate Budget Monitoring reports. Although a significant number of budgets had been revised as part of the financial strategy process, it was still possible that a range of smaller variances might remain at the end of the year and contribute to the overall position. In addition, a number of budgets that related to schemes / initiatives or earmarked for specific purposes that might not be fully spent by the end of the year and could be subject to end of year processes such as carry forward requests remained committed. However, at this stage and after taking into account the current position and information available it was anticipated by the Portfolio Holder that any adverse issues would be offset by favourable variances elsewhere within the overall budget at the end of the year.

Cabinet was made aware that the opportunity had been taken to bring together a number of business investment and growth budgets within both the revenue account and capital programme. Further details were before Members in the Portfolio Holder's report along with an associated recommendation.

The overview before Cabinet covered the following areas of the budget:-

- (1) General Fund Revenue;
  - i. Expenditure Budgets;
  - ii. Income Budgets;
  - iii. Delivery of Savings 2017/18;
  - iv. 2017/2018 Budget Adjustments and Other Issues;
- (2) Housing Revenue Account – Revenue;
- (3) Capital Programme – General Fund;
- (4) Capital Programme – Housing Revenue Account;
- (5) Collection Performance; and

(6) Treasury Activity.

Having considered the report and appendices, it was moved by Councillor G V Guglielmi, seconded by Councillor Skeels Snr., and

**RESOLVED** that:

- (a) the financial position, as at the end of December 2017, be noted; and
- (b) Business Investment and Growth revenue and capital budgets be merged in 2017/18, as set out in this report, which would remain subject to further decisions once potential uses of the funding are identified / proposed.

**152. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.7 - ANNUAL TREASURY STRATEGY FOR 2018/19 (INCLUDING THE PRUDENTIAL AND TREASURY INDICATORS) AND UPDATED TREASURY MANAGEMENT PRACTICES**

There was submitted a report by the Portfolio Holder for Finance and Corporate Resources (Report A.7), which sought Cabinet's agreement for the Annual Treasury Strategy for 2018/2019 to be submitted to Council.

Cabinet recalled that the Finance and Corporate Resources Portfolio Holder had considered and agreed the Annual Treasury Strategy for 2018/2019, including Prudential and Treasury Indicators, on 19 January 2018 for submission to the Corporate Management Committee for review.

It was reported that the Corporate Management Committee had considered the Strategy at its meeting held on 29 January 2018 and had resolved that the Committee (minute 48 referred) submits the following comments for the Cabinet's consideration:

- “(a) the Committee is aware that risk currently appears low but that the policy going forward is robust insofar as the Council is investing in commercial property and is building on a long-term projection of continuing low interest rates; and*
- (b) that the Officers be congratulated on the quality of the Treasury Strategy and the Council's ongoing performance.”*

The Portfolio Holder for Finance and Corporate Resources thanked the Corporate Management Committee for its positive comments.

Having discussed the Strategy and the proposals contained therein and having considered the comments of the Corporate Management Committee:

It was moved by Councillor G V Guglielmi, seconded by Councillor Fairley and:

**RESOLVED** that

- (a) the comments of the Corporate Management Committee be noted; and that
- (b) the revised Treasury Management Practices attached as Appendix B to item A.7 of the Report of the Finance and Resources Portfolio Holder be

approved.

**RECOMMENDED TO COUNCIL** that the Annual Treasury Strategy for 2018/2019 (including Prudential and Treasury Indicators), be approved and implemented.

**153. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.8 - GRANT OF LEASE OF KIOSK 6, LOWER PROMENADE, MARINE PARADE EAST, CLACTON-ON-SEA**

There was submitted a report by the Portfolio Holder for Finance and Corporate Resources (Report A.8), which sought Cabinet's agreement in principle for a new lease of the Kiosk 6 building, Marine Parade East, Clacton-on-Sea.

It was reported that the premises were currently vacant, the previous tenant having moved out in 2017. The site had been fully marketed including on site and press publicity. The kiosk had been placed with a local agent and had benefitted from a full month marketing campaign. Tender packs had been requested and sent out to interested parties.

Cabinet was informed that the usual formal tender process taking account of the proposed uses of the site, the visual impact of any changes to the site and the regeneration of the area as well as the proposed rental had been carried out. Subsequently, a full tender evaluation process had been conducted by a panel which included officers from both Corporate Services and Operational Services. This process had resulted in one tenderer being identified as the strongest in terms of use of the site, jobs creation, regeneration and financial gain. It was therefore proposed to grant a lease of the site to this party. Further details of the tenders and process were set out in item B.1 of the Report of the Finance and Corporate Services Portfolio Holder.

Having considered the contents of the report:-

It was moved by Councillor G V Guglielmi, seconded by Councillor Skeels Snr. and:

**RESOLVED** that Cabinet approves, in principle, the granting of a new lease of the site to the successful tenderer.

**154. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.9 - DIGITAL TRANSFORMATION**

There was submitted a comprehensive report by the Portfolio Holder for Finance and Corporate Resources (Report A.9), which sought Cabinet's support and approval to three proposed Digital Transformation investment strands to provide opportunities to increase efficiency, reduce operating costs and potentially generate income.

Cabinet was aware that the Council's IT systems played a fundamental enabling role in its day to day service provision and access to information. The projects and investment set out in the Portfolio Holder's report in particular formed a key building block in several of the Council's key strategies and plans to transform and modernise the way the Council worked, delivered services and interacted with residents. More specifically -

- 
- ✓ The investment proposed demonstrated a strong rate of return and the savings generated would contribute significantly to the newly adopted long term Financial Strategy;
  - ✓ The proposed integration of information held on the Council's major databases into a single view for staff and the opportunity to develop a Tendring Portal would deliver a step change in the delivery of the Customer Service Strategy;
  - ✓ Significant improvements to the web site and the development of an "Events App" would be a major step forward in improving access to information digitally – helping to deliver Channel Shift; and
  - ✓ The integration of back office systems and the move to host systems and store data remotely in "the cloud" would deliver increased flexibility and the ability to deliver services better using digital means and to support face to face delivery of services by staff – all in accordance with the IT Strategy.

It was reported that for the past six months Officers had been working alongside Amido and Intergence consultants to understand Tendring District Council's state of *digital maturity* i.e. how each department currently used IT to deliver statutory and non-statutory services to residents. The recommendations resulting from this work comprised three strands of IT and specialist resource investment proposals, as follows:-

1. Investment in 'front office' IT products and specialist consultant resources to integrate these systems with existing 'back office' databases and systems requiring £519,200 one off investment with £71,500 ongoing costs per year and returning an overall ongoing saving of £35,266 per year. (6.8% ROI). The project would enable 'step change' improvements in customer service delivery, and Officers mobile working out in the community.
2. Investment to migrate IT systems data storage from Council-owned/ maintained hardware that would soon require investment or replacement to that of rented Microsoft Azure platform resources – 'The Public Cloud'. This project required a one off investment of £226,000 and had ongoing estimated costs of £149,000 which represented a small overall cost increase of £8,337 per year. However, this project represented a shift from periodic and increasingly large capital investment and ownership of IT hardware, to that of monthly 'pay as you go' hardware rental costs. There were additional operational benefits in terms of flexibility and business continuity/ resilience.
3. Investment to develop a Council Smartphone 'Tourism and Events App' to promote tourism events and to enhance Air Show crowd funding income. This project required a one off investment of £120,000 with additional income streams indicatively estimated at £113,119 per year in year 3 of the project. The project also represented a new communications media for the Council to utilise.

Cabinet was informed that the digital transformation programme was primarily about using technology in order to improve performance and efficiency (doing more for less), provide residents and customers with a digital self-service '*single portal access to services*' council-wide and introducing a new Mobile Phone App communications media channel - from a financial perspective the programme costs could be summarised as follows:

Digital Transformation Programme Strand	One Off Investment Costs (£)	Ongoing Annual Costs (£)	Estimated Savings/Income (£)
Investment In 'Front Office' Technology Integrated With 'Back Office' Databases	519,200	71,500	106,766
Migration To The Microsoft Azure Platform – 'The Public Cloud'	226,000	149,000	140,663
Development of a Smartphone Tending 'Tourism Events App'	120,000	0	113,119
Totals	865,200	220,500	360,548

The full financial costs of each of the three elements together with their different investment return models were outlined in detail in Appendix A to the Portfolio Holder's report.

Cabinet was advised that the proposed two year programme of investment in customer service improvements supported through new IT investment represented a considerable investment on the Council's behalf. There were clearly programme delivery risks which were outlined with appropriate risk mitigation/ management measures in Appendix B to the Portfolio Holder's report.

Cabinet recognised that the programme would require robust monitoring and reporting arrangements with risks and issues requiring active management throughout. With this in mind, key officers would meet with the consultants to monitor issues/ risks and performance on a weekly basis. Additionally, Officers would establish a monthly Programme Board, chaired by the Corporate Director (Corporate Services), and including the Portfolio Holder for Finance and Corporate Resources together with key officers to monitor deliverables, timescales, costs and savings.

It was proposed that the procurement would be undertaken through the UK Government GCloud-9 framework agreement route which accorded with the Council's Procurement Procedure Rules.

The Portfolio Holder for Finance and Corporate Resources (Councillor G V Guglielmi) read out the following statement:-

*"This is the next phase of our Digital Transformation journey, following the completion of our December 2013 £1.5million investment in our ageing IT infrastructure which spanned over three years.*

*It should be noted that this has saved some £110,000 one-off savings and at least £80,000 ongoing yearly saving. Most importantly it enabled this Council to cope with the ever increasing reliance on IT services and pave the way for the huge digital benefits which we will now be embarking on.*

*The cost of this proposed next phase of our Digital Transformation will be £865,000 delivered over a two years' time frame.*

*In April 2016 we brought back in-house our IT support services – producing ongoing yearly savings of £200,000 – at that time we identified that there would be a need for specialist contracts and that is in essence what these costs are.*

*I should stress the prudent approach taken in reporting this next Digital Transformation investment as it is based upon savings associated with forecasts of new customer self-service account take-up and estimates of new income generation. The reported savings and new income are modest, however, the actual returns could potentially far exceed the figures provided.*

*Some of these savings are staff savings (4 FTE in total) and whilst we predict significant staff efficiency improvements there will be managerial decisions required as to what to take and what to re-utilise in other areas. The staff savings will come about through natural staff turnover and UNISON has already been consulted.*

*Finance aside, this next Digital Transformation phase is about delivering our customer service strategy and our corporate priorities. It is about using technology to improve performance and doing more for less. It is about providing our residents and customers with secure digital self-service and introducing a new mobile phone App. There are three major strands of investment.*

*The first strand will introduce new front office technology integrated with our back office databases. It will generate estimated £35,000 savings from 2020 but more importantly it will create a ‘council wide single view’ of each resident/customer for staff across all our IT systems. It will also allow digitally connected residents/customers to set up secure self-service accounts to pay bills, raise orders, view balance statements etc.*

*We already have evidence that our residents are migrating naturally to on-line engagement as one of the previous reports pointed out.*

*“Face-to-face” services will not cease. Instead, we will use the new technology to enhance our staff working capabilities and access to digital transformation out in the community and by working with partners.*

*The second strand will see the Council migrate its data storage to the Public Cloud, specifically the Microsoft Azure platform.*

*Back in 2013 the Public Cloud was not developed enough for it to be considered a credible, secure solution for us but Microsoft have since invested nearly £15 billion in this platform with an extra £1 billion investment in cyber security. It is a direction being adopted by our Essex Authority partners in the Essex On Line Partnership. The Council already runs some IT services in the Cloud, this proposal will shift the balance to running nearly all IT services in the Cloud.*

*This data storage migration will move the Council from that of IT hardware ownership and periodic significant IT purchase costs to monthly ‘pay as you go’ IT rental charges removing an unbudgeted reoccurring cost estimated to be around £336,000 in 2019.*

*The third strand, the creation of a smart phone app is the most exciting. It is for us unchartered territory and an untapped market for TDC. This new “Tending Tourism and Events App” will not only promote Crowd Funding income from our well-*

*established Air Show but also support and promote other tourism events throughout the District.*

*Smartphone ownership is outstripping laptop ownership with 88% of UK adults predicted to own a smart phone by mid-2018 and 90% of the younger population (18 to 45 year olds) have owned one for several years. We will look for other ways to exploit this new media channel as our knowledge grows.*

*This App is a new venture for the Council and careful management will be needed. By way of recognising/minimising the risks a further feasibility study will determine if it is practicable to move forward with the App project or to cancel this strand of the programme without incurring charges. Having said this, the earning possibilities could be very substantial.*

*Our IT team led by John Higgins has a proven track record in managing and delivering IT investment and savings. This new Digital Transformation investment programme will again require an equally robust monitoring and reporting framework which I will ensure progresses smoothly. John Higgins and his team will once again lead the delivery working alongside the consultants.*

*I would like to conclude that this investment is very much the right course for this Council to embark on for two key, simple reasons:*

- 1. Firstly, the investment will deliver a 'step change' in our resident/customer service capabilities (both mediated service and customer self-service). It will provide a toolkit to deliver our adopted Customer Service Strategy.*
- 2. Secondly, that the reliance on IT services is increasing all the time and as such we must ensure that our IT infrastructure is robust enough and able enough to cope with the ever increasing demand on these services."*

Having considered the contents of the comprehensive report:-

It was proposed by Councillor G V Guglielmi, seconded by Councillor Nicholls and:

**RESOLVED** that Cabinet approves -

- (a) each of the Digital Transformation programme investment proposals outlined, specifically;
  - i. A 'front office' product suite and specialist consultant resourcing to achieve integration to 'back office' databases over an eighteen month period with one-off investment costs of £519,200 with £71,500 re-occurring costs per annum.
  - ii. An IT migration strategy and specialist consultant resourcing to host the majority of the Council's IT systems on the Microsoft Azure 'Public Cloud' platform over a two year period with one-off investment costs of £226,000 and with Microsoft re-occurring monthly costs thereafter.
  - iii. Development of a Tendring Tourism and Events smartphone App over a six month period through specialist consultancy resources and with one-off investment costs of £120,000.

- (b) that authority be delegated to the Chief Executive, in consultation with the Portfolio Holders for Finance and Corporate Resources and Leisure and Tourism, to agree continuation within existing budgets or termination of the App development after a further feasibility study.
- (c) that Digital Transformation Investment works totalling £865,200 be funded in part from £440,000 funds already set aside for existing/ related capital IT improvement budgets with the remaining funding by a transfer of £414,000 from the 2017/18 New Homes Bonus and £11,200 from the Building for the Future Reserve.
- (d) that Officers be requested to finalise the associated procurement activities in accordance with the Council's Procurement Procedure rules.
- (e) that authority be delegated to the Corporate Director (Corporate Services) to make the necessary on-going budget adjustments to reflect the financial impact of the investment proposed, as set out in Appendix A to item A.9 of the Report of the Finance and Corporate Services Portfolio Holder.

**155. MANAGEMENT TEAM ITEMS**

There were none on this occasion.

**156. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 19 on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraph(s) of Part 1 of Schedule 12A, as amended, of the Act.

**157. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - B.1 - LEASE OF KIOSK 6, LOWER PROMENADE, MARINE PARADE EAST, CLACTON-ON-SEA - TENDER SELECTION AND LEASE TERMS**

**RESOLVED** that Cabinet –

- (a) approves the tender submitted by a named individual as the successful bid;
- (b) approves the terms for a new lease as set out in the Current Position section of item B.1 of the Report of the Finance and Corporate Resources Portfolio Holder; and
- (c) authorises the Head of Governance and Legal Services to enter into a lease of Kiosk 6 to the named individual on the terms set out and such other terms as she sees fit.

The Meeting was declared closed at 11.42 am

**Chairman**



