



## CABINET

<b>DATE:</b>	<b>Friday, 20 April 2018</b>
<b>TIME:</b>	<b>10.30 am</b>
<b>VENUE:</b>	<b>Essex Hall, Town Hall, Clacton-on-Sea, CO15 1SE</b>

### MEMBERSHIP:

Councillor Stock OBE	- Leader of the Council
Councillor C Guglielmi	- Finance and Corporate Resources Portfolio Holder and Deputy Leader of the Council
Councillor Fairley	- Investment and Growth Portfolio Holder
Councillor P Honeywood	- Housing Portfolio Holder
Councillor McWilliams	- Health and Education Portfolio Holder
Councillor Nicholls	- Corporate Enforcement Portfolio Holder
Councillor Skeels (Snr)	- Leisure and Tourism Portfolio Holder
Councillor Talbot	- Environment Portfolio Holder

**Most Council meetings are open to the public and press.**

**Agendas and Minutes are published on the Council's website [www.tendringdc.gov.uk](http://www.tendringdc.gov.uk). Agendas are available to view five working days prior to the meeting date and the Council aims to publish Minutes within five working days of the meeting.**

**Meeting papers can be provided, on request, in large print, in Braille, or on disc, tape, or in other languages.**

**For further details and general enquiries about this meeting, contact Ian Ford on 01255 686584.**

**DATE OF PUBLICATION: WEDNESDAY 11 APRIL 2018**

## AGENDA

### **1 Apologies for Absence**

The Cabinet is asked to note any apologies for absence received from Members.

### **2 Minutes of the Last Meeting (Pages 1 - 6)**

To confirm and sign the minutes of the last meeting of the Cabinet held on Friday 23 March 2018.

### **3 Declarations of Interest**

Councillors are invited to declare any Disclosable Pecuniary Interests or Personal Interest, and the nature of it, in relation to any item on the agenda.

### **4 Announcements by the Leader of the Council**

The Cabinet is asked to note any announcements made by the Leader of the Council.

### **5 Announcements by Cabinet Members**

The Cabinet is asked to note any announcements made by Members of the Cabinet.

### **6 Matters Referred to the Cabinet by the Council**

There are none on this occasion.

### **7 Matters Referred to the Cabinet by a Committee - Reference from the Corporate Management Committee - A.1 - Budget Scrutiny (Pages 7 - 8)**

To enable Cabinet to give consideration to comments made to it by the Corporate Management Committee in respect of the above.

### **8 Matters Referred to the Cabinet by a Committee - Reference from the Community Leadership and Partnerships Committee - A.2 - Virgin Care (Pages 9 - 10)**

To enable Cabinet to give consideration to a recommendation made to it by the Community Leadership and Partnerships Committee in respect of the above.

### **9 Leader of the Council's Items**

There are none on this occasion.

### **10 Cabinet Members' Items - Report of the Finance and Corporate Resources Portfolio Holder - A.3 - Priorities and Projects and Performance Indicators 2018/19 (Pages 11 - 48)**

To seek approval to the priorities, projects and performance indicators to be monitored as the performance management framework for the Council for 2018/19.

**11 Cabinet Members' Items - Report of the Investment and Growth Portfolio Holder - A.4 - SME Growth Fund Review and Proposals for Extension (Pages 49 - 62)**

To seek approval to extend the Council's SME Growth Fund to 31 March 2020 in order to continue to support businesses growth across the District.

To receive an update on the delivery of the Fund to date, details suggested amendments to this and agree to fund the extension by a £250,000 allocation from the existing SME Growth Fund budget.

To agree to receive a future report with options for the use of remaining funds within the initial SME Growth Fund budget for other economic growth activities.

**12 Management Team Items**

There are none on this occasion.

**13 Exclusion of Press and Public**

The Cabinet is asked to consider the following resolution:

"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 14 on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 12A, as amended, of the Act."

**14 Exempt Minute of the Meeting held on Friday 23 March 2018 (Pages 63 - 66)**

To confirm and sign the exempt minute of the meeting of the Cabinet held on Friday 23 March 2018.

### **Date of the Next Scheduled Meeting**

*The next scheduled meeting of the Cabinet is to be held in the Essex Hall, Town Hall, Clacton-on-Sea, CO15 1SE at 10.30 am on Friday, 18 May 2018.*

#### **The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012**

### **Notice of Intention to Conduct Business in Private**

Notice is hereby given that, in accordance with Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, Agenda Item No. 14 is likely to be considered in private for the following reason:

The item detailed below will involve the disclosure of exempt information under Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) to Schedule 12A, as amended, to the Local Government Act 1972:

**Exempt Minute of the Meeting held on Friday 23 March 2018**

## **Information for Visitors**

#### **ESSEX HALL** **FIRE EVACUATION PROCEDURE**

There is no alarm test scheduled for this meeting. In the event of an alarm sounding, please calmly make your way out of any of the fire exits in the hall and follow the exit signs out of the building.

Please heed the instructions given by any member of staff and they will assist you in leaving the building.

Please do not re-enter the building until you are advised it is safe to do so by the relevant member of staff.

The assembly point for the Essex Hall is in the car park to the left of the building as you are facing it.

Your calmness and assistance is greatly appreciated.

---

**MINUTES OF THE MEETING OF THE CABINET,  
HELD ON FRIDAY 23 MARCH 2018 AT 10.30 AM, IN THE  
PRINCES THEATRE, TOWN HALL, CLACTON-ON-SEA, CO15 1SE**

**PRESENT:**

Councillor N R Stock OBE  
Councillor Z J Fairley  
Councillor P B Honeywood  
Councillor L A McWilliams  
Councillor F H Nicholls  
Councillor M J D Skeels  
Councillor M J Talbot

**PORTFOLIO:**

Leader of the Council  
Portfolio Holder for Investment and Growth  
Portfolio Holder for Housing  
Portfolio Holder for Health and Education  
Portfolio Holder for Corporate Enforcement  
Portfolio Holder for Leisure and Tourism  
Portfolio Holder for Environment

**Group Leaders Present by Standing Invitation:** Councillors R J Bucke (Deputy Leader of the Tendring First / Liberal Democrats Group), I J Henderson (Leader of the Labour Group) and E F Whitmore (Deputy Leader of the UKIP Group)

**In Attendance:** Chief Executive (Ian Davidson), Corporate Director (Operational Services) (Paul Price), Corporate Director (Planning and Regeneration) (Ewan Green), Head of Governance and Legal Services & Monitoring Officer (Lisa Hastings), Head of Finance, Revenues and Benefits & Section 151 Officer (Richard Barrett), Head of Leadership Support and Community (Karen Neath), Head of Housing and Environmental Health (Tim R Clarke), Street Scene Officer (Jonathan Hamlet), Communications and Public Relations Manager (Will Lodge) and Committee Services Officer (Katie Sullivan)

**158. APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors G V Guglielmi (Finance and Corporate Resources Portfolio Holder and Deputy Leader), J A Broderick (Leader of the Holland Residents' Group), A Pemberton (Deputy Leader of the Non-Aligned Group), G G I Scott (Leader of the Tendring First / Liberal Democrats Group) and M E Stephenson (Leader of the UKIP Group).

**159. MINUTES OF THE LAST MEETING**

It was **RESOLVED** that the minutes of the meeting of the Cabinet, held on Friday 16 February 2018, be approved as a correct record and signed by the Chairman.

**160. DECLARATIONS OF INTEREST**

Councillor Bucke indicated that he would declare an interest in item A.2 – Cabinet Members' Items – Report of the Housing Portfolio Holder – The Closure of Two Sheltered Housing Scheme insofar as he was a member of Frinton and Walton Town Council and that Council had an interest in the consultation on Spendells Sheltered Housing Scheme.

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

There were none.

**162. ANNOUNCEMENTS BY CABINET MEMBERS**

The Portfolio Holder for Corporate Enforcement (Councillor Nicholls) responded to recent media reports that some Local Authorities had increased parking fees by up to 45%. He confirmed that there would be no increase in off-street car parking charges in Tendring for 2018/19 and reasserted Tendring's commitment to its residents and businesses through the issuing of the annual car parking permit.

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

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

**164. MATTERS REFERRED TO THE CABINET BY A COMMITTEE**

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

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

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

**166. CABINET MEMBERS' ITEMS - REPORT OF THE ENVIRONMENT PORTFOLIO HOLDER - ADDENDUM REPORT - KERBSIDE WASTE AND RECYCLING AND STREET CLEANSING CONTRACT - APPRAISAL OF OPTIONS**

There was submitted an addendum report by the Portfolio Holder for Environment (Councillor Talbot) which provided Cabinet with the outcome of the public consultation on the options for the future delivery of the waste and recycling and street cleansing contracts.

Cabinet was aware that a public consultation had been carried out to obtain the views of the residents of the District on the proposed variations. The addendum report had shown that a majority of respondents were in favour of the proposed changes.

The Portfolio Holder for Environment read out the following statement:-

*"I wish to report the outcome of the public consultations to extend our contract with Veolia for the discharge of our Waste, Recycling and Street Sweeping responsibility, on what I think are very favourable terms, for a further seven years.*

*The current contract, the details of which are in the public domain, costs the District Council around four and a quarter million pounds a year – or nearly £30 million over the last seven years.*

*I will not talk in public about the projected cost of the service until the extension and variation is agreed as this is commercially sensitive, but once agreed I will make financial information available, providing it does not breach commercial confidentiality.*

*It's great to think that after the passage of another seven years from 2012, we do not find ourselves facing a substantially increased cost for the service our contractor provides. There is an increase but at a manageable level, with the possibility of another development which could save money, taking place in the near future.*

*Our requirement from the contractor has been changed to suit best practice and to provide a service we can afford, and it must be said that our negotiators have done a fine job for us to keep our overall cost manageable.*

*There are a number of changes but the most significant is the distribution of a Wheelie Bin for landfill waste to 60,000 properties and the emptying of the Bin every two weeks. If anyone thinks that is unique, then note that of the 12 Authorities in Essex that are 'Waste Collection Authorities', only 3 (one of which is Tendring) still collect weekly. Perhaps in a year's time that number will be down to 2.*

*At the Cabinet meeting on the 16<sup>th</sup> February I announced a one month consultation, inviting residents to comment on the plans, using the TDC web site or direct letters from the public. When the consultation closed we had received 483 responses, with a straight forward 255 (52.8%) of those unquestionably in favour of the proposals and many of those we count as being opposed are in fact only opposed to one aspect of the proposed service, such as the 27 people who wanted a wider range of recycling or the 28 who wanted arrangements for the elderly or disabled, a service we currently provide and intend to continue to provide to those people. Then there were 65 people we count as opposed just think the Bins are unsightly and are opposed for that reason.*

*Our local newspaper "Gazette on Line" ran a poll of its readers. At the close after over 1200 readers had replied, the result was 50% in favour and 50% opposed. I think we know that consultation polls in general, tend to be completed by those opposed, as those who are content do not bother to put themselves out by replying. With this in mind a 50/50 split is a good result. I offer my personal thanks to the Gazette for running their own poll and for the articles they published."*

It was moved by Councillor Talbot, seconded by Councillor McWilliams and:

**RESOLVED** that Cabinet:

- a) having considered the positive outcome arising from the public consultation, agrees to exercise the option to extend the term of both existing contracts for waste, recycling and street cleansing for a further seven years;
- b) acknowledges that, to minimise the adverse impact on the long term financial forecast, variations to the current specification would be necessary;
- c) considers the proposed variations reflect best practice in the waste industry;
- d) delegates authority to the Corporate Director (Operational Services) and the Head of Governance and Legal Services to agree the final terms of the variations to the existing contracts; and
- e) agrees that the News Homes Bonus for 2018/19 of £1.333 million be set aside to support the implementation of the revised approach, which include the purchase of 60,000 wheeled bins.

**167. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.1 - PROGRAMME OF MEETINGS 2018/2019 MUNICIPAL YEAR**

There was submitted a report by the Portfolio Holder for Finance and Corporate Resources (A.1), which sought Cabinet's agreement, as required by the Constitution, to submit for formal approval to the Annual Meeting of the Council a programme of meetings for the 2018/2019 municipal year.

Having considered the proposed Programme of Meetings:

It was proposed by Councillor Stock OBE, seconded by Councillor Fairley and:

**RESOLVED** that -

- a) the programme of meetings for the Council and Committees, as set out in the Appendix to item A.1 of the Report of the Finance and Corporate Resources Portfolio Holder, be approved and be submitted to the Annual Meeting of the Council for formal approval; and
- b) the proposed dates for Members' training on planning etc. matters be noted.

**168. CABINET MEMBERS' ITEMS - REPORT OF THE HOUSING PORTFOLIO HOLDER - A.2 - THE CLOSURE OF TWO SHELTERED HOUSING SCHEMES**

Councillor Bucke had earlier declared an interest in this item insofar as he was a member of Frinton and Walton Town Council and that Council had an interest in the consultation.

There was submitted a detailed report and appendices by the Portfolio Holder for Housing (A.2), which informed Cabinet of the outcome of formal consultations in relation to the proposed closure of the Spendells and Honeycroft sheltered housing schemes and sought its agreement to close those schemes.

Further to Minute 108 (10.11.17), a statutory formal consultation with residents and with the respective Ward Members and the relevant Parish and Town Councils had been undertaken in respect of the proposed closure of two Sheltered Housing Schemes; Spendells House and Honeycroft.

It was reported that the consultation responses had indicated that there was an acceptance that both schemes were no longer viable or fit for purpose and that there was support from residents for closing them. Further detailed viability work had been undertaken considering the level of occupancy at both schemes and costs associated with running them, the outcome of which supported the proposals to close them.

Therefore, it was being proposed by the Portfolio Holder for Housing that the Spendells House and Honeycroft (not including the 8 bungalows) schemes should be closed which would provide estimated annual savings to the Housing Revenue Account (HRA) of £0.139 million. Options in respect of the future for each site would be brought back to Cabinet once fully evaluated.



Cabinet was advised that securing those savings would be subject to the options around the longer term future of the sites which were planned to be presented to Members in the not too distant future. In this interim period there would be costs to maintain the properties albeit in a fully vacated state, but the cost would be lower by £0.003 million per month in this interim period compared to recent average occupancy.

Having considered the report and related appendices, it was moved by Councillor P B Honeywood, seconded by Councillor McWilliams, and **RESOLVED**:

(a) that Cabinet notes:

- (1) that the statutory formal consultation on closure of the schemes has been undertaken and that there have not been any objections to closure from residents; and
- (2) that the Spendells and Honeycroft Sheltered Housing schemes have proven to be unpopular for several years due to their shared facilities and dated design and that it is economically unviable for the Housing Revenue Account to continually subsidise the on-going and increasing revenue loss of rental income at the schemes.

(b) that Cabinet agrees that:

- (1) the Corporate Director (Operational Services) be authorised to close the schemes and to make the necessary arrangements to secure alternative accommodation for affected residents;
- (2) the Corporate Director (Operational Services) be also authorised to make the necessary site security arrangements and “mothball” both buildings until a decision on their future is made; and
- (3) further work be undertaken by Officers, in consultation with the Portfolio Holder for Housing, to explore the future use of both sites after detailed financial modelling within the Housing Revenue Account. Further that any consultation on proposed future options will include Frinton and Walton Town Council and Lawford Parish Council.

**169. MANAGEMENT TEAM ITEMS**

There were none on this occasion.

**170. EXCLUSION OF PRESS AND PUBLIC**

It was moved by Councillor Stock OBE, seconded by Councillor P B Honeywood and:

**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 Items 13 and 14 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.

**171. EXEMPT MINUTE OF THE MEETING HELD ON FRIDAY 16 FEBRUARY 2018**

The exempt minute of the last meeting of the Cabinet, held on Friday 16 February 2018, were approved as a correct record and signed by the Chairman.

The Meeting was declared closed at 11.00 am

**Chairman**

<b>Key Decision Required</b>	<b>No</b>	<b>In the Forward Plan</b>	<b>No</b>
------------------------------	-----------	----------------------------	-----------

**CABINET**

**20 APRIL 2018**

**REFERENCE REPORT FROM CORPORATE MANAGEMENT COMMITTEE  
OF 26 FEBRUARY 2018**

**A.1 BUDGET SCRUTINY**  
(Report prepared by Debbie Bunce)

**BACKGROUND**

At the Corporate Management Committee meeting held on 26<sup>th</sup> February 2018 the Committee discussed ways in which the financial forecast and budgets will be scrutinised within the proposed new committee structure and it was agreed that there were concerns about the number and length of meetings proposed in the new Municipal Year, bearing in mind that the terms of reference for two Overview and Scrutiny Committees were being merged to form a new Resources and Services Overview and Scrutiny Committee. It was decided that the Committee Services Manager could be asked to schedule in some extra meetings into the calendar of meetings throughout the year but that if these were not needed then they could be cancelled.

It was also noted that it would be useful to have Task and Finish Groups on specific topics outside of the ordinary meetings of the Committee with three Members on each Group. The Committee would decide what the Task and Finish Groups Terms of Reference would be and consult with Cabinet on this.

It was also agreed that training/workshops run by an external resource for both of the new Overview and Scrutiny Committees would be advantageous.

**COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET**

The Committee **COMMENTED TO CABINET** that:

- (a) Portfolio Holders may be asked to attend meetings of the Resources and Services overview and Scrutiny Committee, as and when required in order for the Committee to ask questions.
- (b) The Committee may need to schedule additional meetings throughout the year to ensure robust and thorough overview and scrutiny.
- (c) The aspirations for the year that the Leader referred to at full Council should feed into the Committee's work programme.

- (d) The Committee would like the opportunity to consult Cabinet and Officers about the terms of reference for Task and Finish Groups. The Committee would like to ensure that all Members have a consistent understanding of the expectations and terms of reference for Task and Finish Groups.

#### **PORTFOLIO HOLDER'S COMMENTS AND RECOMMENDATIONS TO CABINET**

##### Comments

The Portfolio Holder would like to thank CMC for its comments and responds to each in turn as follows:

- (a) The Portfolio Holder notes this comment.
- (b) The schedule of meetings for the future Resources and Services Committee will be agreed by Full Council, any additional meetings may be scheduled at the request of the Committee Chairman but they should only be requested in exceptional circumstances.
- (c) The Leader's aspirations for the year, will be included in the 2018/19 Performance reporting process.
- (d) Prior to the first meeting of the two new scrutiny Committees , further discussions will take place between the Chairmen and Officers to establish terms of reference for Task and Finish groups.

##### Recommendation to Cabinet

That Cabinet endorses the response of the Portfolio Holder for Finance and Corporate Resources to the comments made by the Corporate Management Committee.

<b>Key Decision Required</b>	<b>No</b>	<b>In the Forward Plan</b>	<b>No</b>
------------------------------	-----------	----------------------------	-----------

## CABINET

20 APRIL 2018

### REFERENCE REPORT FROM THE COMMUNITY LEADERSHIP AND PARTNERSHIPS COMMITTEE

#### A.2 VIRGIN CARE

(Report prepared by Karen Neath and Katie Sullivan)

#### **BACKGROUND**

At the meeting of the Community Leadership and Partnerships Committee held on 19 March 2018, Virgin Care's Quadrant Manager for North Essex (Elizabeth Kingsford) was in attendance and provided the Committee with information on Virgin Care.

The Essex Child and Family Wellbeing Service brings together a range of children's community services. It's provided by Virgin Care in partnership with Barnardo's on behalf of Essex County Council and the NHS.

It delivers broad areas of support as follows:-

1. Health Visiting;
2. Parenting Support;
3. School Nursing;
4. Family Health;
5. Support for ages 5-19;
6. Support for young people with special educational needs and disabilities up to the age of 25.

It also provides children's community health services in West Essex.

Elizabeth Kingsford provided information on the following:

1. Introduction;
2. Background;
3. The Essex Child and Family Wellbeing Service;
4. 10 Year Contract;
5. Working in partnership with Barnardo's;
6. Transition and change;
7. Integration of various teams;
8. Health visiting;
9. Community Services;
10. Projects;
11. Tailoring needs; and
12. 27 Key aims / Targets.

Following on from the information provided, Members were given the opportunity to ask questions which were responded to by Elizabeth Kingsford.

Elizabeth Kingsford informed the Committee that she would be happy to provide Case Studies and information on the progress made by Virgin Care in the future.

#### **COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET**

It was **RECOMMENDED** to **CABINET** that:

The Community Safety Partnership and the Public Health Officer make contact with Virgin Care to ensure that the work of Virgin Care locally links through to the relevant projects and activities already being undertaken in the District.

#### **PORTFOLIO HOLDER'S COMMENTS AND RECOMMENDATIONS TO CABINET**

##### **Comments**

The Health and Education Portfolio Holder supports the Committee's recommendation. The Committee requested at the meeting that Virgin Care submit some case studies to a future meeting of the Committee that show the impact of their work in some specified areas of the District such as Jaywick Sands and Harwich. The case studies should show what has been achieved and where things have not worked so well. I wholeheartedly support this course of action and look forward to seeing what the outcomes from the case studies in due course and understanding if there are any areas where additional support could be provided by the Council.

##### **Recommendations to Cabinet**

That the recommendation made by the Community Leadership and Partnerships Committee be supported.

<b>Key Decision Required:</b>	<b>NO</b>	<b>In the Forward Plan:</b>	<b>NO</b>
-------------------------------	-----------	-----------------------------	-----------

## CABINET

20 APRIL 2018

### REPORT OF THE FINANCE AND CORPORATE SERVICES PORTFOLIO HOLDER

#### **A.3 PRIORITIES AND PROJECTS AND PERFORMANCE INDICATORS 2018/19**

(Report prepared by Karen Neath and Katie Wilkins)

#### **PART 1 – KEY INFORMATION**

##### **PURPOSE OF THE REPORT**

To seek approval to the priorities, projects and performance indicators to be monitored as the performance management framework for the Council for 2018/19.

##### **EXECUTIVE SUMMARY**

- At Council on 5 July 2016 a new Corporate Plan for 2016 to 2020 was agreed.
- Since then it has been the practice each year to develop a suite of Priorities and Projects that set out in more detail the most important priorities and specific key projects for that year. The Priorities and Projects are supplemented by the departmental and service performance targets which identify the detailed actions and targets for the delivery of our priorities, against which robust performance monitoring can take place throughout the year.
- For 2018/19 the Priorities and Projects have been determined through discussion with the Leader, Deputy Leader and Cabinet. At Council on 23 January the Leader announced the Priorities and Projects for 2018/19. Since then some refinement of the Priorities and Projects has taken place and they have also been informed by the recommendations and report following the recent LGA Peer Challenge.
- Consideration has been given to the required outcomes from each of the items included in the Priorities and Projects 2018/19. These are set out in the body of the report.
- From May 2018 there will be two Overview and Scrutiny Committees. Community Leadership Committee will retain a focus on external partnerships and the Council's influencing role in the community. Resources and Services Committee will focus on the work of the Council and the resourcing and delivery of its services. Up to now all performance monitoring has been subject to scrutiny by the Corporate Management Committee. Whilst it is proposed that the majority of the performance framework will continue to be reported to the Resources and Services Committee for scrutiny, the targets that relate to our partnership and influencing work will be compiled into a separate report for consideration by the Community Leadership Committee.
- The two Performance Reports 2018/19 including the Priorities and Projects 2018/19 are

attached as Appendix A. This sets out the suite of targets and indicators for the year. The “Current Position” column will be completed during the year and the progress monitored both by Cabinet and by Overview and Scrutiny.

#### **RECOMMENDATION**

It is **RECOMMENDED** that the actions and targets included in the Performance Reports 2018/19 and the Priorities and Projects 2018/19, as attached at Appendix A, be approved and that monitoring against these indicators be undertaken on a quarterly basis by Cabinet and by the two Overview and Scrutiny Committees.

### **PART 2 – IMPLICATIONS OF THE DECISION**

#### **DELIVERING PRIORITIES**

The Corporate Plan sets out the high level priorities for the Council for 2016 to 2020:- Health and Housing, Employment and Enjoyment and Council and Community and these will be monitored through the Performance Management arrangements for the authority.

#### **RESOURCES AND RISK**

There are no financial implications or risk in preparing the Performance Report itself. Individual projects will need to fully and properly assessed and approved prior to commencing. One of the recommendations from the LGA Peer Challenge was that an enhanced approach to project management, project delivery and performance reporting be devised. This will encompass a full assessment of resources and risk for projects coming forward.

#### **LEGAL**

The Corporate Plan forms part of the Council’s Policy Framework.

#### **OTHER IMPLICATIONS**

**Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.**

**Crime and Disorder / Equality and Diversity / Health Inequalities /Area or Ward affected / Consultation/Public Engagement.**

The implications of individual projects will need to fully and properly assessed and approved prior to commencing. As with resources and risk, assessment of other implications will need be included as part of the enhanced project delivery arrangements.

### **3. SUPPORTING INFORMATION**

#### **OUTCOMES FROM PRIORITIES AND PROJECTS**

The desired outcomes from the Projects and Priorities 2018/19 are as set out below. The specific targets and activities identified in the performance report will enable these to be tracked and managed through the year.



<i>Project and Priorities 2018/19</i>	<i>Outcome By March 2019</i>
Transforming the way we work	<p>Digital</p> <ul style="list-style-type: none"> <li>• Self-service portal procured and technical implementation complete</li> <li>• Events App developed (if agreed)</li> <li>• Cloud migration timetable agreed and on schedule.</li> </ul> <p>Customer experience</p> <ul style="list-style-type: none"> <li>• Customer Service team established at Pier Avenue</li> <li>• Service redesign/digitisation roadmap agreed and underway</li> <li>• Self-serve portal on-line for first services</li> </ul> <p>Office Accommodation</p> <ul style="list-style-type: none"> <li>• Westleigh House site in use as car park.</li> <li>• Pier Avenue refurbishment complete</li> <li>• Barnes House extension complete</li> </ul> <p>People</p> <ul style="list-style-type: none"> <li>• Staff Transformation training programme agreed and delivered on schedule</li> <li>• Communication Plan (public / staff / councillors) agreed and effective</li> <li>• IIP Gold accreditation renewed.</li> </ul>
Finance	<p>Deliver 10 year Financial Strategy</p> <ul style="list-style-type: none"> <li>• Balanced budget 2019/20 in line with Strategy</li> <li>• Revised forecast as at Spring 2019 showing still on target long term</li> </ul> <p>Capital Strategy / profiling</p> <ul style="list-style-type: none"> <li>• Member approved Capital</li> </ul>

		<p>Programme showing expenditure profiled into future years.</p> <p>Management of financial risks</p> <ul style="list-style-type: none"> <li>• Agreed revised risk management framework</li> </ul>
Governance		<p>Effective financial management</p> <ul style="list-style-type: none"> <li>• Compliance with financial requirements and meet all statutory targets</li> </ul> <p>Development of programme and project management</p> <ul style="list-style-type: none"> <li>• Agreed approach to development, approval, management and performance for all key projects.</li> </ul> <p>Information security</p> <ul style="list-style-type: none"> <li>• GDPR compliance</li> <li>• Public Service Network compliance</li> <li>• Cyber security compliance</li> </ul>
Jaywick Sands regeneration and renaissance		<ul style="list-style-type: none"> <li>• Deliver 10 units by Summer 2018</li> <li>• Place Plan and Infrastructure Assessment completed by October 2018</li> </ul>
Revised and updated Housing Strategy		Initial draft strategy by May 2018 with final strategy agreed by Council
Waste, recycling and street sweeping contract renewal		Extend and vary existing contract to commence from Summer 2019
Cliff stabilisation		Work to undertake ground stabilisation works to a section of coastline along Holland on Sea to commence June 2018
Complete repairs to the Venetian Bridge		Repairs to be completed by end of April 2018
Produce a long term sustainable scheme around Sport England grant funding		Information gathering and evaluation are the key objectives for 2018
Contribute to Mayflower 400 commemorations		Work with Harwich Tourism Group, Harwich Coastal Communities Team and Mayflower 400 to develop a programme of events and initiatives to commence in 2019.
North Essex Garden Communities		<ul style="list-style-type: none"> <li>• Council approval of North Essex Garden Communities Ltd Business</li> </ul>

		<p>Plan by June 2018</p> <ul style="list-style-type: none"> <li>• Work with partners to progress options for a North Essex Garden Communities Development Corporation</li> <li>• Continue to engage with communities as part of the ongoing process for the preparation of Development Plans</li> </ul>
	Local Plan	<ul style="list-style-type: none"> <li>• Complete Section 1 Examination by June 2018</li> <li>• Complete Section 2 Examination in Public by October 2018</li> <li>• Local Plan adopted by March 2019</li> </ul>
	Ensure delivery of improved Broad Band coverage	Ensure the £9m investment programme is on target to extend coverage to an extra 5,400 homes and businesses in the district by March 2020
	Effective outcomes from the Corporate Enforcement Group	<ul style="list-style-type: none"> <li>• Continue to develop corporate capacity in order to address priority issues</li> <li>• Strengthen partnerships in order to achieve more effective and quicker outcomes from joint working</li> </ul>
	Lobby for road and rail crossing improvements at Manningtree	Work with partners to develop outline case for improvements and lobby for Government support
	Strategy and plan for Harwich Dovercourt public realm	<ul style="list-style-type: none"> <li>• Detailed project proposals completed by July 2018</li> <li>• Project delivery started on site January 2019</li> </ul>
	Holland Haven and seafront opportunities	Develop range of potential projects and Place Plan by December 2018
	Economic Growth	<ul style="list-style-type: none"> <li>• Support 10 businesses through the SME Growth Fund programme by March 2019</li> <li>• Complete and launch Creative Cultural Strategy by October 2018</li> </ul>

### PERFORMANCE TARGETS 2018/19

The Resources and Services Performance Report for 2018/19 contains details of 12 projects, 5 performance indicator targets, and headline performance in dealing with complaints and our staff's absence rate.

The projects in the Resources and Services Performance Report are: -

- *Transforming the way we work*
- *Property Management*

- *Manningtree Infrastructure*
- *Holland Haven and Seafront Opportunities*
- *Jaywick Sands Regeneration and Renaissance*
- *Cliff Stabilisation (Protecting our Coastline)*
- *Venetian Bridge*
- *Local Plan*
- *Harwich and Dovercourt Public Realm*
- *Economic Development Delivery*
- *Maximising Tourism and Leisure Opportunities*
- *Garden Community*
- *Waste, Recycling and Street Sweeping Contract Renewal*

The performance indicator targets in the Performance Report are: -

- *Fly tipping*
- *Missed Bin Collection*
- *Recycling Rate*
- *Handling of Planning Applications*
- *5 Year Housing Supply Approvals*

The headline performance indicators are: -

- *Sickness*
- *Authorised Covert Surveillance*
- *Complaints*

The Community Leadership Performance Report for 2018/19 contains details of 5 projects, these are: -

- *Education*
- *Community Safety*
- *Manningtree Infrastructure*
- *Housing Strategy*
- *Health and Wellbeing*
- *Improved Broadband*

<b>APPENDICES</b>
Appendix A – Performance Reports 2018/19 and Priorities and Projects 2018/19.

<b>BACKGROUND PAPERS</b>
None

# Our Priorities & Projects 2018/19

## Chief Executive

- Strategic lead and corporate interface
- External and partnership engagement
- Essex wide board leadership
- Strategic finance
- Community Safety Hub

## Deputy Chief Executive (Corporate Services)

- Transforming the way we work
- Digital
- Customer experience
- Office Accommodation
- People
- Finance
- Deliver 10 year Financial Strategy
- Capital Strategy / profiling
- Management of financial risks
- Governance
- Effective financial management
- Development of programme and project management
- Information security

## Corporate Director (Operational Services)

- Jaywick Sands regeneration and renaissance
- Revised and updated Housing Strategy
- Waste, recycling and street sweeping contract renewal
- Cliff stabilisation
- Complete repairs to the Venetian Bridge
- Produce a long term sustainable scheme around Sport England grant funding
- Contribute to Mayflower 400 commemorations

## Corporate Director (Planning and Regeneration)

- North Essex Garden Communities
- Local Plan
- Ensure delivery of improved Broadband coverage
- Effective outcomes from the Corporate Enforcement Group
- Lobby for road and rail crossing improvements at Manningtree
- Strategy and plan for Harwich and Dovercourt public realm
- Holland Haven and seafront opportunities
- Economic Growth

## Community Leadership

- Delivery of high quality, affordable services
- Working positively with others - including partnership working on education, health, community safety and housing

This page is intentionally left blank

# PERFORMANCE REPORT (COMMUNITY LEADERSHIP)

DRAFT APRIL 2018

Page 19



# Introduction

The following pages include the Council's Corporate Plan 2016 - 2020 and Tendring District Council's Priorities and Projects 2018/19 where the Council have an influencing role. There is a clear link between the aspirations, detailed in the Plan, and Priorities and Projects noted. Projects sit under the following headings:-

	<b>Council and Community</b>		<b>Health and Housing</b>		<b>Employment and Enjoyment</b>
	<u>Education</u> Page 4		<u>Housing</u> Page 7		<u>Improved Broadband</u> Page 9
	<u>Community Safety</u> Page 5		<u>Health and Wellbeing</u> Page 8		
Page 20	<u>Manningtree Infrastructure</u> Page 6				



**“Deliver the agreed plan to improve educational attainment and aspiration in Tendring.”**

*Martyn Knappett – Deputy Chief Executive*

*Health and Education Portfolio Holder*

**Delivery Mechanism:** As a community leader, there are a number of education work streams that underpin this which are to be delivered in 2018/19 via the Tendring Education Improvement Group.

**Update:** This section relates to ongoing activity where the Council’s role is that of influence.

Activity	Current Position	
Start Well - to continue to support schools in improving and maintaining attainment levels, promoting school readiness, and a positive experience and opportunities through school to allow each child to achieve their full potential		On-going
Stay Safe – children and young people feeling safe in their community		On-going
Mental Health & Emotional Wellbeing – enjoying good mental health and wellbeing		On-going
Positive Futures - working together with partners to enable families to lift themselves out of poverty, enhance aspirations and provide opportunities for life long wellbeing		On-going
Wellbeing Hub – Gt Bentley School, consider funding opportunities for roll out		On-going
School Places		On-going
Supporting IntoUniversity and Teach First - Positive Futures		On-going
Strengthen links with Universities - Positive Futures		On-going
Memorandum of Understanding Colchester Institute		On-going

# Community Safety

## (Council and Community)

[Back to Top](#)

*“Remain a low crime area and reduce the fear of crime. Address hidden harms.”*

Chief Executive

Health and Education Portfolio Holder

**Delivery Mechanism:** The Community Safety work plan 2018/19 as defined by the Responsible Authorities Group (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process (Strategic Assessment and Delivery Plan agreed at RAG meeting on 5 February 18).

**Update:** This section relates to ongoing activity where the Council’s role is that of influence.

Activity	Current Position	
<p><b>Tackling Anti-Social Behaviour and Acquisitive Crime</b></p> <p>Identifying and supporting repeat and vulnerable victims. Identify hotspot locations and / or increases in crime trends. Anti-Social Behaviour affects families and communities and by addressing these activities we can help improve the quality of life in the community, improve perceptions and facilitate local problem solving to address issues.</p>		On-going
<p><b>Protecting Vulnerable People from Hidden Harms</b></p> <p>Identifying and supporting repeat and vulnerable victims, educating both young and older people and encouraging proactive reporting of Hate Crime and Domestic Abuse. Implement/facilitate steps to protect identified victims.</p> <p>There will also be a clear emphasis on gangs and youth violence, drug dealing and drug trafficking, Child Sexual Exploitation, Preventing Violent Extremism, Modern Slavery, Human Trafficking and substance misuse (these are often termed 'Hidden Harms'). The CSP will aim to increase the understanding and awareness of the hidden harms our communities face, and encourage those who are suffering to come forward and seek help from the Partnership.</p> <p>Current risks within Tendring do not come from the more traditional crimes, but from Hidden Harms as described above.</p>		On-going
<p><b>Reducing Violence and Knife Crime</b></p> <p>Identifying hotspot locations, and / or increases in crime trends. Work with partner agencies to raise awareness of Knife Crime across the district. The fear of crime, whether real or perceived, can also have a very serious impact upon people and communities and Violence with Injury and Possession of Weapons were the top two crime types that scored the highest in terms of risk for the District.</p>		On-going

# Manningtree Infrastructure (Council and Community)

[Back to Top](#)

**“Lobby for road and rail crossing improvements at Manningtree”.**

Ewan Green – **Corporate Director**

Portfolio Holder

**Delivery Mechanism:** To lobby the Highway Authority and rail companies to agree a package of parking and highway improvements to alleviate congestion in the area of Manningtree Railway Station.

**Update:** A partnership group has been formed including local MP’s, ECC, Suffolk CC, Babergh & Mid Suffolk Council, TDC, Haven Gateway Partnership, Essex Rail Users .

Page 3	Milestones	Current Position	To be Completed
	Work with partners to develop an outline proposal for improvements ( <i>to include; the economic, social and environmental needs and benefits</i> ) and lobby for Government support.		TBC

# Housing Strategy

## (Health and Housing)

[Back to Top](#)

*“Revised and updated Housing Strategy.”*

*Paul Price – Corporate Director*

*Housing Portfolio Holder*

**Delivery Mechanism:** Consultation with relevant officers and other key stakeholders to produce Housing Strategy to be agreed by Full Council.

**Update:**

Milestones	Current Position	To be Completed
Develop draft Housing Strategy.		May 18
Seek Cabinet approval.		Jul 18
Further development dependent on Housing Green Paper, which will inform strategy. (Publication date: April 18)		Sep 18

Page 24

# Health & Wellbeing (Health and Housing)

*“Seek to influence and assist partners in the delivery of improved health and wellbeing outcomes for residents and visitors to the area. Produce a long term sustainable scheme around Sport England grant funding”*

*Paul Price – Corporate Director      Health and Education Portfolio Holder*

**Delivery Mechanism:** Working with partners to identify shared opportunities to help drive improvements.

**Update:**

Page 25

Milestones	Current Position	To be completed
Sport England Local Delivery Pilot		On-going
Review agenda of Health & Well-being Board and develop future work programme.		Sep 18
Health and Wellbeing Strategy (dependent on above).		TBC

# Improved Broadband (Employment and Enjoyment)

*“To work with all parties to boost superfast broadband coverage in the Tendring district. This work is part of a new multi million pound contract with BT Group as part of the Superfast Essex programme.”*

Ewan Green – **Corporate Director**

*Finance and Corporate Resources Portfolio Holder*

**Delivery Mechanism:** The £9million contract signed by Essex County Council and BT Group will ensure superfast speeds of 30Mbps and above are made available to an extra 5,400 homes and businesses in the district by March 2020. TDC have contributed £250K towards the cost of the contract vis-à-vis BT’s operational work in the District.

**Update:** Work will start in late 2018 and will take place in parallel to existing fibre broadband rollout plans by Superfast Essex. The additional coverage will lift superfast broadband availability in Tendring District to more than 98% by early 2020, making the area one of the best-served areas in Essex. TDC will monitor delivery through 6 monthly progress reports from Superfast Essex.

Milestones	Current Position	To be completed
Funding secured (£9m) and programme of work established to deliver Superfast Broadband to 5,400 homes and businesses by March 2020. This programme will ensure that over 98% of the district has access to a superfast broadband service.		Mar 20

# PERFORMANCE REPORT (RESOURCES AND SERVICES)

## DRAFT APRIL 2018

Page 27



# Introduction

The following pages include the Council's Corporate Plan 2016 - 2020 and Tendring District Council's Priorities and Projects 2018/19. There is a clear link between the aspirations, detailed in the Plan, and Priorities and Projects noted. Furthermore, this performance report details our performance against these key projects and targets, as well as headline performance in dealing with complaints and our staff's absence rate. Projects and Performance Indicator targets sit under the following headings:-

## PROJECTS




	<b>Council and Community</b>		<b>Health and Housing</b>		<b>Employment and Enjoyment</b>
	<a href="#"><u>Transforming the way we work</u></a> Page 4 and 5		<a href="#"><u>Holland Haven and Seafront Opportunities</u></a> Page 7		<a href="#"><u>Local Plan</u></a> Page 11
	<a href="#"><u>Property Management</u></a> Page 6		<a href="#"><u>Jaywick Regeneration and Renaissance</u></a> Page 8		<a href="#"><u>Harwich and Dovercourt Public Realm</u></a> Page 12
Page 28			<a href="#"><u>Cliff Stabilisation (Protecting our Coastline)</u></a> Page 9		<a href="#"><u>Economic Development Delivery</u></a> Page 13
			<a href="#"><u>Venetian Bridge</u></a> Page 10		<a href="#"><u>Maximising Tourism and Leisure Opportunities</u></a> Page 14
					<a href="#"><u>Garden Community</u></a> Page 15
					<a href="#"><u>Waste Recycling and Street Cleaning Contract Renewal</u></a> Page 16

## TARGETS

	<a href="#"><u>Fly Tipping</u></a> Page 17		<b>Miscellaneous Indicators</b>
	<a href="#"><u>Missed Bins</u></a> Page 18	-	<a href="#"><u>Sickness and Authorised Covert Surveillance (Influencing)</u></a> Page 20
	<a href="#"><u>Recycling Rate</u></a> Page 18		<a href="#"><u>Complaints</u></a> Page 21
	<a href="#"><u>Handling of Planning Applications</u></a> Page 19		
	<a href="#"><u>5 Year Housing Land Supply Approvals</u></a> Page 19		

### Current Position

On each project and target, a colour icon is placed as a quick visual identifier regarding the current position.

Above target	
On target	
Below target	



# Transforming the way we work (Council and Community)

[Back to Top](#)

*“Deliver the agreed elements of the Transformation Programme relating to office accommodation, digital transformation, customer service and people effectively, on time, on quality and on budget..”*

Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder

## Office Accommodation

Milestones	Current Position	To be Completed
Westleigh House site in use as car park.		Nov 18
Pier Avenue refurbishment complete.		Dec 18
Barnes House extension complete.		Apr 19

## Customer Experience

Milestones	Current Position	To be Completed
Access to the Print and Post Hub as a default print facility to enable a complete support service for all print and post requirements.		May 18
Close Pier Avenue reception and relocate to the Town Hall.		May 18
Review service needs and create a roadmap for the digitisation of processes with consultants.		Jul 18
Self serve portal online and first services available to Customers.		Oct 18
Amalgamation of the contact centre/switchboard, building repairs/housing reception and the admin function within Environmental to create a Customer Service Team.		Dec 18
Back scanning and secure disposal of existing documentation.		Jul 19

# Transforming the way we work (Council and Community)

[Back to Top](#)

*“Deliver the agreed elements of the Transformation Programme relating to office accommodation, digital transformation, customer service and people effectively, on time, on quality and on budget..”*

Martyn Knappett – **Deputy Chief Executive**

Finance and Corporate Resources Portfolio Holder

## People

Milestones	Current Position	To be Completed
'Transformation' training programme to be drafted and agreed by Project Board. This will be based on training priorities identified by Managers and Officers. Manager training programme to be delivered across the organisation. Staff training programme to be delivered across organisation.		Aug 18  Dec 18  Mar 19
'Transformation' Communications Plan to be agreed by Project Board to ensure effective communication with Public/Officers and Councillors.		Jul 18
IIP Gold Accreditation Re-assessment.		Dec 18
Equality Impact Assessments (EQIA) prepared across services.  - Revised policy agreed.  - Training delivered.  - Equality Impact Assessments prepared and kept under regular review across services.		Aug 18  Oct 18  Dec 18

# Transforming the way we work (Council and Community)

*“Deliver the agreed elements of the Transformation Programme relating to office accommodation, digital transformation, customer service and people effectively, on time, on quality and on budget..”*

Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder

## Digital

Milestones	Current Position	To be Completed
General Data Protection Regulation (GDPR) compliance achieved against Information Commissioner’s Office (ICO) action plan.		25 May 18
Self-service portal procured and technical implementation complete.		TBC
Events App developed (if agreed). Smartphone App further feasibility work complete and “decision to proceed”.		15 Jun 18
Town Hall & Pier/ Barnes network low level design (cabled and Wi-Fi) completed and implementation commenced.		Jul 18
Compliance achieved against Public Services Network (audit renewal).		Jul 18
Website integration with new customer portal completion.		Aug 18
Customer Portal integration with IDOX, Northgate and E Payment systems.		Dec 18
Cyber awareness training and security initiatives.		Mar 19
Cloud migration programme planning complete & 40% of services migrated.		Apr 19

# Property Management (Council and Community)

[Back to Top](#)

**“Strategic management of the Council’s land assets.”**

*Martyn Knappett – Deputy Chief Executive*

*Finance and Corporate Resources Portfolio Holder*

**Delivery Mechanism:** The team will be seeking to take forward the management acquisition of property with a more strategic commercial focus in order to address community needs and the Council wide financial position.

**Update:**

Milestones	Current Position	To be Completed
Secure the construction and use of the new sports facilities at Eastcliff, Holland on Sea.		May 18
Disposal initiative to identify £1m of further asset disposals.		Jun 18
Review stock take in the light of the Property Strategy: - Issue updated list of properties to service units  - Provide “Asset Challenge” call for identification of properties no longer required by service units.		Jun 18  Sep 18
Complete action plans for the disposal of poor quality sites at Main Road, Dovercourt and Station Yard, Walton.		Nov 18

# Holland Haven and Seafront Opportunities

## (Health and Housing)

*“Explore potential Holland Haven and Seafront Opportunities”.*

Ewan Green – **Corporate Director**

*Investment and Growth Portfolio Holder*

**Delivery Mechanism:** Commission study and present options for Members to consider.

**Update:**

Page 33

Milestones	Current Position	To be Completed
Initial project scope (PID) developed and project team in place.		Jun 18
Identify a longlist of potential projects and opportunities.		Jun 18
Projects developed to outline stage.		Oct 18
Place Plan completed for Cabinet consideration.		Dec 18

# Jaywick Sands Regeneration and Renaissance

## (Health and Housing)

*“To increase the stock of new affordable/Council homes.”*

Paul Price – **Corporate Director**      *Housing Portfolio Holder*

**Delivery Mechanism:** Bring forward at least one development at Jaywick. Work with Essex County Council (ECC) and other potential partners to develop options for residential and other development. Develop options for consideration to establish a housing company to facilitate development. Work with Planning to develop urban design layout.

Update:

Milestones	Current Position	To be Completed
Commence development of one of the three identified preferred development sites and construct 10 houses.		Apr 18 August 18
Development vehicle/mechanism agreed.		May 18 *17/18 target carried forward
Identify funding mechanisms.		Ongoing
Work with Jaywick Sands Renewal Advisory Panel (JSRAP) and Coastal Community Team (CCT) to develop project plan.		Jul 18
Develop local lettings and sales plans for first 10 units.		Jul 18
Place Plan and Infrastructure Assessment completed.		Oct 18

# Cliff Stabilisation (Protecting our Coastline)

## (Health and Housing)

*“To protect 5km of coastline and 3,019 properties and businesses from coastal erosion for the next 100 years.”*

Paul Price – **Corporate Director**

*Leisure and Tourism Portfolio Holder*

**Delivery Mechanism:** Appoint consultant, via Environment Agency’s Government led framework, to undertake ground stabilisation works to a section of coastal fringe along Holland on Sea (stabilise ground re-profiling and installing drainage), also protecting coast road and residential properties.

**Update:**

Milestones	Current Position	To be Completed
Tender period.		Deadline 9 Apr 18
Tender evaluation.		May 18
Appointment of contractor.		May 18 *17/18 target carried forward
Planning permission approval.		May 18
Start of contract.		Jun 18
Translocation of reptiles.		Jun 18
Start of construction on site.		Jul 18
Completion of priority area 1.		Nov 18

# Venetian Bridge (Health and Housing)

**“Complete repairs to Venetian Bridge.”**

Paul Price – **Corporate Director**

*Leisure and Tourism Portfolio Holder*

**Delivery Mechanism:** Working with contractors to deliver the necessary repairs and improvements.

**Update:**

Milestones	Current Position	To be Completed
Understand concrete and reinforcement stabilisation works to the bridge to prevent concrete spall and make bridge structurally safe. 36		Apr 18



# Local Plan (Employment and Enjoyment)

*“Ensure a robust Local Plan is adopted within the timeframe stipulated.”*

Ewan Green – **Corporate Director**

Corporate Enforcement Portfolio Holder

**Delivery Mechanism:** The timetable will coincide with that of Colchester Borough Council and Braintree District Council, as far as possible, to support the Council’s duty to co-operate.

**Update:**

Milestones	Current Position	To be Completed
Section 1 Examination Public Outcome (Joint plan with Braintree and Colchester).		Jun 18
Section 2 Examination in Public (Tending sites specific).		Oct 18
Local Plan adopted.		Mar 19

# Harwich and Dovercourt Public Realm

## (Employment and Enjoyment)

*“Strategy and plan for Harwich and Dovercourt public realm.”*

Ewan Green – **Corporate Director**

*Investment and Growth Portfolio Holder*

**Delivery Mechanism:** Project options to be developed via appointed ‘Design’ team.

**Update:**

Page 38

Milestones	Current Position	To be Completed
Detailed project proposals completed.		Jun 18
Delivery plan agreed by Cabinet.		Jul 18
Project site start.		Jan 19
Project completion.		Mar 20

# Economic Development Delivery

## (Employment and Enjoyment)

*“To deliver against the objectives of the Council’s Economic Development Strategy. The Council’s approach focuses on the development and delivery of projects already in the pipeline and on those linked to the opportunities afforded by: Offshore Renewables in Harwich; the A120 Growth Corridor; and links with the University of Essex and it’s Knowledge Gateway.”*

Ewan Green – **Corporate Director**

*Investment and Growth Portfolio Holder*

**Delivery Mechanism:** Projects and other interventions will be developed and delivered in-house and in partnership with the Council’s key public and private sector partners.

**Update:**

Page 8 Milestones	Current Position	To be Completed
Complete and launch Creative Cultural Strategy.		Oct 18
Support 10 businesses through the SME Growth Fund programme.		Mar 19

# Maximising Tourism and Leisure Opportunities

## (Employment and Enjoyment)

*“To deliver our key events to a high standard, working with partners to showcase the District and encourage tourism and inward investment. These high-profile events should contribute towards the Council’s aspiration to stage a year round tourism programme.”*

Paul Price – **Corporate Director**      Leisure and Tourism Portfolio Holder

**Delivery Mechanism:** The Clacton Air Show will be delivered by the Council’s Tourism and Events Team, with support from our partners in the emergency services and private and voluntary sectors. Tendring are the primary organiser of the Tour de Tendring. The Mayflower 400 will involve working with private and voluntary sector partners, together with the other key destinations involved in the Mayflower story.

**Update:**

Milestones	Current Position	To be Completed
Mayflower 400: Series of events and projects to build up to the celebrations in 2020, including:- Agree projects and events for Mayflower 400. - Develop, with the Harwich Society, an interactive exhibition venue. - Finalise proposals and present Mayflower 400 report for consideration by Cabinet by May 18. - Deliver Illuminate Festival by November 18. - Work with partners to finalise the Harwich Mayflower Trail and a high quality physical tourism product by March 19.		May 18 Nov 18 Mar 19
Tour de Tendring.		May 18
Beside the Seaside.		Aug 18
Clacton Air Show, with a theme relating to the 100 <sup>th</sup> anniversary of the end of WW1.		Aug 18
District Wide Tourism Strategy.		
Princes Theatre - Delivery of Annual Pantomime. - Deliver two events/exhibitions. - Work towards continual service improvements of the Theatre under a regime of self sufficiency and impact on the local tourism offer. - Replacement of the main Princes Theatre PA system.		Dec 18 Aug 18

# Garden Community (Employment and Enjoyment)

*“Innovative joint work with Colchester Borough Council (CBC), Braintree District Council (BDC) and Essex County Council (ECC) to develop a number of communities in North Essex based on Garden City principles.”*

Ewan Green – Corporate Director

Leader

**Delivery Mechanism:** Selection of locations to be part of the Local Plan process. The Leader (supported by the Chief Executive) sits on North Essex Garden Communities Ltd board (NEGC). The Corporate Director and Head of Planning Services sit on senior officer Steering Group and Legal, Finance and Planning Officers participating in topic work streams. Close collaboration on Local Plan process re Garden Communities approach. A shared Chapter 1 of the Plan and specific requirements of any proposed Garden Community proposals across North Essex agreed by each Council. NEGC Ltd has formed Local Delivery Vehicles to progress each Garden Community Area allocated in the Local Plan (although potential Development Corporation could change the role of the LDVs).

## Update:

Milestones	Current Position	To be Completed
Council approval of North Essex Garden Communities Ltd Business Plan.		Jun 18
Work with partners to develop a proposition and mandate for a North Essex Garden Communities Development Corporation.		Dec 18
Work with partners to develop a detailed proposal for A120 / A133 Link Road for submission to Government.		Nov 18
Land Negotiations.		On-going
Continue to engage with communities as part of the ongoing process for the preparation of Development Plans.		On-going

# Waste, Recycling and Street Sweeping Contract Renewal (Employment and Enjoyment)

*“Extend and vary existing contract to commence variation of contract service from Summer 2019.”*

*Paul Price – Corporate Director*

*Portfolio Holder for Environment*

**Delivery Mechanism:** Work with contractor to deliver contract variation and service improvements.

**Update:**

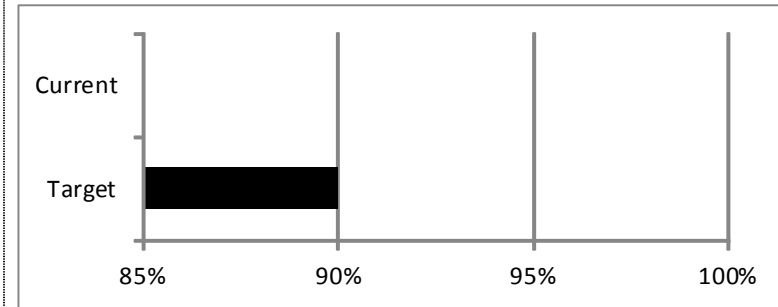
Page 42

Milestones	Current Position	To be Completed
Extension and variation documents to be confirmed by TDC and agreed by Veolia.		Oct 18
Completed negotiations and contract signed.		Dec 18
Procurement of wheeled bins for roll out (dependent upon agreement of extension of contract).		Jul 19

## Fly Tipping (Health and Housing)

To ensure that 90% of all reported incidents of fly tipping are removed within 72 hours of notification.

### Monthly Performance Data



**Data does not include asbestos fly tipping which is outsourced to a specialist contractor (PHS) and is not subject to 72 hours clearance.**

Fly tipping data excludes vehicles, caravans or asbestos; all of which have to be

ECC have agreed to cover the additional costs incurred by WCAs in clearing fly-tips, which can be directly attributed to the recent operational changes at the sites'. In providing this support there is an expectation that if increases are noted the WCA will work with ECC to make the necessary investigations and take action against the perpetrators.

Month	A	M	J	J	A	S	O	N	D	J	F	M
No. of incidents												
No. r'mvd <72hrs												
Performance (%)												

# TARGETS

# Missed Bin Collection

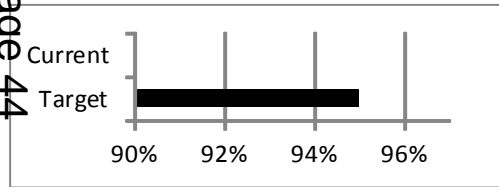
## (Health and Housing)

To ensure that 95% of missed bins are collected within 24 hours of being notified.

With approximately 65,000 homes in Tendring, and each property having two bins collected per week, there is over half a million bins collected per month in Tendring.

### Monthly Performance Data

Page 44



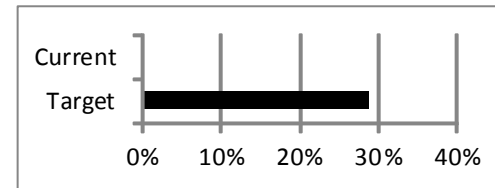
Month	A	M	J	J	A	S	O	N	D	J	F	M
Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Performance												

# Recycling Rate

## (Health and Housing)

Ensure that waste and recycling is disposed of in the most environmental and economically advantageous manner with 29% of household waste sent for reuse, recycling or composting.

### Monthly Performance Data



Mon	M	A	M	J	J	A	S	O	N	D	J	F	M
Target (%)	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%
Performance													

Recycling data minimum of 1 month behind.



# Handling of Planning Applications

## (Health and Housing)

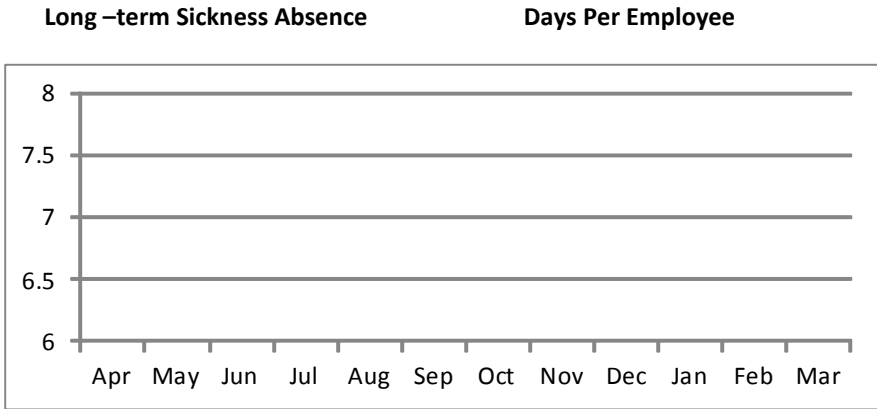
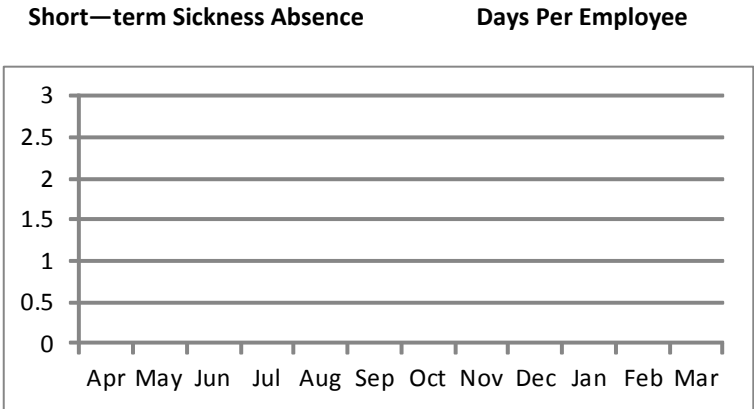
<b>Handling of Planning Applications : Speed</b>			
To ensure that the following types of planning application are processed during the assessment period as follows:			
<b>2019 Assessment Period (01.10.16 - 30.09.18)</b>			
<b>Major 50% within 13 weeks</b>		<b>Non-Major 65% within 8 weeks</b>	
Major		Non-Major	
<b>2020 Assessment Period</b>			
<b>Major 60% within 13 weeks</b>		<b>Non-Major 70% within 8 weeks</b>	
Major			
<b>Handling of Planning Applications : Quality</b>			
Decisions Overturned On Appeal.			
<b>2020 Assessment Period</b>			
<b>Major &lt;10%</b>		<b>Non-Major &lt;10%</b>	
Major		Non-Major	

**5 YEAR HOUSING SUPPLY**

# Sickness (Council and Community)

To measure the sickness absence rate of the Council. **Objective:** To measure the rate of sickness absence at TDC.

Mth	S/T	L/T
Apr		
May		
Jun		
Jul		
Aug		
Sep		
Oct		
Nov		
Dec		
Jan		
Feb		
Mar		



**Note:** Data displayed as both Short-Term (under 28 days) & Long Term (28 days & over).

**Notes:** - Staff sickness absence is monitored by the HR Committee, who undertake a detailed analysis of all reported figures.

The 2016 CIPD (Chartered Institute of Personnel and Development) absence management publication reports national absence levels in Local Government at 10.5 days per employee.

# Authorised Covert Surveillance (Council and Community)

Record of number of approved surveillances under the Regulation of Investigatory Powers Act 2000 (RIPA). **It is important to note that this does NOT apply to all enforcement activity and therefore, it is likely that nil or low returns will be recorded.** Council officers are in the course of investigating frauds and certain regulatory criminal offences within the district may be required to undertake covert monitoring operations to gather evidence to present to a court. In doing so, those officers must comply with the relevant legislation i.e., the Regulation of Investigatory Powers Act 2000 (RIPA) and the associated regulations and codes of practice. RIPA provides a strict authorisation mechanism for public authorities to undertake covert surveillance in compliance with the [Human Rights Act 1998](#). Lawful interference with Article 8 (right to respect for private and family life) rights is only permissible, if it is necessary and proportionate to do so, therefore can only be undertaken in accordance with the Council’s Policy and Procedures, approved by an Authorising Officer and the Magistrates’ Court. The Council is required to report the number of authorisations granted on an annually basis to the Office of Surveillance Commissioners.

Type of Surveillance	Number of Approved Authorisations											
	Monthly											
	A	M	J	J	A	S	O	N	D	J	F	M
Directed Surveillance												
Covert Human Intelligence Source												

# Complaints (Council and Community)

To measure the number of complaints received and handling of them within the prescribed time limits.

**Objective:** To measure the standard of performance in responding to complaints against the TDC standards.

**Target:** 100% within the specified timeframes for each stage of complaint.

**Stage 1  
Complaints  
Performance**

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
No.												
% Time												

Page 47

**Stage 2  
Complaints  
Performance**

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
No.												
% Time												

**Notes:**

This page is intentionally left blank

<b>Key Decision Required:</b>	<b>Yes</b>	<b>In the Forward Plan:</b>	<b>Yes</b>
-------------------------------	------------	-----------------------------	------------

## CABINET

**20 APRIL 2018**

### REPORT OF THE INVESTMENT AND GROWTH PORTFOLIO HOLDER

#### **A.4 SME GROWTH FUND REVIEW AND PROPOSALS FOR EXTENSION**

(Report prepared by Laura Richardson, Funding Officer)

#### **PART 1 – KEY INFORMATION**

##### **PURPOSE OF THE REPORT**

To seek approval to extend the Council's SME Growth Fund to 31 March 2020 in order to continue to support businesses growth across the District. The report provides an update on the delivery of the Fund to date, details suggested amendments to this and recommends that Cabinet agrees to fund the extension by a £250,000 allocation from the existing SME Growth Fund budget.

The report also recommends that Cabinet agrees to receive a future report with options for use of remaining funds within the initial SME Growth Fund budget for other economic growth activities.

##### **EXECUTIVE SUMMARY**

The Corporate Plan Priority 'Employment and Enjoyment' aims to support business growth, create new employment and improve skills across Tendring. The SME Growth Fund is one of the key ways in which the Council provides direct support for businesses through grant support to facilitate growth. Support is aimed at small businesses across the District, recognising the vital role that they play in underpinning the stability and growth of the local economy through the provision of services and creation of employment.

The scheme was established with a focus on a number of specific business sectors using administration processes which had worked successfully in other similar programmes.

To date five businesses have been supported with awards totalling £138,250. This has created 19.5 FTE new jobs, safeguarded 3.5 FTE and leveraged £262,694 from the private sector (including £93,000 bank finance) and this is a very positive return.

The above was achieved from eleven full applications, demonstrating that the scheme delivers very positive outcomes. There have been over 100 initial enquiries about the fund and this demonstrates a positive return from the promotion of the fund. However the conversion from this into awards made is low and one of the key reasons for this was that the enquiries were from businesses not operating in one of the targeted key sectors.

Having reviewed the operation of the scheme it is clear therefore that changes can be put in place which will deliver an increase in take-up of the grants available and support greater growth across the Tendring business base.

The proposed changes to the scheme are summarised as:

- Remove the focus on a specific number of key sectors and promote it to all business sectors (except retail) - the main focus would be job creation and business growth outcomes;
- Change the funding levels within the scheme to create a Minor (£3,000 - £15,000) and a Major (£15,000 - £150,000) grant programme with a maximum intervention rate of 50% across both programmes;
- Authorise the Corporate Director (Planning and Regeneration) in consultation with the Head of Finance, Revenues & Benefits, to agree Minor applications (awards of £3,000 - £15,000);
- Retain the Grants Panel for Major applications (£15,000 to £150,000) and it will continue to meet on a virtual / electronic basis thus streamlining the process;
- Redesign of the application forms and process to ensure that it is streamlined and does not include overly excessive stages of administration for the businesses and the Council. This includes a quicker decision making process for both grants programmes.

The type of activities the fund will seek to support is outlined in **Appendix 1** and **Appendix 2** provides a flow chart outlining the stages of the application process.

The revised scheme would be funded by a £250,000 allocation from the budget approval already in place.

It is estimated that the revised SME Growth Fund will generate approximately 20 grant awards, create an additional 40 FTE jobs and leverage a minimum of £250,000 private sector investment. This will be monitored through regular reports in line with the corporate performance reporting framework.

Adopting the approach outlined above will free up the remaining £236,750 of the approved budget and a future report would be brought forward with options for the reallocation of remaining funds to support other economic growth activities.

## **RECOMMENDATION(S)**

### **It is recommended that:**

- (a) the Council's SME Growth Fund Scheme be extended to March 2020 and that the scheme objectives set out in the report be agreed, with a focus on job creation and growth outcomes;
- (b) the extension be funded from £250,000 of the allocation from the budget allocation already in place;
- (c) the scheme is opened up to all business sectors (with the exception of retail);
- (d) the scheme funding levels are split into two streams, namely Minor (£3,000 - £15,000) and Major (£15,000 - £150,000) grant programmes;
- (e) the intervention rate of up to 50% will be applied to all applications;

- (f) delegation is given to the Corporate Director (Planning and Regeneration) in consultation with the Head of Finance, Revenues & Benefits, to agree Minor applications (awards of £3,000 - £15,000) which will be published as Officer Decisions;
- (g) the current approval of Major applications (£15,000 - £150,000) via the Grants Panel is maintained and that membership of the Grants Panel is unchanged as set out in the report;
- (h) delegation is given to the Corporate Director of Planning and Regeneration, in consultation with the Cabinet Member for Investment and Growth, to update the scheme's Project Appraisal Manual and associated materials to reflect the changes detailed in this report; and
- (i) a future report be brought forward with options for the use of remaining funds within the initial SME Growth Fund budget to support other economic growth activities.

## **PART 2 – IMPLICATIONS OF THE DECISION**

### **DELIVERING PRIORITIES**

The SME Growth Fund responds directly to the corporate goals identified within the Council's Corporate Plan 2016-2020 and to the objectives of the Council's Economic Development Strategy (EDS). Provision of the Fund also accords with the Council's community leadership role.

Specifically the scheme responds to the following Corporate Goals:

#### Employment and Enjoyment

- To support business growth
- To enable better job prospects

#### Our Priorities and Projects 2017/2018, Corporate Director (Planning and Regeneration Services)

- Attracting and sustaining employment and business
- Connecting our residents to business opportunities.

The scheme also responds to the following objectives of the Council's Economic Development Strategy:

- Objective 1: Supporting Tendring's growth locations by intervening in areas where the potential for economic growth is highest and where there is a strong case for intervention particularly (but not exclusively) in Harwich, Clacton and West Tendring;
- Objective 2: Targeting growth sectors, which are best placed to support growth and job creation within the District's economy; and

- Objective 4: Supporting modernisation, diversification and growth within the business base, improving innovation and inward investment and creating dynamism in the economy that will make Tendring more competitive and resilient to national and international shock.

**FINANCE, OTHER RESOURCES AND RISK**

**Finance and other Resources**

Funding for the scheme (£500k) was formally approved by Cabinet at its meeting in June 2015 utilising resources allocated in support of the Council’s Regeneration, Inward Investment and Growth function. The initial starting budget total was £625,000, as per TDC’s input of £500,000 and ECC’s contribution of £125,000. The funding utilised to date was mainly the ECC contribution.

As of March 2018, the original Council budget of £500,000 remains substantially intact with £486,748 remaining uncommitted. The revised scheme proposed in this report would be funded by a £250,000 allocation from the budget approval already in place. Options for the use of remaining £236,750 to support other economic growth activities will be brought forward in due course.

The budget position is outlined in the table below:

	Initial Budget	As at 31/3/18	Proposed Budget
ECC	£125,000	£0	
TDC	£500,000	£486,750	
<b>Total</b>	<b>£625,000</b>	<b>£486,750</b>	
Spend to Date	£138,250		
<b>Total Remaining</b>	<b>£486,750</b>		<b>£486,750</b>
SME Growth Fund 2020			£250,000
Economic Growth (TBC)			£236,750

In addition to the funding for the scheme, the Council also resources the management and administration of the scheme. For the most part these costs relate to staff time, the costs of which have already been accommodated within the Council’s staffing budget and are therefore absorbed as part of the Council’s day-to-day staffing function.

The Council also resources the cost of credit checks that may be undertaken as part of the project appraisal process and also any third party specialist advice, which may be necessary to complete the appraisal of complex applications. These costs are not prohibitive and are accommodated within existing budgets.

**Risk**

The successful implementation of the scheme is subject to a number of potential risks. These include:

- An inability to successfully engage with the private sector (key businesses) to drive grant applications from eligible businesses;
- Failure of the scheme to meet the objectives identified and/or to secure the growth anticipated;
- The capacity within the Regeneration, Inward Investment and Growth Team to



effectively manage the scheme; and

- A shift in corporate priorities and policy objectives following political change (national and local);

The Regeneration, Inward Investment, and Growth Team will continue to control and mitigate these risks as part of its administrative and management function and will identify, track, and report on risks as part of its project management function.

Staff engaged in the assessment of applications will be provided with training (as appropriate) to ensure that they have the skills necessary to interrogate business plans and to interpret the financial information provided by applicants. External specialist advice may be sought where this is absolutely necessary.

## **LEGAL**

Since 1972 Local Government has been able, under a range of powers, provide financial assistance to businesses to promote economic development in their area. The current and widest power is contained within the General Power of Competence under the Localism Act 2011.

Grants will be made under the *de minimis* regulations for State Aid. Under *de minimis*, a business may not receive more than 200,000 Euros assistance from state sources within any rolling 36-month period. This would include, but not be limited to, any grant awarded under the scheme.

As with any scheme, under which various applications could be received, it is essential that the eligibility and assessment criteria are clearly set out and the decision making process is robust and transparent. As currently configured, the scheme provides detailed information on these elements, and any amendments to the scheme would be sympathetic to this approach. The Project Appraisal Manual (grant rules and criteria) adequately addresses the State Aid considerations and how these will be taken into account during the application process.

## **OTHER IMPLICATIONS**

Consideration has been given to the implications of the proposed recommendations in respect of: Crime and Disorder; Equality and Diversity; Health Inequalities; Area or Ward Affected; Consultation and Public Engagement; and any significant issues are set out below:

Evidence suggests that there is a direct link between economic prosperity and social inequality. The scheme seeks to improve the economic performance and vitality of the District by creating growth in the economy. In so doing the scheme will help secure the economic opportunities that exist within the District whilst indirectly tackling the broad range of deprivations and inequalities prevalent in the area.

### Area or Ward Affected

The scheme applies to all Wards in the district.

### Consultation and Public Engagement

On-going communication and participation with eligible sectors within the business community will continue to be essential if the Council is to achieve the successful implementation and delivery of the scheme. The Regeneration, Inward Investment and

Growth Team have launched a quarterly newsletter which provides a good channel through which to promote the scheme and a wide range of diverse media (local and regional press, flyers, attendance at relevant events, working with partner organisations, website promotion and targeted electronic mailshots) will be used in order to promote the availability of the scheme to businesses across the District.

## **PART 3 – SUPPORTING INFORMATION**

### **BACKGROUND**

#### Overview

Plans to establish an SME Growth Fund of £500,000 to facilitate business growth in Tendring were approved by Cabinet in June 2015. The scheme was also supported by Essex County Council by an award £250,000 towards the Scheme. Essex County Council's contribution was time limited and was to be made available in two tranches of £125,000. The first tranche was received by the Council in April 2016. The second tranche was subsequently withdrawn because the take up of grant was perceived to be slow and because of competing financial pressures within the County Council.

The scheme was designed to support the start-ups and expansion of approximately 15 – 25 SME businesses in qualifying sectors located in or relocating to the District's designated Assisted Area, with the aim of creating or safeguarding a targeted total of circa 70 jobs.

The objectives of the scheme were to:

- Create a Growth Fund targeted on the: manufacturing; engineering (electrical and mechanical); energy; low carbon; and maritime sectors; and/or the research and development / supply chain industries serving these sectors, to incentivise investment by businesses in these sectors;
- Concentrate assistance on these sectors to support the growth and diversification of the economy within the District's designated Assisted Area; and to
- Contribute to a sustained increase in value, job creating potential, and to the sustainability of these sectors.

Businesses can apply for grant funding of between £3,000 and £150,000, to be matched with private sector funding, with an intervention rate of 25% for established businesses and 50% for new start-ups.

#### Performance

The fund has effectively been in operation since 2016 and is managed by the Council's Regeneration, Inward Investment & Growth Team. Grants are awarded through a Grants Panel comprising representatives of the Council and external partners.

The Grants Panel is currently made up of:

- Cllr. Zoe Fairley, Investment and Growth Portfolio Holder, Tendring District Council
- Cllr. Gagan Mohindra, representing Essex County Council
- Anita Thornberry, Haven Gateway Partnership
- Katie Skingle, KAT Marketing, Private Sector Input
- Ewan Green, Corporate Director (Planning and Regeneration Services), Tendring

District Council

- Richard Barrett, Head of Finance, Revenues & Benefits Services, Tendring District Council

The table below summarises the key information on the progress of the Fund to March 2018:

<b>Registrations of Interest Received</b>	103
<b>Expressions of Interest Received</b>	32
<b>Full Applications Received</b>	11
<b>Approved by Panel</b>	6
<b>Grant Agreements Signed</b>	5 <sup>1</sup>
<b>Grant Support Provided</b>	£138,251
<b>Private Sector Funding Leveraged</b>	£262, 694 (including £93,000 from banks)
<b>FTE Roles Created</b>	19.5 FTEs
<b>FTE Roles Safeguarded</b>	3.5 FTEs

<sup>1</sup> Please note that one business, although granted £20,000, decided to withdraw from the process before signing the Grant Agreement. The £20,000 is therefore not included in the overall total of money which has been granted.

There have been over 100 initial enquiries about the fund demonstrating a good outreach to businesses. However the conversion from this into awards made is low for a variety of reasons. Often businesses were not operating within one of the key sectors which made them ineligible.

A proportion of those who were invited to progress, either by submitting an Expression of Interest or further to Full Application, decided against pursuing their application, or were deemed ineligible after submission for reasons including lack of available match funding (or unwillingness to pursue other sources of match funding), unrealistic business plans and cash flows or unfavourable credit checks. The Team has at every stage endeavoured to work with applicants to ensure their application is as strong as possible with a high chance of success where feasible.

#### Promotion

The Team has worked closely with partner organisations including the BEST Growth Hub, Norfolk and Waveney Enterprise Services (NWES), the Department for International Trade (DIT), local banks, solicitors and accountants to ensure the scheme is promoted throughout (and outside of) the Tendring District; colleagues from these organisations have access to hard and electronic copies of the flyers and Information Packs to distribute these to businesses within their own areas of responsibility.

The Team have also made use of both traditional and social media formats to promote the scheme. This has included regular features in the newsletter (Tendring Business Talk), Tweets and Facebook engagement from both TDC and partner organisations as well as a dedicated webpage on the TDC website.

#### Review of the SME Growth Fund Scheme

It is clear that the scheme, whilst having achieved positive outcomes, can deliver better

outcomes for the Tendring economy. In reviewing the delivery of the scheme a number of amendments are proposed that will both streamline the application process and broaden the appeal of the scheme.

### **Scheme Objectives**

It is proposed that the scheme objectives should be revised to:

- Create a Growth Fund targeted to facilitate economic growth across Tendring through providing support for existing or new businesses;
- Concentrate assistance on those businesses which support the growth and diversification of the economy; and to
- Contribute to a sustained increase in value, job creating potential, and to the sustainability of these businesses.

The change to the objectives is primarily a move away from specific sector based approach in order to support a wider range of businesses.

### **Eligible Business Sectors**

The current scheme is targeted at a number of specific business sectors. This is limiting and it is proposed that the revised scheme be open to all businesses, with the exception of retail. Retail would not be an eligible sector due to factors of displacement although there may be elements of an application that indirectly support a minor element of retail.

It is proposed that the scheme should be open to businesses which demonstrate growth potential, with the creation of permanent jobs and leverage of private sector investment being the key outcomes.

### **Minor and Major Applications**

The scheme in its current format allows applicants to apply for grant funding of between £3,000 and £150,000. Feedback received from potential applicants indicates that the scheme would be more attractive to businesses requesting small amounts of grant funding (£3,000 to £15,000) if the application process was streamlined to reflect the level of funding required (i.e. small grant awards carry less risk to the Council and therefore require a less stringent assessment processes).

It is therefore proposed to separate the fund into grant streams: Minor (£3,000 - £15,000) and Major (£15,000 - £50,000). This would allow for some relaxation in the current administrative arrangements, simplifying and streamlining both the paperwork and the decision making process whilst ensuring that the depth and rigour of the appraisal is not compromised.

### **Application Process**

The application process can be made more 'customer friendly' through a number of revisions:

- For Minor and Major applications, remove the requirement for applicants to register their interest, prior to the submission of an Expression of Interest (EOI);
- Provide a downloadable Expression of Interest form on the Council's website, which would be available to all applicants, rather than this being sent manually to an

applicant after registering their interest in the Scheme;

- Review all application forms associated with the scheme to ensure they are fit for purpose, appropriate for the level of grant requested and easily accessed electronically;
- Ensure that officers continue to commit time to working closely with applicants from the outset, helping them to tailor their investment proposals to satisfy the application process. The delivery of the fund is and will remain a priority for all officers within the Regeneration, Investment and Growth team (no additional staff or funding would be required to continue to facilitate this).

### **Intervention Rate**

The scheme would be more attractive to established businesses if the intervention rate were to be increased from 25% to a maximum of 50%, mirroring the current arrangements for start-up businesses. This would result in more applications being received and help secure the primary objectives of the scheme - growth in Tendring's economy and the creation of new jobs.

### **Funding and Performance Targets**

The revised scheme would be funded through recommitting a £250,000 allocation from the budget approval already in place.

It is estimated that the revised SME Growth Fund will generate approximately 20 grant awards, create an additional 40+ FTE jobs and secure a minimum of £250,000 additional private sector leverage.

### **Assessment and Grant Awards**

The approval process should be more expedient and quicker whilst maintaining an appropriate level of due diligence and scrutiny required when managing a public sector grant programme.

It proposed that the approval of Minor grants (£3,000 - £15,000) be delegated to the Corporate Director (Planning and Regeneration) in consultation with the Head of Finance, Revenues & Benefits, thereby negating the need for Minor applications to be referred to the Grants Panel. This would be a published Officer Decision and it is intended that a decision would be reached within two weeks following an application.

The Grants Panel will remain in place for Major applications (£15,000 to £150,000) and will continue to meet on a virtual / electronic basis thus streamlining the process. It is intended that a decision would be reached within four weeks following an application.

If Cabinet determines to extend the SME Growth Fund to March 2020, and approve the amendments referenced in this report, members of the Grants Panel will be advised that the scheme is to be updated and at that time members will also be asked to reaffirm their commitment to the scheme and their willingness to continue their role.

**CURRENT POSITION**

The SME Growth Fund scheme is currently operational. Subject to Cabinet approval, the recommendations set out in this report can be implemented at no additional cost and in line with the timetable referenced in this report.

**FURTHER HEADINGS RELEVANT TO THE REPORT**

There are none.

**BACKGROUND PAPERS FOR THE DECISION**

There are none.

**APPENDICES**

Appendix 1 Outline of Activities Supported by the SME Growth Fund  
Appendix 2 SME Growth Fund Grant Approval Flow Chart

## Appendix 1 Outline of Activities Funded by the SME Growth Fund

The Council wants to help businesses flourish and to create more jobs in the District. The SME Growth Fund will provide grants for new and existing businesses located/locating within Tendring. It is open to all businesses including those in sectors such as:

- Manufacturing
- Engineering
- Energy and Low Carbon
- Maritime
- Construction

There are 2 grant programmes. A minor grant of between £3,000 - £15,000 and a Major grant of between £15,000 - £150,000.

The grants, for up to 50% of the total cost of new investment, are intended to contribute to the costs of starting up or growing a business, thereby creating new permanent part-time or full-time jobs or safeguarding existing jobs.

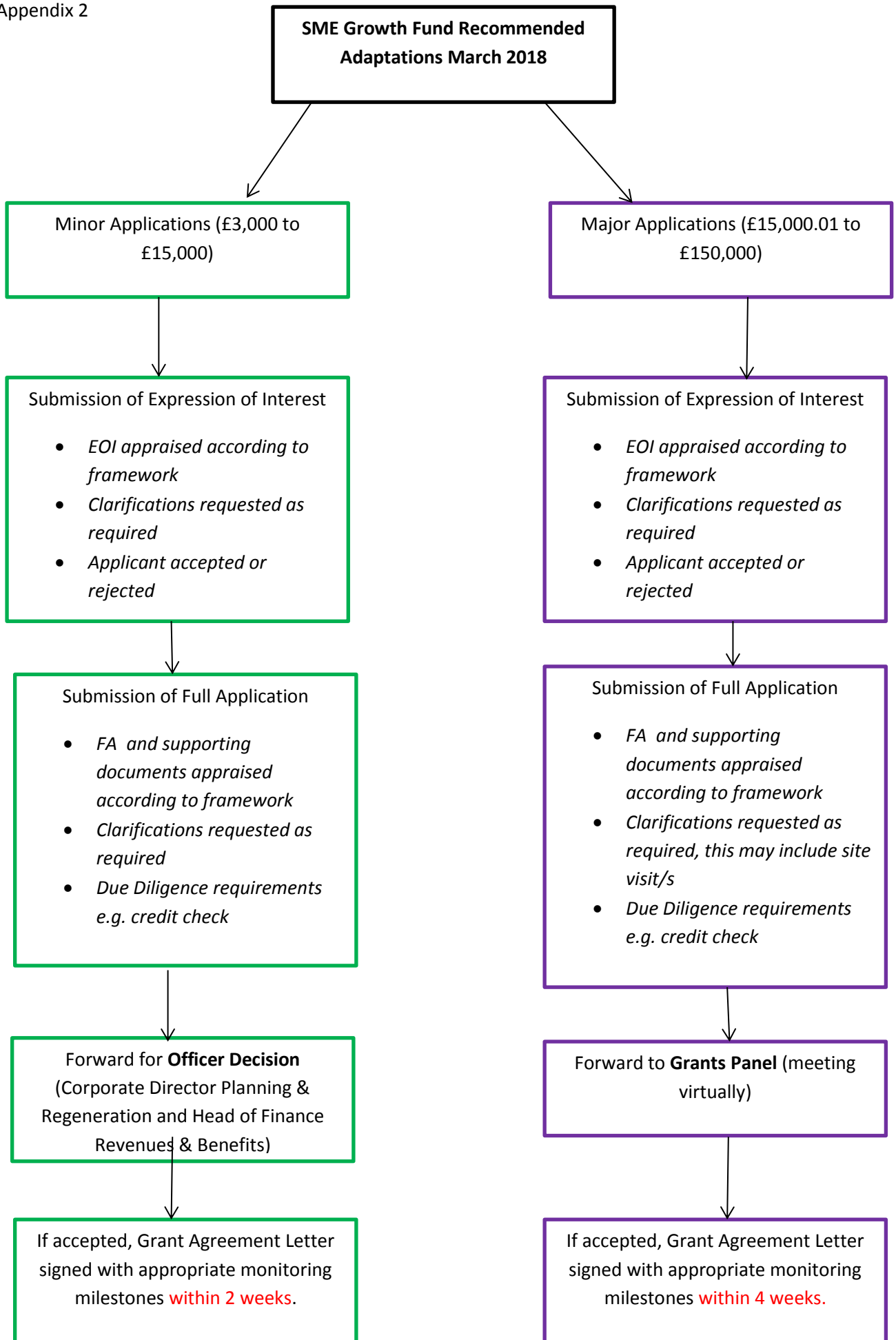
The grant can be used for “revenue costs” such as salaries or for “capital costs” such as plant, machinery or other equipment and/or for the acquisition and refurbishment of premises

Investment costs relating to starting or growing a business will be considered under the scheme. These might include, but are not limited to, the following:

- Employment costs for new roles (comprising gross wage and statutory social security contributions)
- Acquiring, fitting out, or refurbishing premises for the use of the business
- Launch, marketing, and publicity costs for a new business or product
- Vehicles, only if essential to the operation of the business –e.g. a delivery van or forklift truck
- Plant and machinery which enable the business to operate more effectively
- Items such as computers, recording equipment, video, and other tools which enable the business to function. Purchase and/or lease/hire costs may also be considered
- Materials and components as necessary to support the product or investment
- Intangible assets such as patent rights, and licenses

This page is intentionally left blank





This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank