



CABINET

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| DATE: | Friday, 15 February 2019 |
| TIME: | 10.30 am |
| VENUE: | Essex Hall, Town Hall, Station Road, Clacton-on-Sea, CO15 1SE |

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.

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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, 6 FEBRUARY 2019

AGENDA

1 Apologies for Absence

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

2 Minutes of the Last Meeting of the Cabinet held on Friday 18 January 2019 (Pages 1 - 10)

To confirm and sign the minutes of the last meeting of the Cabinet held on Friday 18 January 2019.

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 - A.1 - Petition: Closure of Ipswich Road Public Convenience, Holland-on-Sea (Pages 11 - 14)

To addresses the issues arising from a Petition reported at the meeting of the Full Council held on 22 January 2019.

7 Matters Referred to the Cabinet by a Committee - Reference from the Community Leadership Overview and Scrutiny Committee - A.2 - Free Swimming Lessons for Children (Pages 15 - 18)

To enable Cabinet to give consideration to recommendations made by the Community Leadership Overview and Scrutiny Committee in respect of free swimming lessons for children.

8 Matters Referred to the Cabinet by a Committee - Reference from the Community Leadership Overview and Scrutiny Committee - A.3 - Essex Future Library Services Strategy 2019 - 2024 (Draft) (Pages 19 - 80)

To enable Cabinet to give consideration to a recommendation made by the Community Leadership Overview and Scrutiny Committee in respect of the Council's formal consultation response to the above draft Strategy.

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.4 - Freehold Disposal of former Isolation Hospital Site, Main Road, Dovercourt (Pages 81 - 84)

To seek approval for the principle of the freehold disposal of the former Isolation Hospital site at Main Road, Dovercourt.

11 Cabinet Members' Items - Report of the Finance and Corporate Resources Portfolio Holder - A.5 - Performance Reports: October - December 2018 (Quarter 3) (Pages 85 - 128)

To present the Performance Reports (2018/19) for the period October – December 2018 (Quarter 3).

12 Cabinet Members' Items - Report of the Finance and Corporate Resources Portfolio Holder - A.6 - Financial Performance Report: In-Year Performance against the Budget at end of December 2018 and Long-Term Financial Forecast Update (Pages 129 - 180)

To provide an overview of the Council's financial position against the budget as at the end of December 2018 and to present an updated forecast on an on-going basis as part of developing the budget for 2019/20 and beyond.

13 Management Team Items

There are none on this occasion.

14 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 Items 15 and 16 on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 12A, as amended, of the Act.”

15 Exempt Minute of the Meeting held on Friday 18 January 2019 (Pages 181 - 182)

To confirm and sign the exempt minute of the meeting of the Cabinet held on Friday 18 January 2019.

16 Cabinet Members' Items - Report of the Finance and Corporate Resources Portfolio Holder - B.1 - Terms for the Freehold Disposal of former Isolation Hospital Site, Main Road, Dovercourt (Pages 183 - 186)

To agree terms for the freehold disposal of the former Isolation Hospital Site, Main Road, Dovercourt to a named individual.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Cabinet is to be held in the Essex Hall at 10.30 am on Friday, 8 March 2019.

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 Nos. 15 and 16 are likely to be considered in private for the following reason:

The items 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:

Agenda Item 15

Exempt Minute of the Meeting held on Friday 18 January 2019

Agenda Item 16

Cabinet Members' Items - Report of the Finance and Corporate Resources Portfolio Holder - B.1 - Terms for the Freehold Disposal of former Isolation Hospital Site, Main Road, Dovercourt

Information for Visitors

ESSEX HALL **FIRE EVACUATION PROCEDURE**

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Your calmness and assistance is greatly appreciated.

**MINUTES OF THE MEETING OF THE CABINET,
HELD ON FRIDAY 18 JANUARY 2019, AT 10.30 AM,
ESSEX HALL, TOWN HALL, STATION ROAD, CLACTON-ON-SEA, CO15 1SE**

Present: Councillors Neil Stock OBE (Leader of the Council) (Chairman), Carlo Guglielmi (Deputy Leader of the Council & Finance and Corporate Resources Portfolio Holder), Zoe Fairley (Investment and Growth Portfolio Holder), Paul Honeywood (Housing Portfolio Holder), Lynda McWilliams (Health and Education Portfolio Holder), Fred Nicholls (Corporate Enforcement Portfolio Holder) and Michael Talbot (Environment Portfolio Holder)

Group Leaders Present by Invitation:

Councillors Robert Bucke (Leader of the Liberal Democrats / Tendring First Group), Michael Bush (Deputy Leader of the Tendring Independents Group), Joy Broderick (Leader of the Holland-on-Sea Group), Ivan Henderson (Leader of the Labour Group) and Mary Newton (Leader of the UKIP Group)

Also Present: Councillors Peter Cawthron, Richard Everett, John Hones and Andrew Pemberton

In Attendance: Ian Davidson (Chief Executive), Martyn Knappett (Deputy Chief Executive (Corporate Services)), Ewan Green (Corporate Director (Planning and Regeneration)), Lisa Hastings (Head of Governance and Legal Services & Monitoring Officer), Richard Barrett (Head of Finance, Revenues and Benefits Services & Section 151 Officer), Karen Neath (Head of Leadership Support and Community), Anastasia Simpson (Head of People, Performance and Projects), Andy White (Head of Property Services), Keith Simmons (Head of Democratic Services and Elections), William Lodge (Communications Manager) and Katie Sullivan (Committee Services Officer)

Also In Attendance: Carol Magnus (Organisational Development Manager) (except minutes 101 – 106)

92. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Mick Skeels (Snr) (Leisure and Tourism Portfolio Holder) and Mark Stephenson (Leader of the Tendring Independents Group).

Councillor Stock (OBE) welcomed Keith Simmons, the Council's new Head of Democratic Services and Elections, to the meeting.

93. **MINUTES OF THE LAST MEETING OF THE CABINET HELD ON FRIDAY 14 DECEMBER 2018**

It was **RESOLVED** that the Minutes of the meeting of the Cabinet held on Friday 14 December 2018 be approved as a correct record and signed by the Chairman.

94. **DECLARATIONS OF INTEREST**

There were none.

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

There were none on this occasion.

96. **ANNOUNCEMENTS BY CABINET MEMBERS**

There were none on this occasion.

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

There were none on this occasion.

98. **MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE - A.1 - TASK AND FINISH REVIEW - INCREASING RECYCLING**

Cabinet was informed that, at the meeting of the Resources and Services Overview and Scrutiny Committee held on 29 November 2018 (minute 45 referred), that Committee had had before it a report of the Head of People, Performance and Projects which had presented it with the outcome of the review undertaken by the Task and Finish Group on Recycling with recommendations for consideration and submission to Cabinet.

Having considered and discussed the report the Resources and Services Overview and Scrutiny Committee had:-

“RESOLVED that this Committee recommends to Cabinet that –

- 1) *The Committee recommends that the Portfolio Holder writes to every school across Tendring (Primary, Secondary and Colleges) to ask them what they do to support the recycling agenda and encourage recycling within their individual establishments.*
- 2) *The Committee recommends that future publications regarding recycling are clear, concise, with hints and tips to encourage recycling.*
- 3) *The Committee recommends that there is a cross party working group to review the recycling and waste needs across the District and this should be undertaken two years prior to any new contract.”*

A full copy of the Task and Finish Group's report and recommendations was before the Cabinet attached as Appendix A to item A.1 of the Reference from the Resources and Services Overview and Scrutiny Committee.

Cabinet was made aware that the Environment Portfolio Holder had commented as follows:-

"I would like to thank the Committee for the work of their Task and Finish Group which I will be happy to refer to my officers to consider which matters can be dealt with more immediately and which will need to be considered in more detail."

Having considered the recommendations of the Resources and Services Overview and Scrutiny Committee and the responses of the Environment Portfolio Holder thereto:-

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

RESOLVED that the comments of the Portfolio Holder be agreed.

99. LEADER OF THE COUNCIL'S ITEMS

There were none on this occasion.

100. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.2 - LATEST FINANCIAL FORECAST / FINAL BUDGET PROPOSALS FOR 2019/20

There was submitted a report by the Portfolio Holder for Finance and Corporate Resources, which sought Cabinet's approval of the latest financial forecast and final budget proposals for 2019/20 (including Council Tax proposals) for recommendation to Council on 5 February 2019.

It was reported that since the Cabinet's last meeting held on 14 December 2018, additional changes had been required to the Financial Forecast, primarily as a result of new, or revised, information becoming available which included the Government's Financial Settlement announcements. Those required changes had resulted in a deficit for 2019/20 of £0.027m, a change of £0.029m compared to the figure presented to Cabinet in December 2018. The updated forecast had now been translated into detailed estimates which were set out in Appendix D to the Report of the Finance and Corporate Resources Portfolio Holder.

Cabinet was made aware that this figure might change as further adjustments could be required as part of finalising the budget for presenting to Council on 5 February 2019, with a delegation included in the Portfolio Holder's recommendations to reflect this.

Cabinet was informed that the deficit of £0.027m in 2019/20 had been met by utilising the Forecast Risk Fund as planned.

Members noted that the use of the Forecast Risk Fund in 2019/20 had been significantly lower than originally forecast which provided a strong position against which the remaining years of the 10 year forecast could be considered.

Cabinet was advised that taking all of the changes into account, the Council Tax requirement had been revised to £7.955m, which was based on a £5 increase for this Council's services in 2019/20 with a Band D council tax of £167.64.

Members were made aware that in line with legislative requirements the Council's Section 151 Officer had confirmed the robustness of the estimates along with the adequacy of reserves.

It was reported that although Prudential Indicators were set out in the report, the associated Treasury Strategy for 2019/20 for consultation with the Resources and Services Overview and Scrutiny Committee was recommended to be delegated to the Portfolio Holder for Finance and Corporate Resources. This had been necessary due to significant changes being required to the document following revised guidance becoming available during the year.

Cabinet was aware that, in accordance with the Constitution, the Resources and Services Overview and Scrutiny Committee had been consulted on the Updated Financial Forecast / initial budget proposals 2019/20. That Committee had met on 17 December 2018 and 3 January 2019 and its comments back to Cabinet were set out in the Finance and Corporate Resources Portfolio Holder's report together with his responses thereto.

Having considered the information in the report and in order to allow the financial forecast and final budget proposals for 2019/20 to go forward to full Council in accordance with the requirements of the Council's Constitution and legislation:

It was moved by Councillor G V Guglielmi, seconded by Councillor Stock OBE and:-

RESOLVED that Cabinet approves:-

- (a) The latest financial forecast set out in Appendix A;
- (b) that if the financial position changes prior to Council considering the budget on 5 February 2019, delegation be given to the Deputy Chief Executive to adjust the forecast / budget, including the use of Reserves, in consultation with the Finance and Corporate Resources Portfolio Holder;
- (c) that in consultation with the Leader and the Finance and Corporate Resources Portfolio Holder, the Deputy Chief Executive reports directly to Council in respect of the formal draft resolutions necessary to implement the Cabinet's budget proposals along with any late information or notifications received from the Ministry for Housing, Communities and Local Government etc.;
- (d) that the Resources and Services Overview and Scrutiny Committee be thanked for the work they have undertaken and continue to undertake in supporting the development of the forecast / budget and agrees the comments of the Finance and Corporate Resources Portfolio Holder in response to those of the Committee as set out in this report;
- (e) that in respect of the Treasury Strategy 2019/20, delegation be given to the Portfolio Holder for Finance and Corporate Resources to approve the Strategy

for consultation with the Resources and Services Overview and Scrutiny Committee.

RECOMMENDED TO COUNCIL that, following the consideration of the comments from the Resources and Services Overview and Scrutiny Committee the following final budget proposals be made (based on a £5 increase in a Band D Council Tax for district services):-

- (a) that the detailed budgets as per Appendix D of this report be approved which provide for a Council Tax Requirement for 2019/20 of £7.955m (excluding parish precepts);
- (b) that the Council agrees and formally approves:
 - (i) the specific recommendations, calculations and other matters in respect of the Council's requirements – Appendix F; and
 - (ii) the Council Tax for this Council's services – Appendix I.

101. CABINET MEMBERS' ITEMS - JOINT REPORT OF THE HOUSING PORTFOLIO HOLDER AND THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.3 - HOUSING REVENUE ACCOUNT BUDGET PROPOSALS 2019/2020

There was submitted a joint report by the Portfolio Holder for Housing and the Portfolio Holder for Finance and Corporate Resources, which sought Cabinet's approval of:

- a Housing Revenue Account (HRA) budget for 2019/20, including the movement in HRA balances;
- the level of fees and charges for 2019/20; and
- the HRA Capital Programme.

Cabinet was informed that pending the development of the Council's Housing Strategy, only limited changes to the HRA budget were proposed in 2019/20. As reported in previous years, Local Authorities were required to reduce rents by 1% each year for 4 years, with 2019/20 being the fourth and final year of this approach.

It was reported that the 2018/19 reduction in rents had led to a significant reduction in the revenue contribution to the Capital Programme to support new build and acquisition initiatives with the budget reducing from £0.780m to £0.480m. The 2019/20 reduction in rents had led to this contribution being removed completely to enable a balanced HRA budget to be set for the year.

Cabinet was informed that HRA debt continued to reduce year-on-year as the principal debt was repaid with a total debt position at the end of 2019/20 forecast to be £40.105m.

Cabinet was further informed that the Government had committed to removing the HRA debt cap which was currently £60.285m for this Council and any future borrowing decisions would therefore need to take account of existing prudential borrowing principles within a revised HRA Business Plan rather than be limited to this arbitrary cap.

It was reported that the HRA general balance was forecast to total £4.810m at the end of 2019/20, which retained a strong financial position against which the Housing Strategy and associated HRA 30 year Business Plan could be considered.

Members were aware that a Housing Strategy was currently being developed. This would in turn inform the 30 year HRA Business Plan. The 2019/20 budget proposed therefore reflected only limited changes during the interim period, but it could be reviewed in-year to reflect any changes required once a revised business plan was agreed.

Having considered the information in the report:

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

RESOLVED that Cabinet:-

- (a) Notes the 1% reduction in actual rents / formula rents in 2019/20 in line with the Government's imposed restrictions on rent setting policy;
- (b) approves the 2019/20 Scale of Charges shown in Appendix B; and
- (c) subject to (a) and (b) above, approves the Housing Revenue Account Budget for 2019/20 as set out in Appendix A, along with the HRA Capital Programme and the movement in HRA Balances / Reserves as set out in Appendix C and Appendix D respectively.

102. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.4 - REVIEW OF THE COUNCIL'S CONSTITUTION - PHASE 2

Cabinet gave consideration to a report of the Finance and Corporate Resources Portfolio Holder (A.4) which sought its approval for the recommended changes to the Constitution for referral onto Full Council following a review undertaken by the Portfolio Holder through the Constitution Review Working Party.

It was reported that the main proposals had covered a revised approach to how Motions on Notice to Full Council were dealt with, the outcome of the six month review on the committee structure, approval of a Member Referral Scheme for the Planning Committee and revised terms and reference to the Local Plan Committee.

Cabinet recalled that at its meeting on 9 November 2018 it had resolved that wider consultation be undertaken with all Members of the Council on the proposed changes to the Council Procedure Rules, as recommended by the CRWP. The following All Member Briefing had included an introduction to the proposed changes which were subsequently discussed within political groups and comments had then been fed back to the Monitoring Officer and captured in the Consultation Outcome which was attached to the report as Appendix F.

It was reported that the CRWP had considered the outcome of the consultation with members and after debate had decided that their preferred approach to how motions should be dealt with was as set out in the proposed changes to the Council Procedure

Rules contained within Appendix A1 to the Report to Cabinet in November 2018. The comments supporting the CRWP's position were as set out in Appendix F.

Cabinet was aware that the purpose of the Working Party was to provide the Portfolio Holder with comments prior to any recommendations being made to Cabinet and Council and in this instance, having taken into account the views of the CRWP and the wider consultation with members, three options were available and details of those were set out in the report.

It was reported that, at the meeting of CRWP, when reviewing the outcome of the consultation, the Finance and Corporate Resources Portfolio Holder after consulting the Monitoring Officer suggested an alternative approach (option 3) to how motions should be dealt with and which were summarised in the report as the following procedure:

- (i) The Motion is moved and seconded, and thereafter the member who moved the motion would be permitted to explain their motion and give reasons why they felt it would be appropriate for it to be dealt with on the night;
- (ii) The Leader, Portfolio Holder or relevant Chairman of the Committee would be permitted to respond either agreeing with the motion being dealt with on the night or setting out reasons why it would be appropriate to stand referred to the appropriate body for further consideration;
- (iii) The Chairman after hearing both representations and receiving professional advice makes a ruling on whether the motion should be debated or referred; and
- (iv) In making the Ruling the Chairman must give consideration to Article 13 of the Constitution and the Executive Functions Regulations and provide a short explanation of the reasons for their decision.

The Finance and Corporate Resources Portfolio Holder's recommendations were summarised as follows:-:

"The recommended alternative approach, as set out in Option 3 above, allows members who move motions to explain them at the meeting to which they are put and if there are no further implications to take into account, could be debated at the meeting. This provides the Chairman with flexibility which does not currently exist.

However, the alternative approach also allows the Chairman to receive representations from the Leader, relevant Portfolio Holder or Committee Chairman and if necessary professional advice prior to making a ruling on whether a matter should be referred.

The benefit of this approach is that the decision is made in an open and transparent manner, allowing members to explain their motions and give reasons why it should be considered on the night whilst protecting the Council in its wider decision making."

Praise and thanks were given to Councillor G V Guglielmi, the Constitution Review Working Party, Lisa Hastings (Head of Governance and Legal Services & Monitoring Officer) and Ian Ford (Committee Services Manager & Deputy Monitoring Officer) for all their hard work and efforts.

Having considered the contents of the report and the detailed proposed amendments to the Constitution set out in Appendices A to F thereto:-

It was moved by Councillor G V Guglielmi seconded by Councillor McWilliams and:-

RECOMMENDED TO COUNCIL that –

- (a) the Council's Constitution be amended to reflect the proposed changes as set out in Appendices A to E, attached hereto;
- (b) the changes as set out in appendices A to D to come into effect immediately following approval;
- (c) the changes as set out in Appendix E to the sizes of committees to come into effect from 1st May 2019;
- (d) the start time of 7.30pm for Ordinary Full Council meetings remains unchanged recognising that a proportion of elected councillors are employed; and
- (e) the alternative procedure for changes relating to dealing with Motions on Notice, as set out in the report, is agreed in principle only and that revised Council Procedure Rules be produced for approval to the next practicable meeting of Full Council, so that the same can come into effect on 1st May 2019.

103. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.5 - FREEHOLD DISPOSAL OF LAND AT COLCHESTER ROAD, HOLLAND-ON-SEA

There was submitted a report by the Finance and Corporate Resources Portfolio Holder (A.5), which sought Cabinet's agreement, in principle, of the freehold disposal of land at Colchester Road, Holland on Sea.

It was reported that the infill plot extended 0.04Ha and was being sold with outline planning permission for one single story detached dwelling.

It was further reported that, following the initiation decision made on 15 December 2017, bids for the land were invited from interested parties and the general public and that the bids had now been received.

Having considered the information provided:-

It was moved by Councillor G V Guglielmi, seconded by Councillor Stock OBE and:-

RESOLVED that Cabinet approves terms for the freehold disposal of the land in principle.

NOTE: Agenda items 12, 13, 14 and 15 were moved on block.

104. MANAGEMENT TEAM ITEMS

There were none on this occasion.

105. EXCLUSION OF PRESS AND PUBLIC

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 15 on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraph(s) of Part 1 of Schedule 12A, as amended, of the Act.

106. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - B.1 - TERMS FOR THE FREEHOLD DISPOSAL OF LAND AT COLCHESTER ROAD, HOLLAND-ON-SEA

RESOLVED that Cabinet:-

- (a) approves the terms for a freehold disposal to a named individual; and
- (b) authorises the Deputy Chief Executive to enter into a contract to dispose of the site on the terms set out and subject to such other terms that he considers necessary.

The Meeting was declared closed at 11.50 am

Chairman

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| Key Decision Required: | No | In the Forward Plan: | No |
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CABINET

15 FEBRUARY 2019

REPORT OF THE PORTFOLIO HOLDER FOR LEISURE & TOURISM

A.1 PETITION: CLOSURE OF IPSWICH ROAD PUBLIC CONVENIENCE, HOLLAND-ON-SEA

(Report prepared by Ian Taylor)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

The report addresses the issues arising from a Petition reported at a meeting of the Council held on 22 January 2019.

EXECUTIVE SUMMARY

This report places before Cabinet a petition, which was reported at the meeting of Council held on 22 January 2019 relating to the closure of the Ipswich Road public convenience, Holland-on-Sea.

Issues arising from the petition have been investigated in accordance with the provisions of the Council's approved scheme for dealing with petitions.

Investigation highlights that closure of the Ipswich Road toilet was supported by the local Holland Residents Association and that it was almost two years before the first objection to closure was received by the Council from a member of the public, which was followed by a petition received on 3rd January 2019.

The Council's strategy for public convenience provision adopted in June 2017 supports a programme of refurbishment and service improvement for public toilets and ensured that all areas of the District previously operating public toilets would continue to do so.

The strategy agreed the Council would close facilities identified where toilets were uneconomic to continue to operate, or were under used arising from poor location or anti-social behaviour. A strategy supported by the Residents' association at that time.

The Council has achieved a year on year revenue saving of £100,000 arising from the public convenience strategy, but has also invested £200,000 in new and improved facilities to date.

Cabinet can determine what action it wishes to take having regard to the petition, which will be presented by the lead petitioner at the meeting.

RECOMMENDATION

That Cabinet, having regard to the vote of the Council taken at its meeting on 22nd January at which it considered a petition placed before it to replace those toilets which had been closed for being not fit for purpose, determines that no further

action should be taken in respect of this petition, thereby reaffirming the will of the Council in respect of its support for the Public Conveniences Strategy, adopted in June 2017.

PART 2 – SUPPORTING INFORMATION

BACKGROUND

At the meeting of Council held on 22 January 2019, the Chief Executive reported the receipt of a petition submitted by Councillors Broderick, Winfield and King. The petition is signed by 247 residents of the District and requests that the Council reopens or replaces the Ipswich Road public convenience.

The front page of the Petition states:-

“This petition is demanding that TDC maintains your human right to “spend a penny” by re-opening (or better still replacing) the Ipswich Road toilet.

In accordance with the Council’s scheme and following reporting of the petition at Council in January, Cllrs Broderick, Winfield and King have been requested to nominate a lead petitioner to present the petition to Cabinet on the 15th February 2019.

Subsequently, Cabinet will discuss the petition and decide what action, if any, should be taken.

CURRENT POSITION AND RESULTS OF INVESTIGATION

The aim of the Council’s public convenience strategy for Tendring, which was adopted in June 2017, was to provide accessible, safe, high quality public conveniences for residents and visitors.

The strategy proposed to achieve this aim by rationalising existing facilities considered to be operating from buildings that could no longer be maintained cost effectively, were located in areas which resulted in under use, or unacceptable levels of misuse and investing savings from closing such facilities into the refurbishment and improvement of remaining public toilets, bringing them up to appropriate standards.

A budget reduction impact assessment was carried out at the time which noted a potential impact on closing some public toilets on the elderly, disabled or anyone requiring urgent toilet facilities. An Equality Impact Assessment on the effect of rationalising public convenience provision noted the same possible outcomes.

However, the impact assessments also acknowledged that closing some public conveniences would be mitigated by a programme of significant refurbishments and service improvements, which would in turn be disproportionately beneficial to the same groups, noting that the aim of the public convenience strategy was to provide enhanced and improved facilities in the locations they were most needed.

The assessment also noted that provision of public toilets is a discretionary and not a statutory service provided by the local authority.

The Council’s public convenience strategy has ensured that all areas of the district that previously had public toilets would continue to be served by them and by streamlining the service it would be possible to improve the overall quality of the assets and the service thereby enhancing the Council’s reputation.

Holland-on-Sea is no exception and remains with three public toilets in the areas where they have been traditionally most used.

To date the Council has closed ten out of its thirty nine public toilets and achieved a year on year revenue saving of £100,000.

At the same time the Council has refurbished facilities at:

- The Quay, Harwich,
- Rosemary Road Clacton-on-Sea
- Promenade Way, Brightlingsea
- The Naze, Walton with a new modern public facility in the Naze visitor centre.

The Council has also been able to introduce a further specialist Changing Place facility making a total of four such facilities throughout the District.

The Council has investigated and reviewed the toilets that were closed including Ipswich Road toilet in Holland on Sea.

The Council remains with thirty public toilets and four specialist Changing Place facilities across the District, which compares extremely favourably with most other local authorities.

All assets agreed for closure have been market tested by the Council's property service for continued and / or alternative use where viable and there is currently an option to lease the former Ipswich Road toilet for use as a café and while it would be prudent not to make assumptions it is possible this facility if progressed will include a toilet available for customers.

It has been over a year since the public convenience strategy was adopted and over two years since the closure of Ipswich Road toilet, which had been closed prior to adoption of the public convenience strategy due to problems associated with anti-social behaviour and under use.

The Council has received one letter, via the local MP in respect of the closure of the toilet in Ipswich Road almost two years after it had been closed and nothing further in respect of Ipswich Road until the current petition.

In deciding to close the Ipswich Road toilets the Council was also cognisant of the support of the Holland Residents' Association for the closure of these toilets and their subsequent demolition.

The public convenience strategy has so far enabled the Council to invest over £200,000 into improving public toilets throughout the District.

The Head of Public Realm has met with the petitioners and outlined the strategy in some detail. This meeting also highlighted that the closure of Ipswich Road toilet had been supported by the Holland Residents Association which had included all three ward Councillors at the time.

It is not possible, or a prudent use of public money to continue to provide assets in areas that are no longer well used, or in buildings that are old and no longer capable of sustaining facilities to meet modern standards, or where issues of anti-social behaviour render them under used and in need of disproportionate expenditure.

AVAILABLE COURSE OF ACTION

There are several course of action available to Council, including:

- No action (with reasons as to why no action is proposed)
- Taking the action requested in the petition
- Undertaking research into the matters raised (this could include referring the matter to the relevant Portfolio Holder, or officer of the Council) and holding a meeting with the petitioners
- Referring the petition to the relevant Overview and Scrutiny Committee
- Holding a public meeting
- Holding an inquiry
- Providing a written response to the lead petitioner setting out the Council's views on the request in the petition
- Calling for a referendum (subject to costs)

BACKGROUND PAPERS FOR THE DECISION

- Petition submitted by Cllrs Broderick, Winfield and King on 03 / 01 /2019.

| | | | |
|------------------------------|-----------|----------------------------|-----------|
| Key Decision Required | No | In the Forward Plan | No |
|------------------------------|-----------|----------------------------|-----------|

CABINET

15 FEBRUARY 2018

REFERENCE REPORT FROM THE COMMUNITY LEADERSHIP COMMITTEE

A.2 FREE SWIMMING LESSONS FOR CHILDREN

(Report prepared by Karen Neath and Mike Carran)

BACKGROUND

At Council on 27 November 2018, Council considered an item from Councillor Andrew Pemberton in relation to free swimming lessons for children. It was resolved that:-

Council does not support the motion in its original format and that instead the following amended motion be approved:-

“ That this Council takes the following steps in order to see that every child in the District of Tendring can be taught to swim before they leave school education:

- (a) The Community Leadership Overview and Scrutiny Committee invite the Director of Education from Essex County Council to attend a future meeting of the Committee in order to discuss how all schools can meet their statutory duty and move towards 100% of the District’s children learning to swim before they leave primary education; and
- (b) That Officers continue work with partners to develop a cohesive plan to further improve safety measures across the District’s coastline and report back with findings and any recommendations to Cabinet in February 2019, for implementation prior to the 2019 season.”

Consequently, Clare Kershaw (Director of Education, Essex County Council) and Dawn Emberson (Relationship Manager, Active Essex) attended the meeting of the Community Leadership Committee held on 28th January. They set out for the Committee the statutory requirement under the National Curriculum for swimming which is as follows:-

All schools must provide swimming instruction either in key stage 1 or key stage 2.

In particular, pupils should be taught to:

- *swim competently, confidently and proficiently over a distance of at least 25 metres*
- *use a range of strokes effectively [for example, front crawl, backstroke and breaststroke]*

- *perform safe self-rescue in different water-based situations.*

Following discussion a number of actions were agreed.

Essex County Council / Active Essex to lead on the following actions:-

- A review to determine how many pupils do not reach the required level of proficiency by the end of year 6. A piece of work will then be undertaken to work with schools to target those children that are not reaching the required proficiency;
- to investigate how it was decided that the swim safe programme (see below) is centred on Clacton, Walton and Dovercourt and whether there would be any funding available to extend the programme more widely across Tendring;
- to look at whether the swimming pools available at local caravan parks could be used to provide swimming lessons to school children;
- to investigate whether local bus providers could assist with taking pupils from schools to pools as the cost of transport is cited as one of the biggest barriers for schools in providing swimming lessons;
- to review the affordability of providing swimming lessons for schools and the capacity to provide enough lessons. Although it was commented that the latter point is not thought to be an issue;

Tendring District Council to lead on the following actions:-

- To look into whether Tendring District Council's beach patrol staff could provide swimming lessons in the sea for young people as swimming in the sea is different from swimming in a pool;
- to consider whether the ONE card or something similar could be re-introduced for use at local Leisure Centres;
- to look at extending the promotion of water safety advice around the coastline during the summer including liaising with partners such as Clacton Pier and voluntary and community groups such as the scouts.

In relation to part (b) of Council's resolution the Council has set up a Water Safety Forum. This comprises of the foremost local experts from around the District. It includes Tendring District Council, Royal National Lifeboat Institution (RNLI), Coastguard, Royal Lifesaving Society (RLSS), Police, Fire Service, East of England Ambulance Service, Brightlingsea Harbourmaster, Harwich Haven Authority and others.

In a short space of time, the group have secured funding for a nationally recognised outdoor water safety programme to be held in Clacton, Walton and Dovercourt in 2019. Working with Swim England, the scheme will provide free sessions to around 2,000 youngsters aged between 7-14. Young people will spend time learning about the differences between swimming in a pool and in the sea, what the safety flags mean and how to get help if it is needed, before heading into the water to practise safety skills. There will be specific school sessions, followed by spaces offered to the general public.

The group are also working with Clacton Coastal Academy (CCA) who will be producing a water safety film to be complete in time for Easter 2019. The school

have agreed to write and produce the film, with specialist advice being provided by members of the group – in particular the RNLI. It is especially pertinent that CCA have taken on this project, as Ben Quartermaine, who tragically died off the coast of Clacton last summer was a pupil at the school.

Furthermore, a signage audit has been undertaken in Clacton by a specialist from the RNLI and all recommendations will be implemented in time for the 2019 season. The group are also working on a number of other measures including a programme of education and updates will be provided as soon as they are available.

COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET

The Committee **RECOMMENDED TO CABINET** that:

- (a) The actions identified in the body of the report be endorsed, with Essex County Council / Active Essex to lead on:-
- i. A review of pupils not reaching the required level of proficiency and actions to target the gap;
 - ii. how it was decided where the swim safe programme is run and if it could be extended;
 - iii. whether the swimming pools available at local caravan parks could be used to provide swimming lessons to school children;
 - iv. investigate whether local bus providers could assist with taking pupils from school to pools
 - v. review the affordability of and capacity to provide school swimming lessons; and

Tendring District Council to lead on:

- vi. considering whether Tendring District Council's beach patrol staff could provide swimming lessons in the sea
- vii. whether the ONE card or something similar could be re-introduced for use at local Leisure Centres;
- viii. investigate extending the promotion of water safety advice around the coastline during the summer.

PORTFOLIO HOLDER'S COMMENTS AND RECOMMENDATIONS TO CABINET

It is **RECOMMENDED** that:-

- a) That the actions identified above be agreed, recognising that Essex County Council retains the responsibility for schools and school provision and that Active Essex has a lead role in promoting physical activity.
- b) Tendring District Council provides support across all actions where appropriate having regard to available capacity and resources;
- c) It be noted that, in relation to action viii), the promotion of water safety information and advice is a key part of the work of the Water Safety Forum which TDC has set up and that a signage audit has been undertaken by the RNLI.

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| | | | |
|------------------------------|-----------|----------------------------|-----------|
| Key Decision Required | No | In the Forward Plan | No |
|------------------------------|-----------|----------------------------|-----------|

CABINET

15 FEBRUARY 2018

REFERENCE REPORT FROM THE COMMUNITY LEADERSHIP COMMITTEE

A.3 ESSEX FUTURE LIBRARY SERVICES STRATEGY 2019 – 2024 (DRAFT)
 (Report prepared by Karen Neath)

BACKGROUND

At its meeting held on 28 January 2019, the Committee considered the consultation being undertaken by Essex County Council on their draft strategy for the future of library services over the next five years. The strategy is based on views gathered from the public in 2018. The consultation closes on 20th February 2019.

Essex Libraries currently serve a population of 1.5m through 74 library buildings, eLibrary services, 2 mobile libraries and home library service volunteers. It also supports 8 volunteer run community libraries. In the last 6 years use of libraries, both in Essex and elsewhere, has declined. Loans from Essex Libraries have decreased from over 7.1m in 2011/12 to less than 4.1m in 2017/18. Demand for use of network computers in libraries fell by 22% between 2012/13 and 2017/18. Conversely, loans of eBooks, eAudio and eMagazines have risen by 205% in five years.

The strategy is about library services, both physical and online, and how and where these could be provided in the future. The strategy is not about library buildings and it could be, for example, that library shelves could be in community centres or other public buildings. The strategy anticipates that, in the future, community groups and volunteers are more likely to be involved in delivering library services. The strategy sets out the overriding ambition for library services and the key points that the strategy will focus on. These focus on keeping books and reading at the heart of the library service offer, embracing digitalisation and technology and working with communities to deliver services locally.

Each of the existing 74 libraries has been placed in one of four tiers based on assessment against the criteria of: location, usage, population, deprivation and social isolation.

The four tiers are:-

- Tier 1 – main or hub libraries which will part of the statutory provision;
- Tier 2 – library services in areas where there is a need for them to be managed by ECC in partnership with community or other partner;
- Tier 3 – locations where no library service is needed as part of the statutory provision but where ECC could support the provision of services run locally. If no suitable offer is received within six months of Cabinet approval of the strategy then ECC intend to re-consult on the future of these libraries;

- Tier 4 – These libraries are proposed for closure but ECC would consider proposals for community libraries in these locations.

The libraries in Tendring are in the following tiers:-

| Library | Tier |
|----------------|-------------|
| Clacton | Tier 1 |
| Harwich | Tier 2 |
| Brightlingsea | Tier 3 |
| Frinton | Tier 3 |
| Manningtree | Tier 3 |
| Walton | Tier 3 |
| West Clacton | Tier 3 |
| Holland | Tier 4 |

The full strategy and proposed consultation responses are attached at appendices A and B respectively.

COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET

The Committee **RECOMMENDED TO CABINET** that:

- (a) The consultation response attached at appendix B be agreed as the response from Tendring District Council.

PORTFOLIO HOLDER'S COMMENTS AND RECOMMENDATIONS TO CABINET

It is **RECOMMENDED** that:-

The consultation response attached at Appendix B be agreed as the response from Tendring District Council.

Essex Future Library Services Strategy

2019 - 2024



This is a strategy for the provision of library services in Essex over the next five years, from 2019/20 to 2023/24. This document is a draft version, published for public consultation which will run from 29 November 2018 to 20 February 2019. Essex County Council will consider responses to the consultation and may amend the strategy before agreeing the final version.

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Foreword

I am incredibly proud of the public library service in Essex and the employees and volunteers who deliver it. Library services play a unique role in our society as providers of reading, learning, digital access and culture, and as safe community spaces.

Library services have successfully adapted before to changing demands and customer needs. But now, with advances in technology and evolving customer expectations, they need to adapt even further. We must seize the opportunities presented by technology and embrace the changing demands of service users.

The facts and figures are stark.

Use of libraries has slumped over the last six years – book borrowing has almost halved, fewer than one in five Essex residents are active library users and fewer people now use the public computers in libraries. We need to reimagine the service to make it relevant to people's lives, now and in the future, and financially sustainable.

Earlier this year, we asked the people of Essex what their priorities for future libraries were. Books and reading were top of their list, so this strategy listens to this and is about books and library services, not buildings.

Our vision is that we will have a 21st century library service that is inclusive and vibrant, one that offers a consistently good customer experience, embraces digital technology and enables all users to learn, engage and remain connected to their communities. We are ambitious in our thinking; we will explore the opportunities technology offers and be open to new and creative ideas.

We want to support our employees and volunteers to work in different ways and encourage communities and partners to get involved.

But there are challenges ahead. We need to spend taxpayers' money wisely. We need to be innovative and resourceful, and work with the people of Essex to make the best of the resources we have.

Essex has one of the largest networks of libraries in the country. But it is irresponsible to spend taxpayers money on keeping poorly used buildings open when we could spend it on improving the library services that people do use and need whilst still maintaining a network of well-located libraries throughout Essex. So, our goal is to have a smaller number of libraries more effectively focused on meeting the needs of communities.

We propose placing library services into four tiers based on needs across the county and closing libraries where they are not required - while still providing a comprehensive library service through the network, supported by our eLibrary, and mobile and home library services.

This is a draft strategy; public opinion and engagement on these proposals is vital. I want to know what you think of these proposals before any decisions are made. You can find out more at essex.gov.uk/libraries-consultation or at a drop-in at one of our libraries. The public consultation on this strategy will be open for 12 weeks from 29 November to 20 February 2019, so please have your say by completing the consultation survey.

I look forward to finding out what you think about our proposals and creating a new library strategy that works for the people of Essex.



Cllr Susan Barker
Cabinet Member for Customer and Corporate

Summary

Our vision for library services over the next five years is a 21st century library service that is inclusive and vibrant, and enables users to learn, engage and remain connected to their communities.

Over the lifetime of this strategy, our ambition is that we will:

Page 25

Have books and reading at the heart of our library service offer

Have a class-leading eLibrary and embrace digital technology

- Have a smaller number of libraries more effectively focused on meeting the needs of communities
- Work in partnership with our communities to run and improve library services
- Offer a consistently good customer experience.

This is a strategy about library services not buildings. It focuses on how best to provide library services, both physical and online. What we provide will be based on need, and will be provided in different ways and in different locations and spaces than currently.

For instance, library shelves and study spaces could be in community centres or other public buildings, children's story-times or library events could take place in village halls, smart access and self-service technology could make it much easier for you to browse, study, borrow and return books outside regular opening hours.

In the future, we think community groups and volunteers are much more likely to be involved in delivering library services, taking the opportunity for people who live and work in the community and who best understand the unique needs of their community to run services in ways that fit local needs.

Library services are integral to society, helping people to thrive and prosper. They help create great places to grow up, live and work and help people get a good start in life and age well.

But customer expectations are changing, our population is growing, and we need to make sure that we offer the best possible value for money. The county council also needs to ensure it meets its statutory duty and provides a library service that is fit for the future, financially sustainable and fits with people's lives and expectations.

Essex Libraries serve a population of 1.5m through 74 library buildings, eLibrary services, two mobile libraries and home library service volunteers. It also supports eight volunteer-run community libraries that are not part of the core offer. The location and spread of libraries are the result of historical decisions rather than design and do not reflect current demographics or need.

In 2016-17, Essex was the second largest library authority in England, with a higher than average number of outlets and the fourth highest spending per head of population (see p20).

But in the last six years, here in Essex and across the country, use of libraries has sharply declined. Loans from Essex libraries decreased 43% from over 7.1m loans a year in 2011/12 to less than 4.1m loans in 2017/18. Demand for public network computers in libraries fell 22% over the same period.

The equivalent of 16% of Essex residents – fewer than one in five – are active library users.

Meanwhile, technology has transformed how people consume information and entertainment. Loans of eBooks, eAudio and eMagazines rose 205%, from 61,000 to 186,000 in five years. And with 85% of UK adults now owning a smartphone and 10% using an eReader daily, we expect that trend to continue.

In March 2018, we did extensive research and engagement with Essex residents and library users (p15). Your feedback informs this strategy and the results are published in appendix 3, **Your Community, Libraries and You**. Our priorities (p21), with books and reading at the top, reflect your priorities.

These are challenging times for local government. We can no longer afford to spend as much on services as before and we must take opportunities to do things in new and more efficient ways. In the future we will look to reduce the number of library buildings that we manage, so that we can focus our attention on meeting needs.

This strategy sets out the priorities for library services, based on what you have told us. It also defines a 'core offer' you can expect from library services and a future approach that will meet our statutory duty to provide a comprehensive and efficient library service.

Key points

- Keep books and reading at the heart of our comprehensive library offer, as this is the top priority for the people of Essex.
- Invest in eLibrary and online services to respond to changing demand, particularly among younger users, and make services more accessible, for instance offering easier browsing, ordering and downloads on mobile devices.
- Explore the potential of smart libraries – offering members swipe card access outside staffed opening hours - to increase opening hours and the ways people can use libraries, and introduce them where viable.
- Seek investment to modernise library spaces to a consistent standard, so they are welcoming, easy to use and meet diverse user needs.
- Focus on outreach, working closely with other Essex County Council (ECC) services and partners to reach communities and individuals with the greatest needs and promote and deliver our offer more closely with other services in different settings, such as community hubs and other community settings.
- Provide future library services based on evidence of need, taking into account distance between locations, usage, population size, deprivation and social isolation.

- This strategy places current libraries in four tiers, based on evidence of need. We propose that the future of the existing library network will be:
 - o Tier 1: main or ‘hub’ libraries, at least one per district/borough, managed by ECC as part of our statutory provision of a comprehensive network.
 - o Tier 2: library services in areas where there is a need for them, managed by ECC as part of our statutory provision of a comprehensive network and delivered in partnership with the community or other partner.
 - o Tier 3: locations where no library service is needed in order to have a comprehensive and efficient network, but where ECC wishes to support the provision of library services run by a community or partner organisation with ECC support.
 - o Tier 4: locations where a library service is not required as part of a comprehensive service but where ECC will consider proposals for community libraries.

Tier 1 libraries will act as hubs for their area. The council will meet its statutory duty to provide a comprehensive and efficient library service through a combination of library services in tiers 1 and 2, the online eLibrary, mobile libraries and the home library service.

Tier 3 community-run libraries will supplement the core offer. Partners could include community groups or other agencies. ECC will review mobile library stops to meet changing needs.

More information about the tiered approach is on p23 and in the needs assessment which you can view at essex.gov.uk/libraries-consultation or ask to see in your library.

This strategy is about the service, not the buildings. However, it is worth noting that as the strategy develops, we will work in partnership to make the most efficient use of public buildings, whether owned by the council, public bodies or community organisations.

This includes considering the most appropriate building for the service. Most library services will be in shared spaces, not their current buildings by 2024.

Our vision and ambition

Essex County Council's Organisation Strategy 2017-21

Libraries have a key role to play in enabling Essex County Council to deliver on its strategic aims, be that through providing spaces and resources to help people in Essex to increase their skills and prosper, or through providing safe, welcoming and stimulating spaces for all users to learn, engage and remain connected to their communities.

As library services evolve to meet our changing communities, we recognise that we need to achieve more with less, be that through limiting costs or driving growth in revenue. We will re-imagine how residents' needs can be met in a digital world and support our staff to deliver great customer service.



Our Vision

Our vision for library services over the next five years is a 21st century library service that is inclusive and vibrant, and enables all users to learn, engage and remain connected to their communities.

We are ambitious for our library service – we recognise the challenges and will embrace the opportunities. Over the course of this strategy we will build on the great foundations of our library service to achieve our vision.

What will be different in five years?

If this strategy is delivered, we expect that by 2024 it will have the following impact:

- There will be a consistent library service across the county, that people can access more easily in ways and at times that are convenient to them, whether online or on the ground.

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People will be able to access library services online more easily 24 hours a day via the eLibrary.

The quality and range of books, eBooks and materials on offer will be much better informed by customers' preferences, through improvements in management systems and insight.

- We will have re-imagined how people access library services and how reading materials are borrowed and distributed. It will be more of a service 'without walls': fewer library buildings, more shared spaces with other council services or community groups, many more people borrowing and reading online, aspects of the service delivered in community spaces according to what best meets local needs. For instance, children's activities may take place in a village hall or community centre; customers may be able to pick up items from an outlet in a local shop or leisure centre.

- Essex residents and community groups will be much more involved, with many libraries run by or run jointly with community groups and volunteers.
- Extended opening hours through volunteer support and the introduction of smart library technology that, where viable, will enable people to use libraries at times that are convenient to them.
- Smart library technology will also make it easier for community groups and businesses to hire library spaces for other activities and generate income to support libraries.

"I had an appointment at the Job Centre and Council Offices. When it's cold outside it's great that everything is under one roof. I don't need to leave the building."

Female Basildon library user, age 49

Our Ambition

Over the life of this strategy we will continue to deliver our core offer and seek new ways of working so that in 2024 Essex library service will:

- Have books and reading at the heart of our library service offer
- Have a smaller number of libraries more effectively focused on meeting the needs of communities
- Work in partnership with our communities to run and improve library services
- Offer a consistently good customer experience
- Have a comprehensive eLibrary offer and embrace digital technology.

Context

Library Services in Essex

Essex Libraries serve a population of 1.4m through 74 library buildings, an eLibrary service, two mobile libraries, home library service volunteers and support for eight volunteer-run community libraries. The location and spread of libraries is a result of historical decisions rather than design and does not reflect current demographics or need.

2016-17, Essex was the second largest library authority in England, with a higher than average number of outlets and the fourth highest spending per head of population.

The national average ratio is one library per 22,425 people; in Essex the ratio is one per 17,325.¹

The mobile library service was reviewed and changed after public consultation in 2017-18. This strategy does not propose another review of mobile libraries but routes and timetables may be adjusted over the course of the strategy to meet changing needs.

Library services have evolved and changed over recent years.

They play a role in preventing health and social problems by providing safe spaces where people

can access or find out about other services, meet others and socialise or simply spend time.

Some of the many things that happen in libraries



Books and magazines



Job clubs and job search help



Free public network computers



Baby and Toddler Rhymetimes



Book readings, music and events



Language books and classes

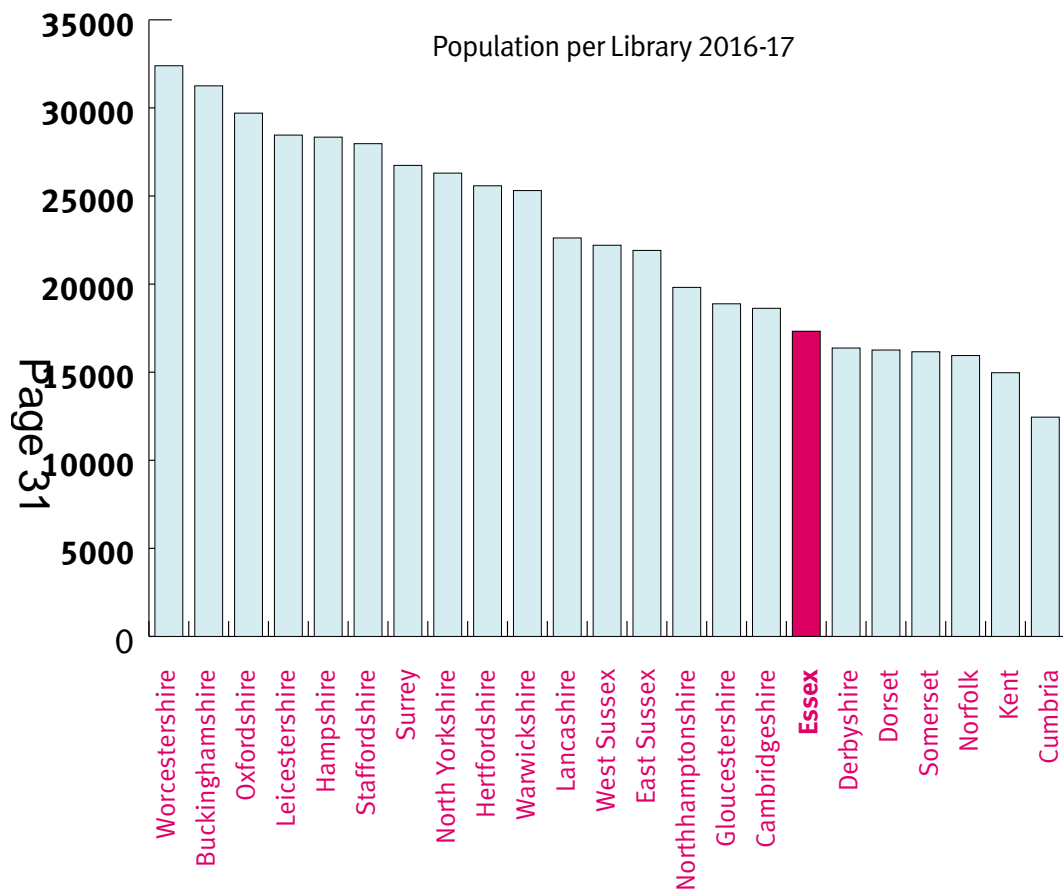


Code Clubs



Wifi access

How Essex compares with other counties

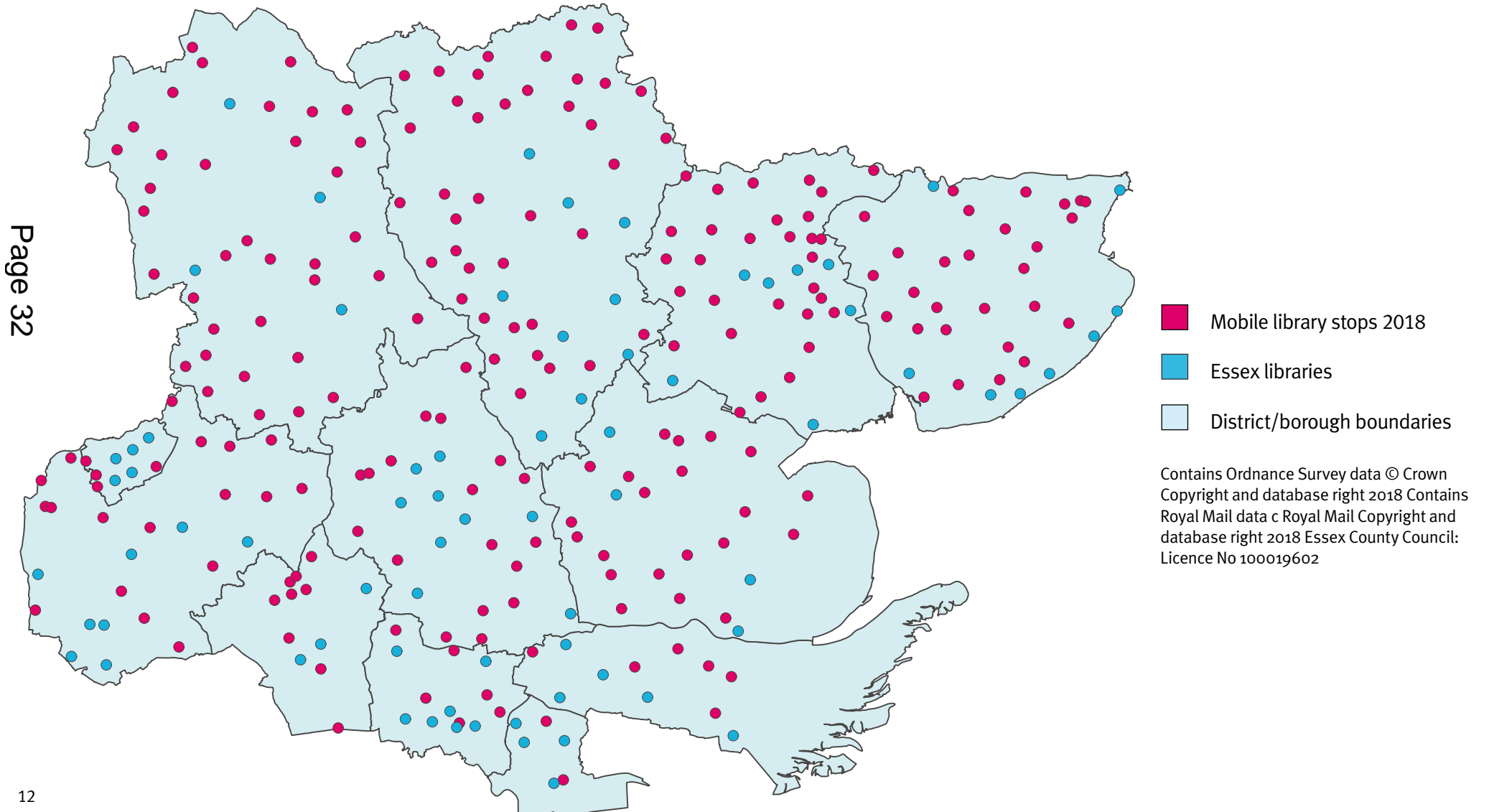


Source: Cipfa Benchmarking 16-17. Population / Authority run libraries (includes mobiles).
Outlier Lincolnshire excluded due to only having 2.

| County | Total population | No of libraries | Council run libraries | Population per library based on current number of libraries | Population per library based on number of council run libraries |
|------------------|------------------|-----------------|-----------------------|---|---|
| Lincolnshire | 743,400 | 51 | 2 | 14576.47 | 371700.00 |
| Worcestershire | 583,100 | 23 | 18 | 25352.17 | 32394.44 |
| Buckinghamshire | 534,700 | 30 | 17 | 17823.33 | 31452.94 |
| Oxfordshire | 683,200 | 43 | 23 | 15888.37 | 29704.35 |
| Leicestershire | 683,000 | 51 | 24 | 13392.16 | 28458.33 |
| Hampshire | 1,360,400 | 53 | 48 | 25667.92 | 28341.67 |
| Staffordshire | 867,100 | 43 | 31 | 20165.12 | 27970.97 |
| Surrey | 1,176,500 | 54 | 44 | 21787.04 | 26738.64 |
| North Yorkshire | 604,900 | 43 | 23 | 14067.44 | 26300.00 |
| Hertfordshire | 1,176,700 | 48 | 46 | 24514.58 | 25580.43 |
| Warwickshire | 556,800 | 31 | 22 | 17961.29 | 25309.09 |
| Lancashire | 1,198,800 | 47 | 53 | 25506.38 | 22618.87 |
| West Sussex | 843,800 | 36 | 38 | 23438.89 | 22205.26 |
| East Sussex | 547,800 | 26 | 25 | 21069.23 | 21912.00 |
| Northamptonshire | 733,100 | 36 | 37 | 20363.89 | 19813.51 |
| Gloucestershire | 623,100 | 40 | 33 | 15577.50 | 18881.82 |
| Cambridgeshire | 651,900 | 42 | 35 | 15521.43 | 18625.71 |
| Essex | 1,455,300 | 75 | 84 | 19404.00 | 17325.00 |
| Derbyshire | 785,800 | 46 | 48 | 17082.61 | 16370.83 |
| Dorset | 422,700 | 33 | 26 | 12809.09 | 16257.69 |
| Somerset | 549,400 | 34 | 34 | 16158.82 | 16158.82 |
| Norfolk | 892,900 | 47 | 56 | 18997.87 | 15944.64 |
| Kent | 1,541,900 | 99 | 103 | 15574.75 | 14969.90 |
| Cumbria | 497,900 | 40 | 40 | 12447.50 | 12447.50 |
| Suffolk | 745,300 | 45 | 0 | 16562.22 | |
| Devon | 779,800 | 50 | 0 | 15596.00 | |
| Nottinghamshire | 810,700 | 60 | 0 | 13511.67 | |

Essex libraries and mobile library stops, April 2018

The map below shows where Essex libraries and mobile library stops are currently located. Other maps, showing libraries in relation to areas of deprivation and where there are clusters of libraries are in the Needs Assessment that supports this strategy. Data information for this map can be found at essex.gov.uk/libraries-consultation.





Essex libraries use in 2017-18



5.3m

Visits made to Essex libraries



241,400

Active library members



4m

Loans of books and other items



74

Libraries in Essex



16%

Of Essex residents are active library users



1,200

People volunteered with libraries, 700 regularly, 500 for the summer reading challenge



25%

Public network computers are used 25% of the time available



31hrs

Is the average amount of time libraries are open each week



92%

Of users are satisfied with their library (CIPFA children's survey 2017 and adults 2016)

National Context

Essex County Council has a statutory duty under the Public Libraries and Museums Act 1964 to provide a 'comprehensive and efficient' library service that lends books and other materials free to people who live, work or study in Essex and want to use it.

We have looked at best practice around the country and guidance from the government's Libraries Taskforce, but most importantly we have listened to the views of Essex residents and their needs. This is a library strategy for Essex.

What Essex people say

In spring 2018 Essex County Council ran public engagement and research to find out what people think about libraries, what they value and what their priorities for future library services are.

This included a countywide survey, interviews with users, focus groups with young people and public events for community groups, elected representatives and the public. More than 3,000 people responded. A summary of the research and engagement is published as a supporting document to this strategy.

Key points

- **Books and reading** are still far and away the top priority: that's what 90% of users visit libraries for now and what survey respondents say is priority for the future.
- **People use library services at different stages of their lives.** Children and young people are most likely to use them; Women use them more than men. Life changes such as becoming a parent, losing a job or retiring are triggers for using them more. People who don't use library services say they either don't need them or don't have time. Working age men are least likely to use them.
- **People value well-informed employees and volunteers** to help them and users are satisfied with the service they get.
- **People value having a local library.** Two out of five visit more than one library, either because they are near home and work, to access the books or materials they are interested in or, because the opening hours at different libraries are convenient to them.
- **Libraries are valued as safe social spaces** to find a quiet space, help, information, learning, social activities or simply shelter.
- **People want to get involved.** Around 1,200 people already volunteer in libraries, One in four would consider volunteering and eight community-run libraries are now open.
- **Some people want activities, some want quiet.** Some people want to be able to access more services and do more things in libraries; others worry that too many activities take the focus away from books and reading and libraries are no longer the quiet spaces they value. They suggested having quiet booths, zones, days or designated 'quiet libraries'.
- **Libraries are seen as valuable public spaces** that could be hired for community use in the evenings and at weekends: as rehearsal spaces or performance venues, for art exhibitions, for meetings and public celebrations.
- **Many recognise the budget constraints** and that hiring out spaces generates income to support the service. But there is a tension between this and the impact that charging for space might have on voluntary groups.
- **Young people do not feel libraries are designed and delivered to meet their needs.** The layout of libraries is a priority for them, to give space for study, reading, games and chilling out. They also want more digital provision and libraries open in the evenings.

Top six public priorities (% level of support)



89%

Quality and range of books and other stock



70%

Well informed employees or volunteers to assist



66%

A local library



71%

Adult learning classes



55%

Providing health information and advice



62%

Convenient opening times



35%

A range of children's events and activities



34%

Access to computers



54%

Accessing other council services, e.g. council tax/housing



55%

Groups/activities run by the community

What else could your library be used for (% level of support)

Why do we need a new strategy?

The way people use libraries and their expectations of public services are changing. Financial and demographic challenges are increasing. Standing still is not an option.

Libraries Deliver: Ambition for Public Libraries in England, 2016-2021, Department for Culture, Media and Sport. ⁱⁱ

Libraries remain a valued part of the communities they serve. We have continued to invest in the service, for instance offering eBooks, improving our online catalogue and opening a new children's library in Chelmsford. But in the last five years, traditional use of libraries has significantly fallen.

“Free activities: that’s really important. There are lots of single mums in Loughton - they may only have libraries as a place to go for free, to access activities for their little ones, and for themselves. It can be lonely for them.”

Female Loughton library user, age 55

We know there are significant budget pressures ahead. The council can no longer afford to spend as much on its services as before and must consider all options to deliver services in new and more efficient ways.

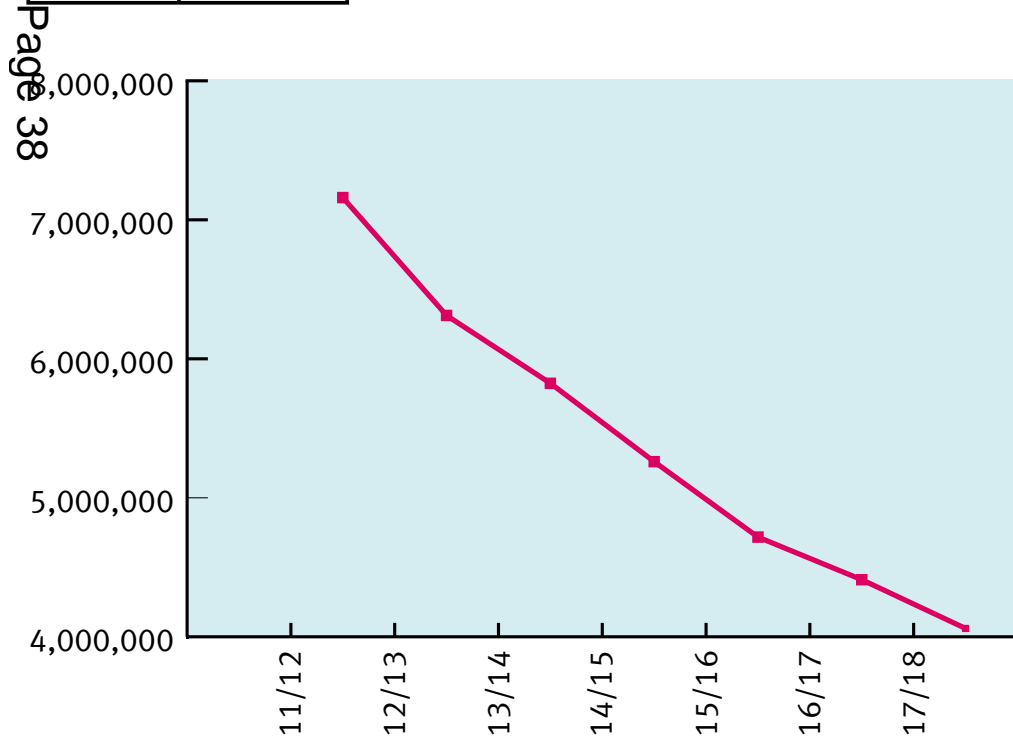
Technology is fast developing and the way people use libraries is changing. The number of people visiting libraries to borrow books is steadily falling. In the last five years, loans of books and other material have dropped 43%. Demand for public network computers fell 22% over the same period. The number of active library users (people who have used their library card in the last year) fell by 17% (from 291,000 to 241,400). ⁱⁱⁱ

At the same time, online demand is rising. Loans of eBooks, eAudio and eMagazines rose 205%, from 61,000 to 186,000 over the period as these options became more readily available (eMagazines were not available before 2014) and as more people gained online access and devices.

According to an annual survey of electronic device use in the UK, 85% of adults owned a smartphone, in 2017, up from 52% in 2012; 78% own a laptop (up from 73%) and 68% own a tablet (up from 16%). The study also found that 10% of adults use an eReader daily and the percentage of 55 to 75 year olds owning smartphones rose from 29% to 71% between 2012 and 2017. It forecast that this upward trend would continue. ^{iv}

Graph 1: Annual loans

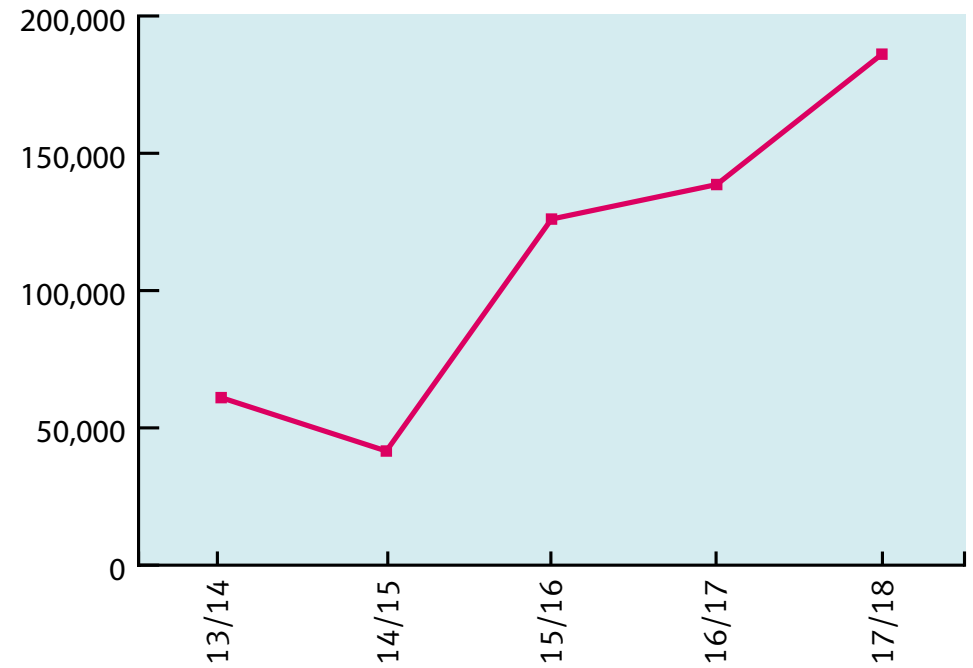
| Year | Amount |
|---------|-----------|
| 2011/12 | 7,159,974 |
| 2012/13 | 6,311,754 |
| 2013/14 | 5,823,790 |
| 2014/15 | 5,259,998 |
| 2015/16 | 4,717,339 |
| 2016/17 | 4,410,717 |
| 2017/18 | 4,060,133 |



Graph 2: Loans of eBooks, eAudio and eMagazines

| Year | Amount |
|---------|---------|
| 2013/14 | 61,018 |
| 2014/15 | 41,571 |
| 2015/16 | 126,042 |
| 2016/17 | 138,620 |
| 2017/18 | 186,099 |

Covers eBooks and eAudio and eMagazines from June 14



Technology presents us with a great many opportunities, and we are keen to re-imagine how residents' needs may be met in a digital world.

People in Essex are changing too. Essex's population is forecast to grow by 20% between 2014 and 2039, to 1.7m.^v It is currently 1.48m. One in five of the population are aged over 65. By 2039 it is predicted that there will be 61% more over 65 year olds and 16% more under 16 year olds.

One impacts are varied, with a significant association with child poverty and lower educational attainment. These challenges are not consistently spread across Essex so our library service therefore needs to be able to 'flex' to recognise and respond to differing needs.

"We'd like chill out zones, quiet spaces, extended computer time, cafes, loan-an iPad, after school revision activities and post-school takeover time from 3-7pm."

Participant in a focus group for young people aged 12 to 18

We know that many Essex residents experience feelings of loneliness or isolation.^{vi} These feelings do not discriminate by age or gender but we know people in rural areas, older people and new parents can be particularly affected. Libraries have a vital role to play in this. For example, Rhymetime sessions for babies and toddlers are activities where new parents can meet and socialise.

Libraries reach and support the whole community regardless of age, gender, socioeconomic status or educational attainment. This is reflected in what people want from their library, be that a quiet place to study, a shared space for community events, or access to books to encourage a love of reading from early years to old age. This does however create challenges. We need spaces that work for all these audiences and needs.

Whilst we do not underestimate these challenges, the opportunities to create a sustainable service that has a lasting impact on the lives of Essex residents are great.

Doing nothing is not an option. If we do not reshape the service it will become increasingly irrelevant to people's lives, use will continue to fall while the costs of maintaining our ageing estate of 74 buildings will continue to rise.

Within five years it is highly likely that funding will run out and we will be forced to close libraries without a clear plan or alternative provision.

Budget and funding

The financial outlook for all of local government is challenging and as a public body it is important we spend taxpayers' money wisely. Demand for services is increasing and becoming more complex. Government funding is reducing. Over the last five years ECC has saved £597 million. This track record has enabled the council to maintain services and also invest for the future. However, we still face substantial challenges.

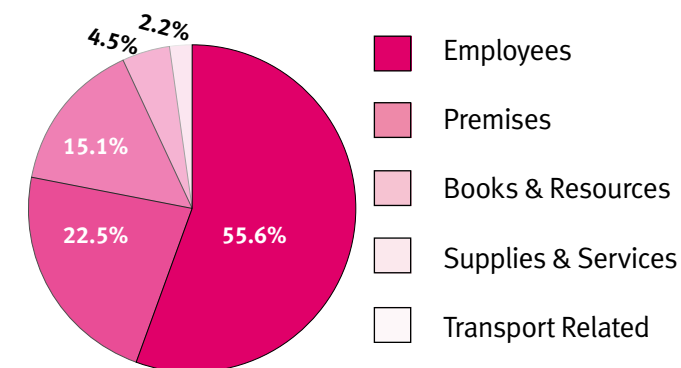
By 2021 the county council will need to identify £186 million a year of savings or income generation.^{vii} The library service is required to contribute as much as possible and we expect the pressure on budgets to continue beyond 2021. We also anticipate that capital costs to maintain and refurbish the aging estate of 74 library buildings will increase over the next five years.

We need to target capital towards improving library spaces most in demand and take opportunities to generate financial benefits from development or sale of sites no longer required, that can be invested back into services.

ECC spends £13.25 a year per head of population on libraries, the fourth highest spend in England and 28% more than the average of £10.37.^{viii} We would need to reduce libraries revenue by circa £3m to match county average spend on libraries per head. The cost per active library user in Essex is £80.^{ix}

| Essex Libraries budget 2018/19 | |
|--------------------------------|--------------------|
| Gross expenditure | £12,953.000 |
| Income | £1,590.000 |
| Net expenditure | £11,363.000 |

How it is spent



| | |
|-------|---------------------|
| 55.6% | Employees |
| 22.5% | Premises |
| 15.1% | Books & Resources |
| 4.5% | Supplies & Services |
| 2.2% | Transport Related |

Our priorities

Our priorities are informed by what the people of Essex have told us.

To meet our statutory duty and the challenges ahead, and to seize new opportunities, we need to understand who uses the service, what their needs are and how needs are changing. We have looked at the results of our public engagement (p15), what comparable library services are doing and at what our own data tells us to inform our priorities. These are:

Put books and reading at the heart of what we do.

Books are still at the top of the list of things people expect from libraries. Book borrowing remains by far and away the main activity people use libraries for: 90% of users say they come into borrow books and one in four do so at least every two weeks. The section about our Core Offer contains more information about this priority.

Create safe social spaces where people can read and study quietly or socialise and do activities without disrupting each other. People told us this was important. Whilst some said they would like to be able to access more services and do more things in library spaces, others worried that they would lose the quiet space that is so important to them. Our priority is to understand both these views and create spaces that can meet a whole range of needs.

Invest in and support our employees and volunteers so they remain well informed and have the right skills and equipment. We also heard about the value that people place on well-informed employees and volunteers. People are at the heart of the library service and ensuring they have the right skills and equipment is a priority (see p35) for more about this priority.

Create consistently good customer experiences wherever and whenever our library services are accessed. Customer satisfaction with Essex Libraries is high: 88% of library users in the 2018 household survey are satisfied with their local library service. But satisfaction varies from site to site and we know we can improve the online service.

Create a library service that fits people's lives and is convenient. Opening hours and convenience are important to library customers. Our priority is to use eLibrary and 'smart library' technology and work with communities to create a library service that continues to meet the needs of current users but also encourages new and returning users to the service.

"I feel safe here. No one is horrible to me; the staff are always nice and help me."

Chelmsford library user

"At home there's a TV everywhere, and in every room someone is watching TV or playing the Xbox and you can't read. In the library It...feels like you're in a place of nature – comfy chairs and you can imagine things when you're reading."

Children's focus group participant, aged 7-16 years

Our core offer and tiered approach

We propose to deliver a core offer through a range of physical and online services and take a tiered approach, based on evidence of need, to where we provide library services around the county in future. The needs assessment and the approach we have designed will enable ECC to meet its statutory duty to provide a comprehensive and efficient library service to all who desire to use it.

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“We have to be careful not to lose the whole idea of the library –there still needs to be areas where people can concentrate and read without major noise and disruption.”

Survey respondent

Our core offer

Over time, the range of activities taking place in libraries has expanded so they are, in a way, offering all things to all people. We think it is useful to define our core, free service. The core offer will be delivered through the following network:

- Libraries run by ECC alone or in partnership with other groups or organisations
- eLibrary services
- Mobile libraries
- Home library service.

The future service will reflect the Universal Offers^X from libraries and the priorities our customers told us about as follows:

Books – we will make available for loan adults and children’s fiction, non-fiction and audio books. We will review the library stock and how we spend the Book Fund to keep our stock modern, fresh, available in a range of formats and responsive to customer needs and trends. We will use insight from customer usage and best practice to define stock levels for each service tier and to target our spending on books. We will provide access to the library catalogue to search available materials, request materials, make payments, renew loans.

eLibrary (includes online services) – customers can already access a wealth of eBooks and reference material, browse our catalogue, reserve items and book events online. We will explore new technologies and how we can optimise current technologies to make it easier for customers to access library materials anywhere, anytime from their own devices. We will continue to invest in eContent such as eBooks, eAudio and online reference resources.

Digital access – We will continue to offer public access computers – targeting the resources where there is the highest need – and help people to develop their digital skills and confidence.

People – employees and/or volunteers will help people access library services and materials, and sign-post services offered by partners. We will support employees and volunteers to develop new skills and work in different ways as library services evolve.

Activities – our employees will continue to deliver activities for the community that provide cultural and creative experiences such as Essex Book Festival. We will continue to provide story times, Rhymetimes for young families, Summer Reading Challenge and other activities for children. We will offer a safe space for community led activities such as knit and natter and local book groups.

Learning – our employees will signpost learners to reference materials and our libraries will continue to provide space for study.

Space and Place – we will seek investment to provide modern, fresh, flexible spaces where people can easily find the information and resources they need and which are welcoming and practical for a range of age groups and diverse needs.

To ensure best value and best fit of our future service, we will review non-core services, for example:

- InterLibrary Loans
- Performance sets (music scores and play sets)
- Collecting performance sets at any location
- Newspapers - physical and digital
- Access to online courses.

We will also encourage volunteers and other organisations to take on running as many activities as possible, to free up library employees to concentrate on delivering the core service in a professional and effective way.

A tiered approach

A tier model for Essex library services has been developed to ensure that a library service is provided in appropriate locations across the county according to the needs of the community.

This approach focuses on library services, not buildings. The tiered approach is based on evidence of need for a library service taking account of proximity to other libraries, usage, population, social deprivation and social isolation. Library services could be provided in different ways and from different spaces than we currently use. Over the life of the strategy the service offer could change, depending on changing needs, the level of community involvement and resources available.

“When I go into the library at Hadleigh or Rayleigh the computer services are always being used. I think this is a crucial service for those with no internet access.”

Survey respondent

We have conducted a countywide analysis of need for libraries, taking account of a combination of factors. We have used evidence from national and local sources such as the Office for National Statistics, the NHS and our library systems as well as feedback from users and staff. The Library Services Needs Assessment for 2018-19 is published as a supporting document to this strategy.

It explains the approach in more detail and contains the evidence on which the tiers will be decided.

We will monitor these factors over time to check provision is still appropriate to needs.

Based on the needs assessment, we propose placing current libraries into four tiers, continuing to provide a public library service in tiers 1 and 2 and supporting community or other partner organisations to run library services in tier 3.

The criteria we will use to assess need for library services in each location are shown in table 1 (opposite).

Over the next five years we will look to reduce the number of library buildings that we manage. We will maintain at least one tier 1 hub library in each district, in a main town with good transport links and shopping facilities, which is also likely to be a centre for employment.

We will also maintain a network of tier 2 services and offer support to communities to run tier 3 services around the county.

We will seek partnerships to support ECC provision of library services in tier 2 and support community groups or other partners to run library services in tier 3. This creates the opportunity for library services in tier 3 to be run by people who live and work in the community and who best understand the unique needs of their community. We think local groups can deliver a service that ‘best fits’ local needs and helps to deliver reading learning and improve literacy in their community.

See Community involvement on p38 for more about community-run libraries.

Table 1: Library service needs assessment evaluation criteria

| Criterion | Evaluation criterion | Weighting of category |
|------------------------------------|--|-----------------------|
| Location | Proximity to other libraries. Libraries clustered within two miles, by foot (Google Maps) of each other will be ranked at lower need* | 30% |
| Usage | Active users | 25% |
| Population | The number of libraries per head of population in each district. Based on current figures, not projected growth. Districts with more people per library ranked higher for need | 25% |
| Deprivation | The deprivation level of the lower-layer super output area (LSOA) the library's postcode is in, as identified in the Index of Multiple Deprivation (IMD) | 15% |
| Social Isolation (district) | Prevalence of new parents** and % of residents over 65 as indicators of higher risk of social isolation | 5% |
| | Weighted score (100%) | 100% |

*A local library was important to 66% of survey respondents; 39% of library users travel to more than one library (BMG Research survey for Essex Libraries, 2018). 63% of Essex library users walk to the library (CIPFA survey of adult users, 2016); Travel distance by car or public transport has not been taken into account at this stage. This will be considered when making decisions on the future of individual libraries.

** Measured by fertility rates in each district. New parents and older people are recognised as being at risk of social isolation. ^{xi}

Table 2: Tier descriptions and alignment to our core offer

| | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
|-------------------------------|--|---|---|---|
| | A comprehensive and efficient service provided by ECC to meet its statutory duty | | Not required to meet ECC’s statutory duty | |
| Brief description | Hub libraries at least one per district/borough, may also rent/lease space to other service providers. Location normally in the main town but informed by local knowledge such as proximity to other facilities, transport and population size | Library services in areas where there is a need for a library, managed by ECC and delivered in partnership with the community or other partners | Library services where no library is needed in order to have a comprehensive and efficient network, but where ECC wishes to support the provision of library services run by a community organisation or other partners with ECC support | Locations with low evidence of need. A library service in these locations is not required as part of a comprehensive service |
| Management and Support | Managed by ECC as part of our statutory provision of a comprehensive network | Managed by ECC as part of our statutory provision of a comprehensive network and delivered in partnership with the community or other partners | Run by the community or other partners with ECC support. If no suitable offer for a location is received and accepted within six months of Cabinet approval of the strategy, we intend to re-consult on the future of that library. This six-month period may be extended to up to 12 months if proposals have been received but not agreed - or if we believe that deliverable proposals are likely to be forthcoming during that period | Not required as part of a comprehensive library service although it may be possible for a community library to be run in these settlements, if a suitable proposal from a community or partner organisation is received |

Table 2: continued

| | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
|---|---|--|---|---------------|
| Library Location | Main Town | Throughout Essex, where there is need for an ECC library | Throughout Essex, where ECC believes it is desirable to provide a library and a suitable partner has been found | |
| Opening times and smart library access | Minimum 40 staffed hours per week, Monday to Saturday, plus smart library (self- service) where viable. We will look to extend opening hours, including into the evening if this can be resourced by volunteers or can be made affordable | Typically 16-32 hours per week plus smart library (self-service) where viable. We will look to extend opening hours, including into the evening if this can be resourced by volunteers or can be made affordable | To be agreed in partnership | |
| Range of books and stock | Wide range of stock | Mid range of stock with opportunity to search and request stock from other libraries | Mid - Low, to be agreed in partnership | |
| Digital access (computers and advice) | Yes | Yes | No | |

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Table 2: continued

| | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
|------------------------|---|--|--|---------------|
| People | Majority ECC employees, with volunteer support | A mix of ECC employees and community volunteers | To be agreed in partnership but with majority community volunteers | |
| Activities | A high level of activities promoted by ECC | Some ECC activities with opportunity for community to participate | Some opportunity for ECC activities but activities will mainly depend on community provision | |
| Space and place | Space for reading, study and activities in a town centre location | Space for reading and study, typically in a shared, accessible location; space for activities may be in the library space or elsewhere in the vicinity | To be agreed with partner | |

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Table 3: Essex libraries by tier per district

The tables on the following pages places each of the 74 libraries into one of the four tiers, using the criteria described above.

| District | Library | Proposed Tier |
|-----------------|------------|---------------|
| Basildon | Basildon | 1 |
| | Billericay | 1 |
| | Fryerns | 4 |
| | Laindon | 2 |
| | Pitsea | 2 |
| | Vange | 4 |
| | Wickford | 1 |

| District | Library | Proposed Tier |
|------------------|-------------|---------------|
| Brentwood | Brentwood | 1 |
| | Ingatestone | 3 |
| | Shenfield | 3 |

| District | Library | Proposed Tier |
|-------------------|-----------------------|---------------|
| Chelmsford | Broomfield | 4 |
| | Chelmsford | 1 |
| | Danbury | 4 |
| | Galleywood | 4 |
| | Great Baddow | 2 |
| | North Melbourne | 2 |
| | South Woodham Ferrers | 2 |
| | Springfield | 3 |
| | Stock | 4 |
| | Writtle | 4 |

| District | Library | Proposed Tier |
|---------------------|----------------|---------------|
| Castle Point | Canvey Island | 1 |
| | Great Tarpots | 3 |
| | Hadleigh | 3 |
| | South Benfleet | 3 |

| District | Library | Proposed Tier |
|------------------|------------------|---------------|
| Braintree | Braintree | 1 |
| | Coggeshall | 3 |
| | Earls Colne | 3 |
| | Halstead | 2 |
| | Hatfield Peverel | 4 |
| | Kelvedon | 4 |
| | Sible Hedingham | 4 |
| | Silver End | 4 |
| Witham | 1 | |

| District | Library | Proposed Tier |
|-------------------|-------------|---------------|
| Colchester | Colchester | 1 |
| | Greenstead | 2 |
| | Prettygate | 4 |
| | Stanway | 3 |
| | Tiptree | 3 |
| | West Mersea | 3 |
| | Wivenhoe | 3 |

Table 3: continued

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| District | Library | Proposed Tier |
|----------------------|----------------|---------------|
| Epping Forest | Buckhurst Hill | 4 |
| | Chigwell | 4 |
| | Chipping Ongar | 2 |
| | Debden | 4 |
| | Epping | 2 |
| | Loughton | 1 |
| | North Weald | 4 |
| | Waltham Abbey | 2 |

| District | Library | Proposed Tier |
|---------------|---------------|---------------|
| Harlow | Great Parndon | 3 |
| | Harlow | 1 |
| | Mark Hall | 4 |
| | Old Harlow | 2 |
| | Tye Green | 4 |

| District | Library | Proposed Tier |
|---------------|-------------------|---------------|
| Maldon | Burnham-on-Crouch | 2 |
| | Maldon | 1 |
| | Southminster | 4 |
| | Wickham Bishops | 4 |

| District | Library | Proposed Tier |
|-----------------|----------------|---------------|
| Rochford | Great Wakering | 4 |
| | Hockley | 3 |
| | Hullbridge | 4 |
| | Rayleigh | 1 |
| | Rochford | 2 |

| District | Library | Proposed Tier |
|-----------------|----------------|---------------|
| Tendring | Brightlingsea | 3 |
| | Clacton | 1 |
| | Frinton | 3 |
| | Harwich | 2 |
| | Holland-on-Sea | 4 |
| | Manningtree | 3 |
| | Walton | 3 |
| | West Clacton | 3 |

| District | Library | Proposed Tier |
|-------------------|----------------|---------------|
| Uttlesford | Dunmow | 2 |
| | Saffron Walden | 1 |
| | Stansted | 4 |
| | Thaxted | 4 |

How we will work

Alternative delivery models: Essex Libraries are currently delivered in-house, managed by ECC. There are alternative delivery models that some other authorities use, such as setting up a local authority trading company, transferring the whole service to a commercial company or charitable trust, or partnering in a joint venture. At this time ECC intends to keep the service in-house, albeit community and Tier 3 libraries will be run by a partner organisation.

We will continue to review options over the life of the strategy.

Engagement - we will review our communication channels and develop a communication and marketing approach that maximises digital communication and makes accurate and timely information about our services, activities and events available to customers to easily access in a self-service way.

We will market library services to attract new customers and improve the future sustainability of the service.

Logistics - we will review the current reservations system, management systems and logistics network to ensure the service is provided as efficiently as possible.

Resources

In the context of such significant budget pressure over the coming years, the council needs to do more than simply identify savings each year. It must reshape and reimagine services to make them streamlined, sustainable and fit for the future. We need to think very differently about how we operate, be more innovative, entrepreneurial and commercially minded.

Reducing the size of the library service estate will save on running and capital costs and free up resources to invest in improving other aspects of the service.

Withdrawing library services from tier 4 locations, where they are not required to provide a comprehensive library offer will save an estimated £974,000.

As plans develop we will seek capital investment to modernise library spaces.

We will explore additional sources of funding for our services including:

- Grants for specific projects such as the recent redevelopment of Chelmsford Children's Library funded by Chelmsford City Council through the Community Infrastructure Levy and Arts Council England
- Encouraging local fundraising to support local delivery of library services
- Generating income from hire of library space, chargeable events, sale of complementary products and by reviewing our current chargeable services
- Moving some services to lower cost digital delivery channels where appropriate.

What about the buildings?

This strategy is about the service, not the buildings. But we know that library buildings are often seen as valuable community assets and many people will be concerned about their future use. We will work in partnership to make the most efficient use of public buildings, whether owned by ECC, public bodies or community organisations. Most library services will be in shared spaces by 2024.

Once library locations have been placed in tiers, we will review running costs and the condition of library buildings in Tier 1 and 2 with a view to bringing all services up to a consistent, modern standard and finding the most effective ways to respond to local needs. This includes considering most appropriate location for the service.

In future, library services could be provided from a range of outlets, such as shared locations with other services, new spaces provided as part of housing or retail developments or co-located in community centres, shops, leisure centres or other locations.

We would expect community libraries would be run from premises owned or paid for by the community groups. Buildings that are no longer required by the library service will be incorporated into the council's property strategy.

Our eLibrary

We use the term eLibrary to cover a range of online services. Customers can currently browse the catalogue and reserve books online to collect at their local library. They can download ebooks, read newspapers and magazines, book events, volunteer or find out about the home library service or mobile library timetable.

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"I prefer using technology for learning because stuff in books are not updated, for example the recent resignation of the Home Secretary won't be in a book"

Children's focus group participant

Public engagement has highlighted a need to target and tailor our services to new generations of tech-savvy users. Younger users in particular use technology on a daily basis and want to be able to study and access services online.

To make this ambition a reality, we will review our processes and technology to make it easy to do as much as possible online: communicate with our employees, transact and pay for things we charge for, such as room bookings and some events (core services are all free).

This will include:

- Improving our management system to enable efficient operating processes and deliver a high quality customer experience
- Bringing e-content such as eBooks into the main library catalogue so that all resources can be searched and accessed in one place
- Exploring "smart library" technology to enable access to library buildings, materials and services outside of staffed opening hours (see highlight box below)
- Improving the range of payment options available to customers
- Updating our website
- Reviewing our electronic communication channels and 'online chat with a librarian' service
- Reviewing the content and availability of eBooks and eAudio Books
- Investing in our public computers and review print services
- Exploring the option of loaning eReaders to increase range of accessible materials and access to eBooks
- Exploring options for improving access to library services on mobile devices such as smart phones
- We will help customers to access eLibrary services by reviewing our help and guidance, which may include adding step by step video guides on the website e.g. downloading eBooks, searching the catalogue.

Smart libraries

Smart libraries can increase opening hours and use of library services by enabling customers to use their library card to enter the library outside staffed hours. It is similar to the secure ATM lobbies some banks have. People could browse, study, borrow and return books using self-service machines or even hire the library for meetings or activities. We will explore the potential this technology offers.

Opening hours and access

Opening hours are important to our customers: 62% of survey respondents said convenient opening hours were important to them. Alternative opening hours, for example, evening opening, would encourage 39% of respondents to use libraries more.

But this is one aspect of library services that is most difficult to get right. ECC cannot afford to provide more staffed opening hours but if we change opening hours to suit some users, they won't necessarily suit others.

Since we last reviewed opening hours in 2011, technology and lifestyles have changed, affecting what library users need and what they see as convenient.

Our aim is to create an overall pattern of library opening that will maximise access to libraries through a combination of:

- Staffed opening hours
- Smart library technology
- Community supported opening hours
- Improved eLibrary which people can access 24 hours a day.

By staffed we mean paid ECC employees and unpaid library volunteers. Some libraries are already opened outside the staffed hours by volunteers from other groups or organisations that share space with libraries. We will seek to encourage more of this.

We will draw on a wide evidence base, including usage data to develop a consistent approach to opening hours across the tiers and respond to changes in demand over time.

See the table on p27 for the opening hours we propose to offer at libraries in each tier, based on current evidence.

Our People

Employees

Our library employees are at the heart of our business. Research and engagement feedback shows they are hugely valued and trusted by our customers.

Essex Libraries is committed to ensuring that our employees have the skills and competencies they need to help deliver our future vision. Having well informed staff or volunteers was the 2nd highest priority for respondents (70%) to the countywide survey. This view was mirrored across both library users and non-users.

As the service evolves we will support employees to develop skills and be able to work in different ways, such as being out and about in the community more, collaborating with partners and keeping up to date with technology.

We will train and support our employees so they feel valued and can continue to deliver the brilliant service our customers appreciate. As the service changes, we will support employees to build on the expertise they already have to act with honesty, integrity and empathy, to help customers use library services easily and to resolve any issues they have.

We will recognise the good work of our employees to motivate them to continuously improve the service. To deliver a modern, fit for purpose library service, we will prioritise ensuring our employees develop the following skills:

- Excellent customer service
- Deep local knowledge to enable effective signposting to services and activities
- Digital knowledge and expertise to support customers in accessing information and improving their skills
- Securing opportunities to generate income and external funding to enable us to improve our settings and service offer.

This approach will enable us to offer a consistent experience for our customers across library services.

Volunteers

Essex Libraries offers a wide variety of volunteering opportunities, including delivering the home library service, helping to run clubs and activities and supporting the annual Summer Reading Challenge.

In 2017-18, 1,200 residents, aged from 14 to 94, volunteered in our libraries. All of our volunteering opportunities are advertised online at volunteerssex.org/news/library-volunteers.^{xii}

Volunteers play a vital role in supporting and enhancing our library service and will continue to do so in the future. It is important to Essex Libraries that our volunteers complement the work delivered by our paid employees and work alongside them, enabling us to develop and improve the experience of our customers whilst helping to meet our budgetary challenges.

We aim to ensure our volunteers feel valued and get something worthwhile from the time they give us. In order to do this, we will work closely with Volunteer Essex to ensure their interests and skills are well matched to our opportunities and that they are fully trained and properly supported by our paid employees and fellow volunteers.

We will also take every opportunity to recognise and celebrate the contribution they make to the library service and our customers.

Our volunteers will also be supported to ensure that our customers experience a consistent level of service wherever they access our services.

Customers

Our customers are diverse, of all ages, backgrounds and abilities. We will continue to provide our services in a way that has regard to our duty under the Equalities Act 2010 to eliminate discrimination, advance equality of opportunity and foster good relations. An equalities impact assessment will inform the implementation of this strategy. This includes having a range of stock that reflects and celebrates our diverse community in Essex, and promotes good relations across all equality areas including race, disability, gender, religion and sexual orientation, making library spaces and services accessible to people with disabilities, having transgender-friendly membership and providing a home library service for people who can't get to the library owing to age, disability or caring responsibilities.

We will continue to seek feedback and use insight about customer preferences to update our stock and services over time.



Community involvement

Essex Libraries are intrinsically connected to our communities. We have an active membership of over 241,000 residents and work closely with community groups and partner organisations across the county.

We see our libraries as supporters of community life and part of the cultural infrastructure of Essex. Our libraries act as community hubs; places where people socialise, volunteer, access vital community services through partners and exchange information and ideas. We will provide vibrant, accessible spaces to enable communities to prosper.

Public engagement shows there is an appetite among residents and groups to be more involved with libraries. One in four survey respondents would consider volunteering in libraries while eight community-run libraries are now open and more interest in opening community libraries was shown at the public events. We will engage our communities to ensure that they can provide valuable input on aspects of the services including our approach to stock purchasing.

Community-run libraries

Eight community libraries currently exist in Essex. They are volunteer-run and owned and managed by local groups, not ECC. They do not form part of the statutory library provision of the county. Some have existed for many years, others are new. In 2017 alongside the mobile libraries review we supported some communities to set up community libraries in places that didn't already have one.

Current community-run libraries are based in: Beaumont-cum-Moze, Chrishall, Finchingfield, Great Bromley, Jaywick Library Access Point, Lamarsh, Ramsey and Steeple Bumpstead.

We want to hear from groups interested in setting up community-run libraries in tier 3 locations, where no library is needed in order to have a comprehensive and efficient network, but where ECC could support the provision of library services run by a community or other partner organisation with ECC support.

We will look to identify and reach agreement with partners within six months of Cabinet approval of the strategy. If no suitable offer for a location is received and accepted within six months we intend to re-consult on the future of that library.

This period may be extended to up to 12 months if proposals have been received but not agreed - or if we believe that deliverable proposals are likely to be forthcoming during that period.

We are also interested in hearing from organisations interested in partnering with ECC to run services in tier 2, where there is a need for a library service and will consider viable offers from community groups in tier 4 locations.

We hope community organisations will take the opportunity for people who live and work in the community and who best understand the unique needs of their community to run services in ways that fit local needs.

Many community-run libraries now operate successfully across the country. The government's Libraries Taskforce describes two emerging models: "a community managed library which is delivered by the community, rarely has paid staff, but often has some form of ongoing local authority support and may be part of the public library network. Or, a community supported library, which is led and funded by the local authority, has paid professional staff and is supported by volunteers."



What does good look like?

We will consider this strategy to have achieved our ambition for libraries if:

- Overall use of library services, whether online or in person, increases
- Smart technology and working in partnership to maximise opening hours means people can access libraries at times that suit them
- We have made the service financially sustainable
- Customers understand the core library offer and make good use of it, as measured by customer surveys and user insight
- Customers receive consistently good service across all library services, as measured by reported satisfaction rates in regular CIPFA surveys

- We know what our customers need and target books and materials to meet those needs
- The service is economic, efficient and effective
- Libraries are continuing to help create great places to grow up, live and work and to help people get the best start and age well
- We regularly monitor how the service is meeting needs and have accurate information to enable us to measure the impact and outcomes
- Income from activities helps reduce costs or enhance the service we provide
- The service is reaching new communities and bringing in new customers

- Libraries help people to help themselves and live full and independent lives
- We have reduced costs and increase effectiveness through co-location with community based services such as Job Centres, Citizens Advice Bureau, Post Offices, other voluntary and community groups.



Glossary

CIPFA

The Chartered Institute of Public Finance and Accountancy; collates bi-annual survey data from library users across England and Wales; analyses data from library authorities and provides benchmarking information for library authorities.

Digital access

Ability to see and use library services and information online; within a library: access to public network computers and help or advice to learn digital skills.

eBooks

Books available in digital format online.

eLibrary

Essex Libraries' online offer; includes the website, online catalogue, eBooks and eMagazines to download.

Online services

Another term for eLibrary. Also refers to being able to access other websites and services.

PN

Free-to use public network computers, available in libraries across the county, connected to the internet.

Smart library

Technology that enables card holders to swipe in to gain secure access to libraries outside staffed opening hours; connects membership, security, power and lighting systems so they can operate without employees present.

Appendices

These appendices are published as supporting documents to the draft strategy. They are available online at essex.gov.uk/libraries-consultation or ask to see them at your local library.

Essex Library Services Needs Assessment 2018

Your Community, Libraries and You, public engagement summary report

Equality Impact Assessment

ⁱ Source: CIPFA Library Statistics 2016-17

ⁱⁱ Source: Department for Culture, Media and Sport, Libraries Deliver, 2016

ⁱⁱⁱ Source: Appendix 2 - Essex Library Services Needs Assessment 2018

^{iv} Source: <https://www2.deloitte.com/uk/en/pages/technology-media-and-telecommunications/articles/mobile-consumer-survey.html>

^v Source: Headline statistics from Sub-National Population Projections 2014, Essex Insight www.essexinsight.org.uk/Resource.aspx?GroupID=40&ResourceID=1314

^{vi} *Social Isolation in Essex*, ECC Strategic Planning & Commissioning, 2013; *Social Isolation & Loneliness: Literature & best practice review, research and recommendations*, ECC Organisational Intelligence; *Social Isolation of Pregnant Mothers and Families with Young Children*, ECC Organisational Intelligence, July 2016

^{vii} ECC Organisation Strategy 2017-2021

^{viii} CFO Insights, per capita spend of 27 county library authorities 2016-17

^{ix} CIPFA benchmarking data 2016/17

^x Source: www.librariesconnected.org.uk

^{xi} *Social Isolation in Essex*, ECC Strategic Planning & Commissioning, 2013; *Social Isolation & Loneliness: Literature & best practice review, research and recommendations*, ECC Organisational Intelligence; *Social Isolation of Pregnant Mothers and Families with Young Children*, ECC Organisational Intelligence, July 2016

^{xii} www.volunteersex.org/news/library-volunteers

This information is issued by:
Essex County Council
Essex Libraries Service

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The information contained in this document can be translated, and/or made available in alternative formats, on request. It is also available in large print and Easy Read.

Published November 2018.



APPENDIX B

Libraries strategy consultation 2018

Section 1 - About your use of Essex Library Services

If organisation, please name

Q1b. If you are responding on behalf of an organisation, please select what organisation type:

- Town or parish council
 District or borough council
 Other public body
 Community group
 Registered charity
 Other, please specify

Q2. Which district(s), borough(s) or city does your organisation cover? Please select all that apply

- Basildon
 Braintree
 Brentwood
 Castle Point
 Chelmsford
 Colchester
 Epping Forest
 Harlow
 Maldon
 Rochford
 Tendring
 Uttlesford
 We support people outside the boundary of Essex County Council
 We support people who live in Southend
 We support people who live in Thurrock
 We support people who live in Suffolk
 We support people who live in Hertfordshire
 We support people who live in Redbridge

Q3. Has your organisations visited an Essex Library within the last 12 months?

- Yes
 No

Please provide the name of up to three Essex libraries or services your organisations use the most frequently:

List of libraries
 Choice of Library 1

Choice of Library 2

Choice of Library 3

Q4. Has your organisations used a Essex Library Card, eg. to borrow a book or access wi-fi, in the last 12 months?

- Yes
- No

There are no question 5 and 6 for the survey relating to organisations





Libraries strategy consultation 2018

Section 2 – Strategy Proposals

Section 2 - Strategy Proposals

We are asking for your views on our draft strategy for Essex Library Services over the next five years, from 2019 to 2024.

The draft strategy sets out our approach to provide a service that is modern, focused and fit for the way we live now and in future, recognising changes in the way people use library services and the financial constraints Essex County Council faces.

Demand for library services in Essex has fallen in the last five years, in line with national trends. Society has changed: libraries are not used by most Essex residents:

- fewer than one in five are active library users
- Loans of books and other materials are down 43%, and library computer use is down by 22%
- Technology has transformed how people get information, books and entertainment

The financial outlook for all local government is challenging and as a public body it is important we spend taxpayers' money wisely. Demand for some services is increasing and becoming more complex. Government funding is reducing. By 2021 the county council will need to identify £186 million a year of savings or income generation. Essex County Council has 74 libraries, the second-highest number of libraries in the UK and spends 28% more per resident on libraries than the average among English county authorities.

Our Vision and Ambition

In March 2018 we asked Essex residents what they liked about the service and what they needed from it. The purpose of this was to inform this draft strategy and our ambitions.

Our vision is for a 21st century library service that is inclusive and vibrant, and enables all users to learn, engage and remain connected to their communities.

Over the life of this strategy we have set five key ambitions

- Have books and reading at the heart of our library service offer
- Have a class-leading eLibrary and embrace digital technology
- Have a smaller number of libraries more effectively focused on meeting the needs of communities
- Work in partnership with our communities to run and improve library services
- Offer a consistently good customer experience.

Q7. To what extent do you agree or disagree that our five ambitions (above) are the right place on which to focus our limited resources?

- Strongly Agree
- Agree
- Neither agree nor disagree

- Disagree
 Strongly Disagree
 Don't feel able to say

Space is available at the end of the survey for you to make comments or suggestions on any question.

Ways to access library services

We propose that Essex library services be delivered, according to need for them, through a range of physical and online services:

- Enhanced eLibrary services to make it easier for customers to access library materials anywhere, anytime from their own devices
- A network of libraries across the county, run by Essex County Council alone or in partnership with other groups or organisations
- Outreach to bring some library services and activities out to communities according to need, such as running a children's story time in a village hall
- Mobile libraries, which currently serve 217 stops around the county but could see more stops added depending on need
- Home Library Service, where volunteers bring books and other loan items to people in their own homes.
- Friends and family membership, where friends or family members can collect and return books and other items for you

A needs-based approach

With falling demand and limited resources, Essex County Council cannot continue to support the 74 libraries it currently runs. In future we propose to provide library services around the county based on evidence of need for them.

We propose using five criteria to assess need for each current library.

Each library will be scored, with higher weighting given to location, usage and population.

The five criteria are listed below, with the weighting for each in brackets:

Location: Proximity to other libraries. Libraries clustered within a two mile walk of each other will be ranked at lower need **(30%)**.

Usage: the number of active users (members who have used their library card in the last year) the library has **(25%)**

Population: The number of libraries per head of population in each district. Based on current figures, not projected growth. Districts with more people per library ranked higher for need **(25%)**

Deprivation: The deprivation level of the lower-layer super output area (LSOA) the library's postcode is in, as identified in the Index of Multiple Deprivation (IMD) **(15%)**

Social isolation: Prevalence in the district of new parents (measured by fertility rates) and % of residents over 65 as indicators of higher risk of social isolation) **(5%)**.

More information about these can be found in the [strategy](#)

Q8. To what extent do you agree with the evaluation criteria we propose to use to assess need?

- Strongly Agree
 Agree
 Neither agree or disagree

- Disagree
 Strongly Disagree
 Don't feel able to say

Q9. Are there any other criteria you think we should use to assess need?

Tendring District Council has the following comments on the evaluation criteria:-
 Usage - we do not consider that it is an accurate reflection of the use of libraries just to rely on where a library card has been used. Many people use the library for other reasons including research, social engagement and access to IT.
 Social Isolation - in many communities the library is a place where people can go

According to those identified needs, we propose placing libraries into tiers.

Tier 1: main or 'hub' libraries, in Chelmsford and at least one in each district or borough, managed by ECC as part of our statutory provision of a comprehensive network. These will normally be in a main town or other population and employment centre with good transport links and other facilities.

Fifteen libraries are proposed for tier 1. These are Basildon, Billericay, Braintree, Brentwood, Canvey Island, Chelmsford, Clacton, Colchester, Harlow, Loughton, Maldon, Rayleigh, Saffron Walden, Wickford, Witham.

Tier 2: Library services in areas where there is a need for them, managed by ECC as part of our statutory provision of a comprehensive network and delivered in partnership with the community or other partner.

Fifteen libraries are proposed for tier 2. These are Burnham, Chipping Ongar, Epping, Great Baddow, Great Dunmow, Greenstead, Halstead, Harwich, Laindon, North Melbourne, Old Harlow, Pitsea, Rochford, South Woodham Ferrers, Waltham Abbey.

Tier 3: Locations where no library service is needed in order to have a comprehensive and efficient network, but where ECC wishes to support the provision of library services run by a community or partner organisation with ECC support.

If no suitable offer for a location is received and accepted within six months of Cabinet approval of the strategy, we intend to re-consult on the future of that library. This six-month period may be extended to up to 12 months if proposals have been received but not agreed - or if we believe that deliverable proposals are likely to be forthcoming during that period.

Nineteen libraries are proposed for tier 3. These are Brightlingsea, Coggeshall, Earls Colne, Frinton, Great Parndon, Great Tarpots, Hadleigh, Hockley, Ingatestone, Manningtree, Shenfield, South Benfleet, Springfield, Stanway, Tiptree, Walton, West Clacton, West Mersea, Wivenhoe.

Just under 90% of library users currently use one or more of the libraries in tiers 1-3.

The remaining libraries will be closed:

Tier 4: This fourth tier includes locations where a library service is not required as part of a comprehensive service. This is based on evidence of need in those areas compared to other areas, proximity to other libraries within a two mile walk and the spread of library services across the district and across the county. We propose to close these libraries but will consider proposals for community libraries in these locations.

Twenty five libraries are proposed for tier 4. These are listed in question 11 below.

Home library, friends and family membership and eLibrary services will be available to anybody in these areas who wants to use them. We will consider adding mobile library stops according to need.

If you want more information about the tiers before you answer the next question, please look at the strategy.

Q10. To what extent do you agree that our proposals provide a reasonable range of different ways for people to access library services according to their needs?

- Strongly Agree
 Agree
 Neither agree nor disagree
 Disagree
 Strongly Disagree
 Don't feel able to say

Space is available at the end of the survey for you to make comments or suggestions on any question.

Q11. Has your organisation used any of the following libraries in the last 12 months, or has someone used any of them on your behalf? (Please select all that apply)

- Broomfield
 Buckhurst Hill
 Chigwell
 Danbury
 Debden
 Fryerns
 Galleywood
 Great Wakering
 Hatfield Peverel
 Holland
 Hullbridge
 Kelvedon
 Mark Hall
 North Weald
 Prettygate
 Sible Hedingham
 Silver End
 Southminster
 Stansted
 Stock
 Thaxted
 Tye Green
 Vange
 Wickham Bishops
 Writtle

There are no question 12 and 13 for organisations.

Q14. To what extent do you agree with the proposal to invite community groups or other organisations to run 19 libraries in tier 3 locations, to maximise the number of libraries remaining?

- Strongly agree
 Agree
 Neither agree nor disagree
 Disagree
 Strongly disagree
 Don't feel able to say

Space is available at the end of the survey for you to make comments or suggestions on any question.

Q15. To what extent do you agree with the idea of some library services being available in places other than libraries?

For example children’s storytimes in village halls or community centres; or the ability to pick up library books from a local shop or leisure centre

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't feel able to say

Space is available at the end of the survey for you to make comments or suggestions on any question.





Libraries strategy consultation 2018

Section 2 - Strategy Proposals

Opening hours and smart libraries

We know that opening hours are important to our customers. 62% of people who responded to our countywide survey in March 2018 said that convenient opening hours were important to them. However, given the financial constraints, we cannot simply increase staffed opening hours.

Our aim is to create an overall pattern of library opening that will maximise access to libraries through a combination of:

- Staffed opening hours by Essex County Council library employees: we propose that tier 1 libraries are staffed for a minimum of 40 hours a week, Monday to Saturday; that tier 2 libraries are staffed for a minimum of 16 hours a week, up to a maximum of 32 hours
- Smart library technology which would allow members to use their 'smart' library card to enter a library space when it is not staffed, to borrow or return books using self-service machines, to study, or to use library space for groups and activities
- Community supported opening hours, where volunteers or other organisations would open libraries and offer services, extending the total amount of time libraries could be open for, including more evening opening
- Improved eLibrary services which people can access 24 hours a day to browse the catalogue, borrow books, magazines and audio online, download eBooks, eMagazines and eAudio, use online reference and training materials.

Opening hours for community run libraries in tier 3 would be set by the group or organisation running each community library.

Q16: Please rank these options for opening hours and access in the order you think we should prioritise them. Choose 1 for the most important, 6 for least important

| | 1 | 2 | 3 | 4 | 5 | 6 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Fully staffed library opening hours (this would mean libraries would be open for fewer hours over all) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| More volunteer and community supported opening (this would mean libraries would be open for more hours over all, so you could serve yourself or seek help from volunteers) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Self-service access using smart library technology (this would mean libraries would be open for more | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

hours over all, so you could serve yourself)

More evening opening (this could mean libraries would be open less in daytimes, unless volunteers or smart library tech were available to increase overall opening hours)

More weekend opening (this could mean libraries would be open less on weekdays, unless volunteers or smart library tech were available to increase overall opening hours)

Improved eLibrary so I can access library services any time I want

Space is available at the end of the survey for you to make comments or suggestions on any question.

Our eLibrary

Customers can already use many library services online and we are keen to explore how technology can improve and enhance our offer.

Q 17. Are you aware of or has your organisation used any of the following digital (online) services provided by Essex County Council ?

| | Used In a library | Used Outside a library | Not used, but aware of | Not used, and not aware of | Not used, but would like to use | Not interested |
|---|-----------------------|------------------------|------------------------|----------------------------|---------------------------------|-----------------------|
| Ask a question | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Book a computer in a library | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Catalogue search | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Download an eBook, eMagazine, eNewspaper or eAudio book | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Join the library | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Libraries website Livechat | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Online course | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Online payment for overdue item | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Renew a loaned item | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Report a problem | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Request an item | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Request or reset you library PIN | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Update your details

Use online reference resources e.g. Ancestry

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Libraries strategy consultation 2018

Section 2 - Strategy Proposals

Getting involved

We are proposing ways that individuals and organisations can get more involved to support and help deliver library services. This includes more volunteering opportunities in libraries, to support activities such as the Summer Reading Challenge and to help deliver library services to people who are unable to visit libraries, through the Home Library Services.

We would also like to hear from community groups or other organisations who are interested in partnering with us to support library services provided by Essex County Council or in running community libraries in locations where a library is not required as part of a comprehensive and efficient network but where one may be desirable. Groups and organisations interested in supporting libraries should complete question

Q 18. Would members of your organisation be interested in finding out any more about any of the volunteering roles, either on an occasional or regular basis?

- Baby and Toddler Rhymetime Volunteer
- Code Club Volunteer
- Computer Training Volunteer
- Computer Support Volunteer
- CreatorSpace Volunteer
- Customer Services Volunteer
- Home Library Service volunteer
- Library Activity Volunteer
- Library Ambassador (for 13 to 18 year olds)
- Mobile Library Support Volunteer
- Sensory Wall Volunteer
- Work Club Volunteer

Ideas and Suggestions

Q19. Would you like to add anything else about the Council's proposals that has not been covered above?

Please give us any other ideas you may have for improving the service or reducing the cost of the service.

(Please note that this comments box has a 3000 character limit)

In answer to question 14 it is felt that using volunteers is not always reliable and could result in libraries not being manned or not being open. There is also a loss of knowledge which experienced librarians have.

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Libraries Strategy Consultation 2018

Full text of responses to questions 9 and 19

Question 9

Tendring District Council has the following comments on the evaluation criteria:-

Usage - we do not consider that it is an accurate reflection of the use of libraries just to rely on where a library card has been used. Many people use the library for other reasons including research, social engagement and access to IT.

Social Isolation - in many communities the library is a place where people can go to engage with others. With loneliness as an ever growing issue, particularly, amongst the elderly population, Tendring Council feels it is counter intuitive to be considering closing libraries when these are often the places that are at the heart of communities.

Population - Tendring District Council is disappointed that no account has been taken of projected population. There is in Tendring, as in many other areas, an extensive range of house building taking place with a consequent growth in local population and we feel that this should be taken account of.

Question 19

In answer to question 14 it is felt that using volunteers is not always reliable and could result in libraries not being manned or not being open. There is also a loss of knowledge which experienced librarians have.

It is also felt that the strategy has been developed without the full assessment of responses to the consultation and that the thrust of the approach should be about how to keep libraries open rather than potential for closure

| | | | |
|-------------------------------|------------|-----------------------------|------------|
| Key Decision Required: | Yes | In the Forward Plan: | Yes |
|-------------------------------|------------|-----------------------------|------------|

CABINET

15 FEBRUARY 2019

REPORT OF THE PORTFOLIO HOLDER FOR FINANCE AND CORPORATE RESOURCES

A.4 FREEHOLD DISPOSAL OF FORMER ISOLATION HOSPITAL SITE, MAIN ROAD, DOVERCOURT

(Report prepared by Jennie Wilkinson)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek approval for the principle of the freehold disposal of the former Isolation Hospital Site, Main Road, Dovercourt.

EXECUTIVE SUMMARY

The site is the former Isolation Hospital Site, the front part of the site has been used as an unofficial car park the surface of which has deteriorated a lot over the last year. The rear of the site is largely overgrown and includes the foundations of the former Isolation Hospital under uneven ground.

A decision to declare this site surplus to requirements was originally made in October 2003 and various options have been explored over the years. Full and final bids were invited for this site and four offers were received. This report seeks agreement to proceed with the sale of the land to the highest bidder.

RECOMMENDATION(S)

That, subject to their decision in respect of the report in Part B of the Agenda, Cabinet authorises the freehold disposal of the land in principle.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Council has corporate priorities to make the most of its assets, support local regeneration and deliver a quality living environment.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

The freehold disposal will result in a capital receipt for the Council. Capital receipts can be invested in service delivery or in income generation. It will also provide a revenue saving on security, maintenance and repairs.

Risk

It is not considered there is any significant risk to the Council in proceeding with this

transaction.

LEGAL

Section 123(1) Local Government Act 1972 (1972 Act) indicates that, a local authority may dispose of land held by it in any way it wishes so long as (section 123 (2)) the land is disposed for a consideration not less than the best that can reasonably be obtained.

In coming to decisions in relation to management of assets, the Council must act in accordance with its statutory duties and responsibilities. Under case law following Section 120 of Local Government Act 1972, the Council is obliged to ensure that the management of its assets are for the benefit of the District.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of:

- Crime and Disorder
- Equality and Diversity
- Health Inequalities
- Area or Ward affected
- Consultation and Public Engagement

any significant issues are set out below:

An Equality Impact Assessment has been carried out.

Local Ward Members have been advised of this report.

It is considered that the development and habitation of the site will contribute to the neighbourhood security and act as a deterrent to anti-social behaviour; by eliminating a derelict and partially overgrown and unlit area.

Ward

Harwich East Central

PART 3 – SUPPORTING INFORMATION

BACKGROUND

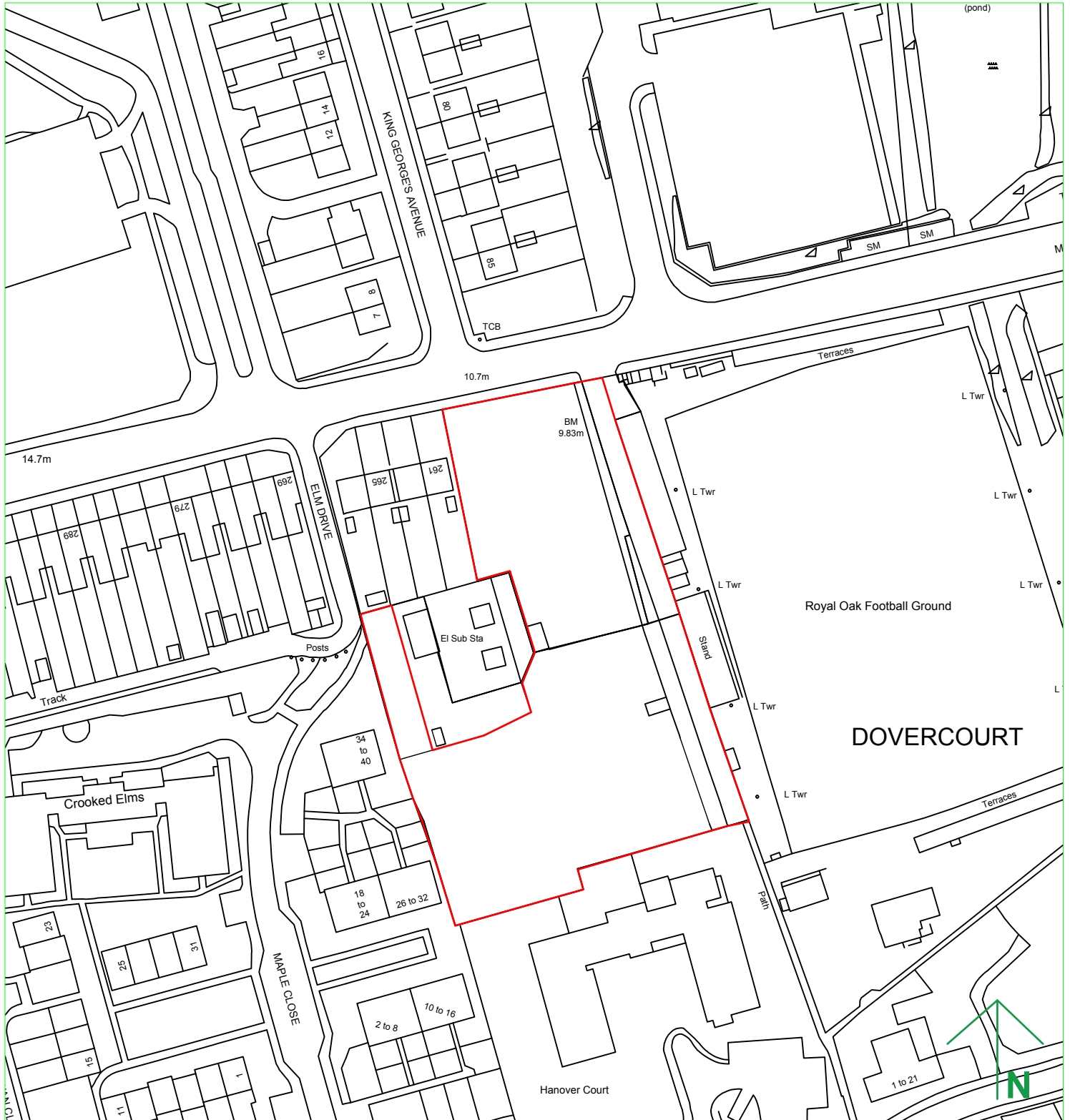
A decision was taken in October 2003 to declare this site surplus to requirements. Following investigation and exploring lots of different options for it over the years, it was decided to invite all interested and potentially interested parties to submit sealed bids with their financial offer for the land, together with details of their plans for it.

CURRENT POSITION

Following receipt of the bids and proposals, these were evaluated and details of this are included within the concurrent confidential report.

APPENDICES

Appendix A – Plan of the site



TENDRING DISTRICT COUNCIL

M. KNAPPETT
 BA(hons). DMS.
 CORPORATE DIRECTOR
 CORPORATE SERVICES

Title

Licence plan for Welfare site,
 Old Isolation Hospital

Date: 11 December 2018
 Page 83

Scale: 1:1250

Drawn By: J Wilkinson

Drawing No. & Revision
 1 B

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| | | | |
|-------------------------------|-----------|-----------------------------|-----------|
| Key Decision Required: | No | In the Forward Plan: | No |
|-------------------------------|-----------|-----------------------------|-----------|

CABINET

15 FEBRUARY 2019

REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER

A.5 PERFORMANCE REPORT OCTOBER – DECEMBER 2018 (QUARTER 3)

(Report prepared by Anastasia Simpson & Katie Wilkins)

PART 1 – KEY INFORMATION

| |
|--|
| PURPOSE OF THE REPORT |
| To present the Performance Reports (2018/19) for the period October – December 2018 (Quarter 3). |
| EXECUTIVE SUMMARY |
| <p>The Performance Reports (<i>Resources & Services & Community Leadership</i>) set out the detailed actions and targets for the delivery of the Council’s priorities throughout the year.</p> <p>Current Performance</p> <p>The Performance Reports include both the Corporate Plan and Priorities and Projects 2018/19.</p> <p>Of the 18 indicators and projects where performance is measured, the third quarter’s position demonstrates that 14 (78%) are on, or above, their expected target and 4 (22%) are not currently in line with the expected performance. The indicators and projects highlighted in the Community Leadership report are deemed ‘non measurable’ as Tendring’s role is that of influence only.</p> <p>The respective report/s will be presented to the Community Leadership Committee: 25th February 2019 and Resources and Services Committee: 11th February 2019.</p> |
| TRANSFORMING TENDRING |
| <p>Physical work, on the office elements, on the ground floor and first floor are complete and full operation of the building, including new RBS/housing reception, began on 10 December 18. Work on the staircase will be completed out of hours. Redecoration and carpeting on the second floor accommodation will be carried out in January 2019.</p> <p>A letter of intent has been issued to Gipping Construction for the Barnes House extension and link elements and CDM and contract arrangements are being progressed. The team hopes to begin construction in January 2019.</p> <p>Good progress on scanning and archiving old paperwork is being achieved. Capacity issues within the IDOX system have been resolved and a new software upgrade installed to improve stability. Additional guidance on retention policies has been issued. Additional software to optimise efficiency in the issue of outgoing post will be functional in January 2019.</p> <p>Listed Building Consent for work at the Town Hall has been granted. Building regulations application is being considered. Part of the building is now vacated in preparation for the anticipated commencement of work in Jan 2019, subject to building regulation approval and release of resources from Northbourne Depot.</p> <p>Redesigning of the IT Network is underway. Training of the new Firmsteps Interface and resolution</p> |

of some teething issues is progressing well.

Work at Northbourne Depot is progressing. First fixing of services is complete and the team is working towards a completion in Jan 2019.

New online training facilities have been created by the HR team and will be fully functional as soon as connectivity issues are resolved. Assessment packages for modern working methods are being developed and will be rolled out to service units during the course of the project.

RECOMMENDATION

That Cabinet considers the Performance Reports for the period October – December 2018 (Quarter 3).

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The reports show the high-level projects that are being undertaken to deliver key objectives for the Council. Each project shows details of the objective, how it is being delivered and an update on progress. Furthermore, milestones detail the timeframe that is being worked to, along with the added benefit of any slippage being highlighted.

The performance indicators show key areas of performance in detail, how each is progressing, along with charts and tables to present the ongoing position.

FINANCE, OTHER RESOURCES AND RISK

Resources

The priorities highlighted within the Performance Reports for the period October – December 2018 (Q3) can be delivered within the Council's existing budgets.

Risk

These priorities are all within the current TDC risk framework.

LEGAL

The actions proposed in this report are within the Council's legal powers.

OTHER IMPLICATIONS

None.

APPENDICES

Appendix A: Performance Report (Resources and Services) October – December 2018 (Q3).
Appendix B: Performance Report (Community Leadership) October – December 2018 (Q3).

PERFORMANCE REPORT

(RESOURCES AND SERVICES)

Q3 DECEMBER 2018

APPENDIX A



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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

| | Council and Community | | Health and Housing | | Employment and Enjoyment |
|---------|---|---|--|---|---|
| | Transforming the way we work Page 4, 5, 6, & 7 | ! | Holland Haven and Seafront Opportunities Page 9 | ✓ | Local Plan Page 14 |
| | Property Management Page 8 | ! | Jaywick Regeneration and Renaissance Page 10 | ! | Harwich and Dovercourt Public Realm Page 15 |
| Page 88 | | ✓ | Cliff Stabilisation (Protecting our Coastline) Page 11 & 12 | ✓ | Economic Development Delivery Page 16 |
| | | ✓ | Venetian Bridge Page 13 | ✓ | Maximising Tourism and Leisure Opportunities Page 17 & 18 |
| | | | | ✓ | Garden Community Page 19 |
| | | | | ! | Waste Recycling and Street Cleaning Contract Renewal Page 20 |

TARGETS

| | | | Miscellaneous Indicators |
|---|---|---|---|
| ↑ | Fly Tipping Page 21 | | |
| ↑ | Missed Bins Page 22 | - | Sickness and Authorised Covert Surveillance (Influencing) Page 24 |
| ↑ | Recycling Rate Page 22 | ✓ | Complaints Page 25 & 26 |
| ↑ | Handling of Planning Applications Page 23 | | |
| ↑ | 5 Year Housing Land Supply Approvals Page 23 | | |

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 | ! |

Corporate Plan 2016-2020

Our Council Our Community

What we will achieve:

- Deliver high quality affordable services
- Balance our budget
- Good governance
- Transform the way we work
- Make the most of our assets
- Engagement with the community
- Support the vulnerable
- Support rural communities
- Effective partnership working

Health and Housing

What we will achieve:

- Promote healthier lifestyles and wellbeing
- Support improved community health
- Deliver a quality living environment
- Local regeneration
- Council house building

Community Leadership

Employment and Enjoyment

What we will achieve:

- Support business growth
- Enable better job prospects
- Facilitate improved qualification and skills attainment
- First rate leisure facilities
- Attractive events programme

Our Vision

To put community leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others.

Our Values

- Councillors and staff uphold **personal integrity, honesty** and **respect** for others
- **Innovative, flexible, professional** staff **committed** to delivering excellence
- Recognising the **diversity** and **equality** of individuals
- Working **collaboratively**

Our Challenges

- Poor health
- Pockets of high unemployment
- Low economic activity
- Reducing budgets while delivering key services
- Poor infrastructure

Our Opportunities

- Clear vision for economic growth and prosperity
- Our coast
- Tourism, culture and sport
- Sea, road and rail connectivity

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

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



Office Accommodation

| Milestones | Current Position | To be Completed |
|--|--|--|
| Westleigh House site in use as car park. | Tenders for demolition work including demolition of adjoining redundant public convenience are being prepared. Tracing of services is completed. The reconnection of electricity to the multi-story car park is scheduled for 28 Jan 19. Demolition and improvement work will begin in Feb 19. | Nov 18 *Revised Dec 18 *Revised Feb 19 |
| Pier Avenue refurbishment complete. | The office areas and new reception became fully operational on 10 Dec 18. | Complete Dec 18 |
| Bates House extension complete. | Planning permission has been obtained and building regulation application has been made. Tenders were returned on 12 Oct 18. Contract is pending. The lowest tender accepted includes a longer contract period. A letter of intent has been issued and formalities are being progressed aiming for a construction period starting in Jan 19. | Apr 19 *Revised Jun 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. | All bulk users now have capability to print directly to the Print Hub. Officers will be sending out a short 'How To' and monitoring usage. | Complete May 18 |
| Close Pier Avenue reception and relocate to the Town Hall. | Running smoothly. | Complete May 18 |
| Review service needs and create a roadmap for the digitisation of processes with consultants. | Roadmap agreed. | Complete Jul 18 |
| Self serve portal online and first services available to Customers. | The Garden Waste service is currently being tested. It is still hoped to have this deployed to the public during Jan 19. | Oct 18 *Revised Nov 18 *Revised Jan 19 |
| Amalgamation of the contact centre/switchboard, building repairs/housing reception and the admin function within Environmental to create a Customer Service Team. | Staff relocated and working together as a Customer Service team. | Complete Dec 18 |
| Back scanning and secure disposal of existing documentation. | On target. | Jul 19 |

Transforming the way we work (Council and Community)

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“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 |
|--|---|---|
| <p>'Transformation' training programme to be drafted and agreed by Project Board. This will be based on training priorities identified by Managers and Officers.</p> <p>Manager training programme to be delivered across the organisation.</p> <p>Staff training programme to be delivered across organisation.</p> | <p>Remote Working Policy and Flexible Working Hours Scheme and Time Off In Lieu (TOIL) published on Ping! Dates re manager and staff training are really 'ongoing'.</p> <p>Training will continue as the project progresses and different training needs are identified.</p> <p>Training on-going as needs identified. Date changed in line with project timetable.</p> | <p>Complete Jan 19</p> <p>Ongoing</p> <p>Aug 19</p> |
| <p>'Transformation' Communications Plan to be agreed by Project Board to ensure effective communication with Public/Officers and Councillors.</p> | <p>Communication plan was presented to the Transformation Board on 21 May 18. Staff updates provided every 4-6 weeks, via a Transformation Bulletin.</p> | <p>Complete Jul 18</p> |
| <p>IIP Gold Accreditation Re-assessment.</p> | <p>Full assessment process completed. Awaiting IIP assessment report , due end of Jan 19.</p> | <p>Complete Dec 18</p> |
| <p>Equality Impact Assessments (EQIA) prepared across services.</p> <ul style="list-style-type: none"> - Revised policy agreed. - Training delivered. <p>Equality Impact Assessments prepared and kept under regular review across services.</p> | <p>Review of current practices is ongoing. Feedback from National Inclusion Standards has been provided.</p> <p>EQIA webinar completed providing training for all managers/supervisors (26 managers participating from different locations). Guidance and a new EQIA assessment form prepared and available on intranet.</p> | <p>Complete Sept 18 *Revised Nov 18</p> <p>Complete Dec 18</p> <p>Ongoing</p> |

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. | Tendring District Council achieved GDPR/ UK Data Protection Regulation 2018 compliance on 25 May 18 as required by legislation. There is work on-going to maintain/ monitor compliance standards through our Information Governance regime, which includes the implementation of a new case management and monitoring application (DataWise). The nomination of Service Information Governance Coordinators to cover data protection, freedom of information and environmental information requirements within each of the departments is underway and additional training will be provided to these officers. | Complete May 18 |
| Self-service portal procured and technical implementation complete. | Firmstep product recommended and purchased w/e 19 Jul 18. Product demonstrated to Senior Managers' Forum 26 Jul 18. Technical installation and training complete. | Complete Jul 18 |
| Events App developed | An Officer Decision was taken 28 Sep 18 to commission the Leisure and Tourism Smartphone App through Amido Ltd. Although the original development was due for completion on 24 Dec 18, a decision was made by the developers to increase the level of functionality ahead of handing the application over to the Council to prepare for implementation. This development is close to completion with the aim that the app will still go live in Jan 19 coinciding with Leisure's busiest promotional period. | Jul 18 *Revised Dec 18 *Revised Jan 19 |
| Town Hall & Pier/ Barnes network low level design (cabled & Wi-Fi) completed and implementation commenced. | Meraki WiFi now installed and working on the ground and first floors in Pier Avenue. The design principles are all agreed but the document remains dynamic as we deliver each element at each of our office locations NOTE: Our strategy is to deliver 80-90%+ IT services through WiFi technology to promote work flexibility and reduced paper reliance. Additionally Tendring are working with Thurrock Council (through the Essex Online Partnership) to design and pilot a partner-Essex-wide deployment of 'GovRoam' enabling partners to work seamlessly and securely at one another's locations. | Ongoing (each office area is being re-cabled with new WiFi installed as per Office Transformation plan). |

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 |
|--|---|--|
| Compliance achieved against Public Services Network (PSN) (audit renewal). | The Council has passed its annual National Cyber Security Centre (NCSC) Public Services Network (PSN) cyber security audit and been re-certified for 18/19. Some work remains on-going to complete our submitted remediation action plan by due dates. The IT team is routinely undertaking cyber security scanning tools using 'in house' skills. Work has commenced to programme resources for our 2019/2020 IT Health Check, remediation and NCSC submission. | Completed 24 Jul 18 Now scheduling resources for Jul 19 cycle. |
| Website integration with new customer portal completion. | Some changes are ready and awaiting the first Firmstep go-live. Work is also ongoing in test environment with user testing also ongoing. The re-design work has effectively become a re-iterative process which will remain ongoing as each facet of the Firmstep portal is being delivered. | On-going Testing commenced Nov 18 |
| Customer Portal integration with IDOX, Northgate and E Payment systems. | E-payments integration is completed and tested. The Northgate and IDOX integration works are currently being mapped out and tested. A new module for Northgate has been purchased by the relevant service which has stalled progress until IT can understand and identify any potential impact on this project. The project will recommence once these issues (if any) are known and addressed. A more definitive date will be provided in the next report. | Dec 18 *Revised TBC in next report |
| Cyber awareness training and security initiatives. | Members and officers have received cyber awareness training and ongoing with regular 'all staff/ member' education emails highlighting risks. Management Team were given the results of the October phishing test and a further test took place in December. Through our new network managed service contract with Intergence the Council has a range of new security monitoring tools including 'intelligent data flow monitoring' within our network (recommended National Cyber Security Centre 'best practice'). We are working with Intergence consultants to understand and adopt yet further Cyber Security protection tools available via the Microsoft Azure platform as we develop our Cloud migration plans. | On-going |
| Cloud migration programme planning complete & 40% of services migrated. | Migration programme approved. Migration and testing of first applications has commenced and is ongoing. Our first 'user' services migration will be Exchange, Outlook and Skype (emails and telephony) anticipated in Feb 19. | Apr 19 |

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Property Management (Council and Community)

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“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: This month’s progress comments are noted next to each individual milestone in the table below.

| Milestones | Current Position | To be Completed |
|---|--|---|
| Secure the construction and use of the new sports facilities at Eastcliff, Holland on Sea. | Completed. Building handed over to tenant on 18 May 18. Some external work remains to be completed as the pitch establishes during the growing season. Formal opening was held by the Club in Jul 18. | Complete 18 May 18 |
| Disposal initiative to identify £1m of further asset disposals. Page 95 | Planning permission in respect of a first site has been granted. A formal decision on disposal terms is proposed for Cabinet in Jan 19. A Long list of potential further properties completed, subject to formal decisions. Initiation reports in respect of an first tranche of three sites to be subject of formal decisions in January 2019. Further tranches are to be prepared for consideration in stages in order to balance forward workloads. | Jun 18 *Revised Jan 19 Complete Dec 18 Jan 19 |
| <i>Review stock take in the light of the Property Strategy:</i> • Issue updated list of properties to service units. • Provide “Asset Challenge” call for identification of properties no longer required by service units. | The latest version was made public on the TDC Website in Aug 18. Current stocktake and guidance were published internally using Ping! in Nov 18. The documents were presented and the Asset Challenge given at the Senior Manager’s Forum on 7 Nov 18. | Complete Complete Nov 18 Complete Nov 18 |
| Complete action plans for the disposal of poor quality sites at Main Road, Dovercourt and Station Yard, Walton. | Main Road site is currently on the market. An open tender process is under way, ending on 18 Jan 19. The Portfolio Holder has agreed to discontinue consideration of the freehold disposal Station Yard, Walton in the light of difficulties and increasing car park demand. | Nov 18 *Revised Jan 19 Discontinued |

Exception: Completion of the disposal of the Isolation Hospital site will be progressed after analysis of tenders and formal decision.

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: Draft Management Team Report Prepared.

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| Milestones | Current Position | To be Completed |
|--|--|--|
| Initial project scope (PID) developed and project team in place. | Preliminary investigative work completed, constraints map completed, draft Management Team Briefing prepared. | Jun 18 *Revised Oct 18 *Revised Mar 19 |
| Identify a longlist of potential projects and opportunities. | Draft project proposals in development drawing on recommendations of 2015 report, prepared by Planning Solutions, and new ideas to facilitate development. | Jun 18 *Revised Oct 18 *Revised Mar 19 |
| Projects developed to outline stage. | | Oct 18 *Revised Jan 19 |
| Place Plan completed for Cabinet consideration. | | Dec 18 *Revised Jan 19 |

Exception: The initial scoping of projects and related constraints mapping requires to be considered further in order to develop a viable set of projects for potential delivery. This has delayed further project development as the technical challenges with the site(s) are more complex than initially thought. A progress report will be prepared for March setting out options for next steps.

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: This month’s progress comments are noted next to each individual milestone in the table below.

| Milestones | Current Position | To be Completed |
|--|--|---|
| Commence development of one of the three identified preferred development sites and construct 10 houses. | Tenders are going to have to be reissued for piling and up to first floor construction for houses with return of end of Jan 19 as two tenderers have declined to submit tenders. Anticipated start date late Feb 19, early March but very weather dependent. | Aug 18 *Revised Oct 18 *Revised Feb 19 |
| Development vehicle/mechanism agreed. | Linked in with HAT project work, viability assessment, flood resilience and re-insurance work underway. | May 18 *Revised Sep 18 Currently on hold |
| Identify funding mechanisms. | As above. | On-going |
| Work with Jaywick Sands Renewal Advisory Panel (JSRAP) and Coastal Community Team (CCT) to develop project plan. | This is on hold pending the development of the prospectus - being produced in collaboration with a legal company national housing consultancy and Housing and Finance Institute (HFI) and needs to be considered in context of potential spatial plan pause. | Jul 18 Currently on hold |
| Develop local lettings and sales plans for first 10 units. | (On-going) New Policy/Strategy manager now in post. | Jul 18 *Revised March 19 |
| Place Plan and Infrastructure Assessment completed. | HAT has moved on to second phase with initial assumptions being tested – EA coastal team engaged and flood re-evaluating potential project initiation. Outline of scope explained to Jaywick sands Annual General Meeting. | Oct 18 Currently on hold |

Exception: Environment Agency (EA) are remodelling, new climate change data issued Nov 18, this is likely to take 6—9 months and so a decision will need to be made as to how delivery mechanisms are mapped going forward prior to modelling data being available, project may need to be paused until this work is

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: This month’s progress comments are noted next to each individual milestone in the table below.

| Milestones | Current Position | To be Completed |
|---------------------------------------|--|--|
| Tender period. | Updated tenders were received by 11 May 18. | Deadline 9 Apr 18 Complete *Revised 11 May 18 |
| Tender evaluation. | Tenders Evaluation has been carried out by the panel. The evaluation model is the ratio of price (60%) and quality (40%) and Jackson Hyder was identified as the preferred supplier. | Complete May 18 |
| Appointment of contractor. | Letter of intent sent to contractor on 4 Jun 18. Contractor was appointed 4 Jun 18. | Complete Jun 18 |
| Planning permission approval. | Natural England requested an extension of time to resound the Planning Application, as they are a statutory consultee the extension of time was given. Planning Permission was granted 28 Jun 18. | Complete Jun 18 |
| Start of contract. | Contract started on 4 Jun 18. | Complete Jun 18 |
| Translocation of reptiles. | Translocation completed, now in the monitoring stage. | Complete Jun 18 |
| Start of construction on site. | Construction work started on the 28 Aug 18, this allowed beach huts to be accessed and promenade to be open for the air show. The first site surveys have been completed including ground penetrating radar to check for voids, levels and a condition survey. All but four of the beach hut owners who are being effected by the scheme have booked an inspection of their beach hut before they are moved. Where the owners have not booked an appointment for inspection, TDC’s internal workforce will remove their locks and inspect the beach hut under the supervision of a member of TDC’s beach hut team. | Complete Aug 18 |
| Site set and relocation of beach huts | All the meetings with the beach hut owners have taken place and we ensured that the huts are empty and agreed the condition with the owners, the site fencing is currently being installed in stages to minimises the effect of the scheme on the Clacton Triathlon. | Complete Sep 18 |

Cliff Stabilisation (Protecting our Coastline)

Continued...

(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: This month’s progress comments are noted next to each individual milestone in the table below.

| Milestones | Current Position | To be Completed |
|--|---|---------------------------|
| Completion of priority area 1. | The Contractor has programmed to construct phase 1 and 2 together and they are both due for completion Jun 19. | Nov 18 *Revised Jun 19 |
| 1a King post wall and filter drains. | The king post wall is now installed and back filled with regrade works ongoing. The installation of the drainage has also begun on section 1a. | Apr 19 |
| 2 slope regrade and drainage. | The top part of the cliff has now been regraded to form the first part of the new disabled slope and the concrete base and retaining L blocks are currently being installed. Work continues digging out one of the return legs of the slope. | May 19 |
| 1b Sheet piled wall and filter drains. | All sheet piles have now been installed to full depth and the capping beam is currently being fixed and due to be completed in the next couple of weeks. All piling rigs have been off hired and the crane mats are being removed and due for removal from site week commencing 21 Jan 19. The old retaining wall is in the process of being removed and the spoil from the piling rig is being mucked away at the same time. | Jun 19 |

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: This month’s progress comments are noted next to each individual milestone in the table below.

| Milestones | Current Position | To be Completed |
|---|--|------------------------------|
| Undertake concrete and reinforcement stabilisation works to the bridge to prevent concrete spall and make bridge structurally safe. | All works including previously reported snagging works are now complete. | Complete 31 May 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: Examination in Public (EIP) Inspector’s request for further evidence in relation to the garden communities proposals and subsequent discussions between the North Essex Authorities (NEA’s) has delayed completion of the examination process for Section 1 of the Local Plan.

| Milestones | Current Position | To be Completed |
|--|---|--|
| Section 1 Examination Public Outcome (Joint plan with Braintree and Colchester). | Inspector’s report received Jun 18. Additional evidence is being gathered for submission to the inspector to enable completion of the examination of Section 1. | Report Received Jun 18 *Revised Autumn 19 |
| Section 2 Examination in Public (Tending sites specific). | Behind. | Oct 18 *Revised Spring 20 |
| Local Plan adopted. | Behind. | Mar 19 *Revised Winter 20/21 |

Exception: The Local Plan Committee on 29th January 2019 will consider a report detailing a revised timetable, or Local Development Scheme(LDS), for delivery of the Local Plan. Key milestones in the revised LDS include examination of Section 1 in Autumn 2019; examination of Section 2 in Spring 2020 and adoption of the Local Plan in Winter 2020/21.

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: Urban Initiatives Studio (UIS) have been appointed to refresh the Council's Dovercourt Masterplan (Dovercourt Rediscovered) and to bring forward development scenarios for the Starlings site and Milton Road Carpark. Consultants have completed their baseline analysis and have prepared costed design solutions for the two sites identified, this concludes Modules One and Two of the Four Module commission. UIS and the Client Team identified some additional and previously unspecified work, which needed to be undertaken to further inform this work. This work has now been completed. An engagement event was facilitated on 15 Oct 18 to seek views from members of the Cabinet, the Harwich and Dovercourt Coastal Community Team and The Tourism Group along with senior officers of the Council. The next phase of work will include the completion of the Dovercourt Masterplan and the preparation of detailed and costed development proposals for the Milton Road Carpark and the Starlings Block in line with Page 2 (Concept Design) of the RIBA Plan of Work. It is expected that this work will be concluded at the beginning of February 2019.

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| Milestones | Current Position | To be Completed |
|---------------------------------------|---|--|
| Detailed project proposals completed. | Consultants appointed. Development scenarios prepared and costed. Additional work commissioned to identify and cost a range of shorter term interventions as part of a wider programme of activity. It is expected that this work will be concluded at the beginning of Feb 19. | Jun 18 *Revised Nov 18 *Revised Jan/Feb 19 |
| Delivery plan agreed by Cabinet. | To be determined. This will be informed by the work of the Council's external professional team (Urban Initiatives Studio). | Jul 18 *Revised Nov 18 *Revised Jan/Feb 19 |
| Project site start. | Dependant on Above. | To be Determined |
| Project completion. | Dependant on Above. | Mar 20 |

Exception: The work is behind the original programme due to additional technical and design works undertaken by the consultant team which were required to test the viability of initial project opportunities. It is planned to report progress and project delivery options in March 2019.

Economic Development Delivery

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(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: Consultants (Black Radley Limited) have been appointed to prepare a Creative and Cultural Strategy for Tendring, focussed on business growth and job creation. Consultants have prepared a baseline assessment and have staged a range of consultation events to inform their work. Consultants have submitted their 4th draft strategy for the Client Team’s comments. The Council’s SME Growth Fund remains popular with business applicants. Cabinet approved in December 2018 to allocate additional funding to support the scheme.

| Milestones | Current Position | To be Completed |
|--|---|--|
| Complete and launch Creative Cultural Strategy. | A draft strategy has been completed and the Team is now working with project partners, Arts Council for England (ACE), to create a Delivery Plan for 2019-2021. This will be reported in July 2019. | Oct 18 *Revised Dec 18 *Revised Jul 19 |
| Support 10 businesses through the Small Medium Enterprise Growth Fund programme. | Programme extended by Cabinet in Apr 18. Work to update the scheme’s marketing collateral is now complete. Expressions of interest received from new applicants. Cabinet approval secured in Dec 18 to allocate additional funding to support the scheme. | Mar 19 |

Maximising Tourism and Leisure Opportunities

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“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

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: This month’s progress comments are noted next to each individual milestone in the table below.

| Milestones | Current Position | To be Completed |
|---|---|---|
| <p>Mayflower 400: Series of events and projects to build up to the celebrations in 2020, including:-</p> <ul style="list-style-type: none"> - 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 Nov18. - Work with partners to finalise the Harwich Mayflower Trail and a high quality physical tourism product by Mar 19. | <p>A Mayflower 400 report and accompanying action plan was approved by Cabinet on 14 Dec 18. Project Planning is now taking place to ensure the projects are all complete in time for the commemorations. The projects include: A Welcome/Heritage Centre for Mayflower 400; The installation of a Mayflower Trail around Historic Harwich; A programme of M400 Events and wider promotion of the commemorations. An announcement has already been made about the house of Captain Christopher Jones, which will be opened up to visitors during 2020. Discussions are taking place with potential funders and private sector organisations for additional finance for the project.</p> <p>The annual Illuminate Festival took place on 23 Nov 18. and was well received.</p> <p>There are now 10 Mayflower tours on sale in the US, with Harwich in the itinerary. There has been a total of £500k awarded to the national group from Central Government, which has been allocated to spend on promoting the trail in the US and for digital resources for visitors. A national programme launch took place in Dec 18 at the House of Commons. A key note speech on plans for the commemoration was delivered by the Minister for Tourism.</p> | <p>Complete</p> <p>May 18 *Revised Dec 18</p> <p>Complete</p> <p>Nov 18</p> <p>Mar 19</p> |
| <p>Tour de Tendring.</p> | <p>The Tour de Tendring (TDT) took place on 13 May 18 and the event ran smoothly. The peripheral entertainment was scaled back for this year, as it has not been a feature for participants in recent years. Approximately 780 cyclists took part in this year’s TDT, which is down on the previous year’s total of around 900. Historically, weather plays a key role in numbers and inclement weather in the early part of the day, was considered to have been a key factor in this.</p> | <p>Complete</p> <p>May 18</p> |
| <p>Beside the Seaside.</p> | <p>The Harwich Festival Team have once again led on the Beside the Seaside Events. The Clacton event was held on 22 Jul 18, with large crowds present, perfect weather and excellent feedback. This year there was a greater focus on trade stands to add value to the event. The live music programme, which is a key feature was exceptionally well received. The event at Dovercourt Bay took place in Aug 18 and was very well received. Although the weather was overcast, good numbers attended. Following on from feedback, additional porta-loos were provided and additional food stands. The Council worked with the Frinton Beach Hut Association and other community groups for a further event which took place in Frinton on 26 Jul 18, under the Beside the Seaside banner. This was attended by approximately 2,000 people and was deemed very successful. The debrief took place in Oct 18 and learning points are now being discussed with a view to planning events in 2019.</p> | <p>Complete</p> <p>Jul 18 & Aug 18</p> <p>Complete</p> <p>Debrief: Oct 18</p> |

Maximising Tourism and Leisure Opportunities

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Continued...

(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: This month’s progress comments are noted next to each individual milestone in the table below.

| Milestones | Current Position | To be Completed |
|--|---|--|
| Page 105 Clacton Airshow, with a theme relating to the 100 th anniversary of the end of WW1. | The 2018 Clacton Airshow was a huge success, with an estimated 250,000 visitors attending over the two days. The evening flying programme on the first day was twice the duration of previous years and tens of thousands of people stayed behind to watch. In the 100th anniversary of the end of the First World War, the Great War Display Team were a welcome addition and added an element of poignancy which was very well received. The multi-agency partnerships worked very efficiently and communications were considered a real positive outcome. The official debrief took place in Oct 18, which allowed partners to scrutinise the event and decide on learning points for future years. A presentation on the event will be made at an All Member Briefing—date to be confirmed. The formal bids have been submitted for the 2019 display and the Red Arrows have announced that they will be locating to North America during next year’s display season, so will not be available for the Clacton Airshow. Work has commenced to establish which flights could take place instead. | Complete Aug 18 Complete Debrief—Oct 18 |
| District Wide Tourism Strategy. | The Tourism Strategy is largely complete in draft form and was presented to the Resources and Services Committee in Nov 18, prior to a consultation exercise being undertaken. It is anticipated that the final strategy will be adopted by Cabinet in the spring after a wider consultation process has been undertaken. | Complete R&S Committee Nov 18 Cabinet Feb 19 |
| 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. | Pantomime—Over 100 positive customer reviews on Trip Advisor and other social media platforms. Gross box office income; 2017 £137,021.00 2018 £138,496.50 Customers 2017 12898 Customers 2018 12636 Now preparing to seek new pantomime suppliers for the next three years to ensure best value and quality. | Complete PA work Complete Panto Dec 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: This month’s progress comments are noted next to each individual milestone in the table below.

| Milestones | Current Position | To be Completed |
|---|---|-------------------------------------|
| Council approval of North Essex Garden Communities Ltd Business Plan. | NEGC Business Plan 2018-19 was agreed by Cabinet in Dec 18. | Jun 18 Complete Dec 18 |
| Work with partners to develop a detailed proposal for A120 / A133 Link Road for submission to Government. | A Stage 2 Housing Infrastructure Fund (HIF) funding bid is being developed, led by ECC in partnership with TDC and NEGC Ltd. This seeks funding for the proposed link road and a rapid transit initiatives. The bid is on programme to submit to Government by 31 Mar 19. | Nov 18 submission Mar 19 |
| Work with partners to develop a proposition and mandate for a North Essex Garden Communities Development Corporation. | Dialogue and engagement between LA partners, NEGC Ltd and Government is ongoing. LA partners are working through a range of related issues in order to inform a draft proposition for future consideration of Members. | Dec 18 *Revised TBC |
| Land Negotiations. | On-going. | On-going |
| Continue to engage with communities as part of the on-going process for the preparation of Development Plans. | Work on development plan documents for the garden communities will be programmed to follow gathering further evidence about the garden communities proposals in Section 1 of the Local Plan that has been requested by the Examination in Public Inspector. | On-going |

Exception: The behind target position is largely down to the ongoing consideration of options from which to progress the local plan. The HIF funding bid to support delivery of the A133 link road will be submitted by ECC in March 2019 in line with the revised Government timetable for bids.

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: This month’s progress comments are noted next to each individual milestone in the table below.

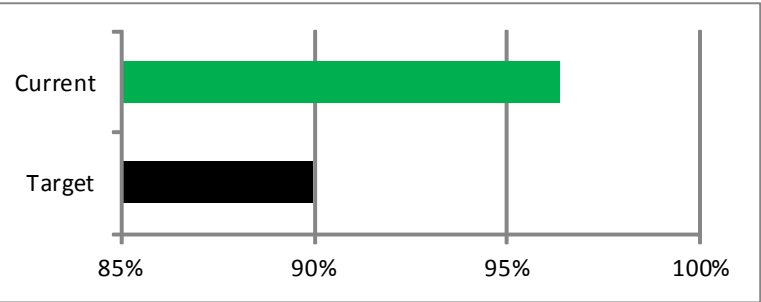
| Milestones | Current Position | To be Completed |
|---|---|----------------------------|
| Extension and variation documents to be confirmed by TDC and agreed by Veolia. | Documents confirmed and agreed by TDC and Veolia. | Meeting Complete Oct 18 |
| Completed negotiations and contract signed. | Current street sweeping and Waste and Recycling contract with Veolia for signing. | Dec 18 *Revised Jan 19 |
| Procurement of wheeled bins for roll out (dependent upon agreement of extension of contract). | Third meeting to be held with all parties on 6 Feb 19. Following negotiations delivery now back to start of June with a roll out of the new service of 10 weeks duration to be completed before the Air Show. | Jul 19 |

Exception: The terms and conditions for the extension and variation to the Street Cleaning collection contract was agreed with Veolia before its expiry on 31st December 2018, the documentation simply requires execution by the parties. However, the extension and variation to the Waste Collection Contract still requires some minor amendments to the Specification Schedule to be agreed with Veolia and Operational Services, these are currently being negotiated and the parties are working to the 31st January 2019 as the deadline, being the date of expiry for the existing term. Upon final agreement of all the documentation, the Deeds of Variation and supporting documents for both contracts will be executed by the parties.

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 removed by specialist contractors.

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 | 125 | 117 | 106 | 101 | 103 | 89 | 110 | 69 | 56 | | | |
| No. r'mvd <72hrs | 116 | 111 | 101 | 99 | 101 | 87 | 107 | 65 | 54 | | | |
| Performance (%) | 92.8% | 94.8% | 95.2% | 98.0% | 98.0% | 97.7% | 97.3% | 94.2% | 96.4% | | | |

For December the number of reported fly tipping incidents was 56. Whilst this number is low, it only covers the period of 1st December up to Christmas.

TARGETS

Missed Bin Collection

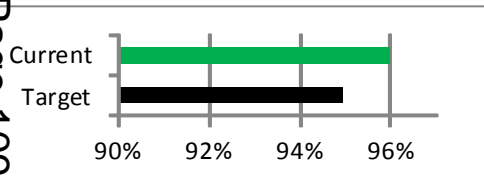
(Health and Housing)

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

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 109



| 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 | 97% | 98% | 96% | 96% | 97% | 96% | 96% | 96% | 96% | | | |

Total of 145 missed collections ; 6 collected outside of 24 hours. 25 missed red boxes (1>24hrs), 24 green boxes (1>24hrs), 24 waste food (1>24hrs) and 71 refuse (3 > 24hrs).

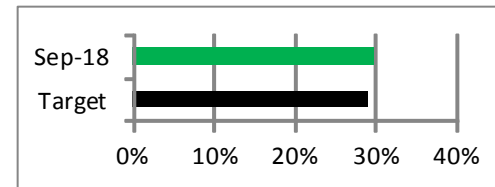
Recycling Rate

(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.

Subject to 1 month delay.

Monthly Performance Data



| Month | F | 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% | 29.0% |
| Performance | 25.6% 5% | 23.3% 6% | 29.6% % | 30.5% % | 30.4% % | 26.6% 0% | 27.3% 1% | 29.8% 6% | 28.7% % | No Data | No Data | | | |

Tonnage data processed and verified by ECC. Still awaiting confirmation for November 18 data.

Handling of Planning Applications

(Health and Housing)

| | | | |
|---|--------|-------------------------------------|--------|
| Handling of Planning Applications : Speed | | | |
| To ensure that the following types of planning application are processed during the assessment period as follows: | | | |
| 2019 Assessment Period (01.10.16 - 30.09.18) | | | |
| Major 50% within 13 weeks | | Non-Major 65% within 8 weeks | |
| Major | 74.25% | Non-Major | 90.94% |
| 2020 Assessment Period (01.10.17 - 30.09.19) | | | |
| Major 60% within 13 weeks | | Non-Major 70% within 8 weeks | |
| Major | 78.64% | Non-Major | 90.63% |
| Handling of Planning Applications : Quality | | | |
| Decisions Overturned On Appeal. | | | |
| 2020 Assessment Period (01.04.17 - 31.03.19) | | | |
| Major <10% | | Non-Major <10% | |
| Major | 2.85% | Non-Major | 1.59% |

5 YEAR HOUSING SUPPLY

The Council can demonstrate a 5.66 year supply of deliverable housing land based on an Objectively Assessed Need (OAN) of 550 dwellings per annum.

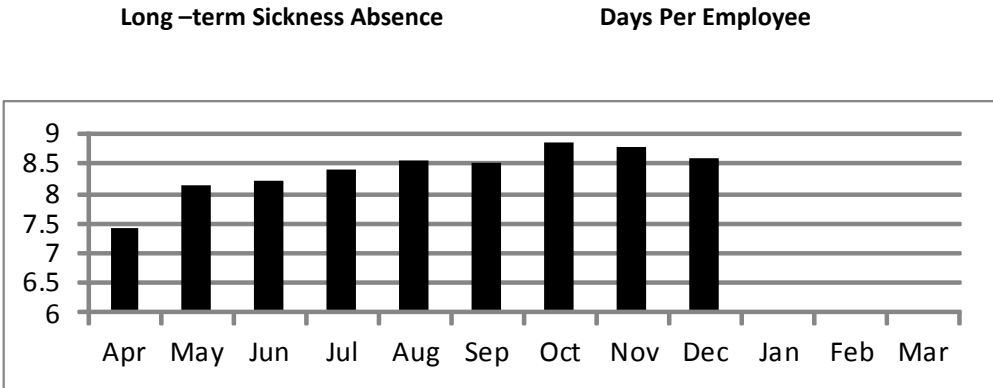
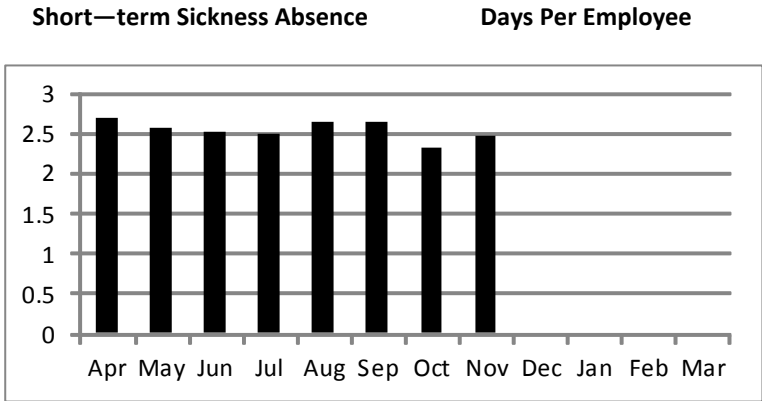
Note : This figure is updated monthly but some information that contributes to the calculation is only available periodically and so the figure may not be wholly accurate.

Exception: The Handling of Planning Applications is measured in line with the Government’s Planning Performance Framework.

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 | 2.69 | 7.39 |
| May | 2.56 | 8.11 |
| Jun | 2.51 | 8.20 |
| Jul | 2.49 | 8.39 |
| Aug | 2.64 | 8.55 |
| Sep | 2.64 | 8.51 |
| Oct | 2.33 | 8.84 |
| Nov | 2.48 | 8.75 |
| Dec | 2.43 | 8.59 |
| 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.

Exception: To put the long term absence figure into context, in terms of the permanent staffing establishment, 1.7% of the workforce are currently absent long term which is a decrease of 0.2% since the last reporting period.

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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Covert Human Intelligence Source | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | |

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
Page 112

| | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR |
|--------|------|------|------|------|------|------|------|------|------|-----|-----|-----|
| No. | 8 | 2 | 6 | 11 | 7 | 11 | 18 | 2 | 9 | | | |
| % Time | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | | | |

Stage 2
Complaints
Performance

| | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR |
|--------|------|------|------|------|------|------|------|------|------|-----|-----|-----|
| No. | 0 | 0 | 0 | 0 | 0 | 1 | 4 | 3 | 1 | | | |
| % Time | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | | | |

Notes: For December 18, it has been reported that there was 1 Stage 2 complaints for Planning. There were no ombudsman complaints for December 18.

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.

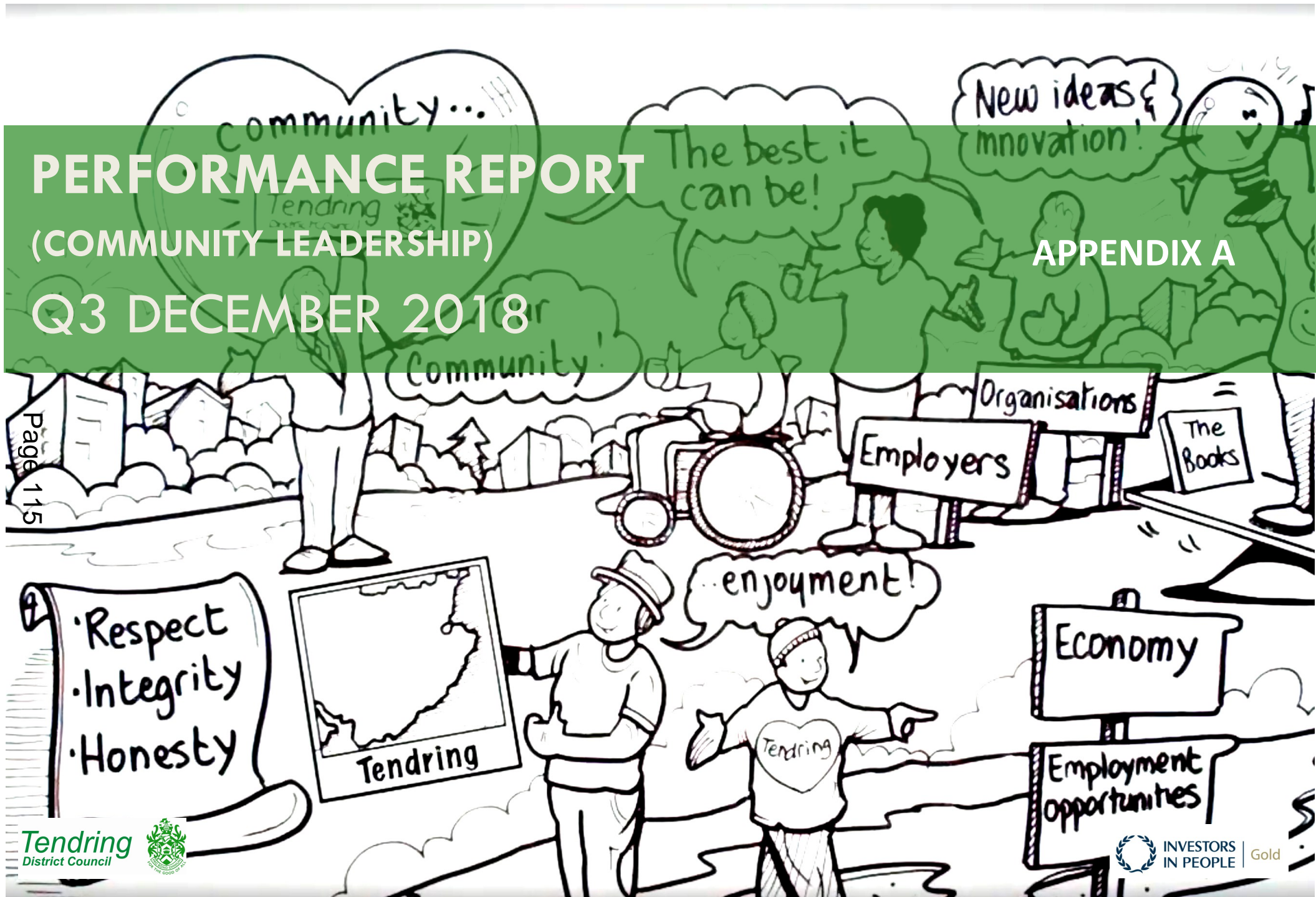
Complaints Summary October 18 to December 18.

| Q3 October 18 - December 18 | Stage 1 | Stage 2 | Ombudsman |
|--------------------------------|-----------|----------|-----------|
| Governance & Legal | | | |
| Finance, Revenues & Benefits | 1 | | |
| Property | | | |
| People, Performance & Projects | | | |
| IT and Corporate Resilience | | | |
| Public Realm | 1 | | |
| Customer and Commercial | 4 | | |
| Sport & Leisure | 1 | | |
| Housing & Environmental | 3 | 1 | |
| Building and Engineering | 8 | | |
| Planning & Regeneration | 11 | 7 | |
| Leadership Support & Community | | | |
| Total | 29 | 8 | 0 |

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PERFORMANCE REPORT (COMMUNITY LEADERSHIP) Q3 DECEMBER 2018

APPENDIX A



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:-

| | | | | | |
|----------|---|--|--|--|--------------------------------------|
| | Council and Community | | Health and Housing | | Employment and Enjoyment |
| | <u>Education</u> Page 4 & 5 | | <u>Housing Strategy</u> Page 10 | | <u>Improved Broadband</u> Page 12 |
| | <u>Community Safety</u> Page 6, 7, & 8 | | <u>Health and Wellbeing</u> Page 11 | | |
| Page 116 | <u>Manningtree Infrastructure</u> Page 9 | | | | |

Corporate Plan 2016-2020

Our Council Our Community

What we will achieve:

- Deliver high quality affordable services
- Balance our budget
- Good governance
- Transform the way we work
- Make the most of our assets
- Engagement with the community
- Support the vulnerable
- Support rural communities
- Effective partnership working

Health and Housing

What we will achieve:

- Promote healthier lifestyles and wellbeing
- Support improved community health
- Deliver a quality living environment
- Local regeneration
- Council house building

Community Leadership

Employment and Enjoyment

What we will achieve:

- Support business growth
- Enable better job prospects
- Facilitate improved qualification and skills attainment
- First rate leisure facilities
- Attractive events programme

Our Vision

To put community leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others.

Our Values

- Councillors and staff uphold **personal integrity, honesty** and **respect** for others
- **Innovative, flexible, professional** staff **committed** to delivering excellence
- Recognising the **diversity** and **equality** of individuals
- Working **collaboratively**

Our Challenges

- Poor health
- Pockets of high unemployment
- Low economic activity
- Reducing budgets while delivering key services
- Poor infrastructure

Our Opportunities

- Clear vision for economic growth and prosperity
- Our coast
- Tourism, culture and sport
- Sea, road and rail connectivity

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

Education

(Council and Community)

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“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 | To be Completed |
|--|---|--|
| <p>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.</p> | <p>School Readiness project ongoing. This is part of the work of the North East Essex (NEE) Children's Partnership Board. Children's Partnership Board to agree/set project deadlines.</p> | <p>On-going</p> |
| <p>Stay Safe – children and young people feeling safe in their community.</p> | <p>See Community Safety update, detailed below.</p> | <p>On-going</p> |
| <p>Mental Health & Emotional Wellbeing – enjoying good mental health and wellbeing - Wellbeing Hub – Gt Bentley School, consider funding opportunities for roll out.</p> | <p>Mental Health & Emotional Wellbeing - Sustainability and Transformation Partnership Board (STP)/Mental Health Programme Manager to undertake further scoping work on the benefits to children of a Wellbeing Hub model in schools.</p> <p>Wellbeing Football in Clacton - for people experiencing mental health issues and the homeless. Further meeting held with Football Development Officer & Technical Lead Equality & Inclusion, from Essex Football Association (FA) & Disability for Sport with local partners to include involvement from Salvation Army, Sport for Confidence, & Full Circle. Planning for initial taster sessions underway to commence April 19 subject to funding being obtained/agreed.</p> <p>Working with the Public Health Improvement Officer and using school census data, 12 primary schools identified and approached to take up the funded Marathon Kids programme, with a view to getting children more active, to challenge and inspire. 2 primary schools signed up to date.</p> | <p>Teen Talk MH Booklet distributed to all Harwich & neighbouring schools - Completed. (STP) to undertake further scoping work on Wellbeing model in schools. STP to set timescales.</p> |

Education

(Council and Community)

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“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 | To be Completed |
|--|---|--|
| Positive Futures - working together with partners to enable families to lift themselves out of poverty, enhance aspirations and provide opportunities for life long wellbeing. Page 120 | Inaugural meeting of Essex Inspires project was held on 26 Nov 18, which included representation from local secondary schools, businesses and education establishments. The project would develop a ‘pilot’ detailed partnership task and finish group with the support of Tendring District Council, to review the consistency of careers advice across schools, to map the plethora of agencies working in this arena and post 16 retention rates. Engage with key stakeholders inclusive of businesses to understand their vision for the next 5-10 years and drive a systems change approach, ensuring resources are utilised to support young people to gain appropriate information and skills equipping them for future career opportunities. Essex Inspires - next meeting planned for Feb 2019. Draft terms of reference to be agreed. | Inaugural Meeting held 26 Nov 18. Next meeting planned for Feb 19. |
| School Places. | On-going work with ECC to support school places for local children. | On-going , via regular updates with ECC |
| Supporting IntoUniversity and Teach First - Positive Futures. | Work on-going. Annual report from IntoUniversity received. | Complete Dec 18 |
| Strengthen links with Universities. | MOU with Essex University reviewed & updated as part of the work on Garden Communities project. | Complete |
| Memorandum of Understanding (MOU) Colchester Institute. | Meeting took place on 9 Jan 19 between TDC Officers and the Principal of Colchester Institute to start initial discussions about an MOU. | Mar 19 |

Community Safety

(Council and Community)

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“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 (RAG) (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process (Strategic Assessment and Delivery Plan agreed at RAG meeting on 5 Feb 18).

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

| Activity | Current Position | To be Completed |
|--|---|--|
| <p>Tackling Anti-Social Behaviour and Acquisitive Crime</p> <p>Identifying and supporting repeat and vulnerable victims. Identify hotspot locations and/or increases in crime trends. Anti-Social Behaviour (ASB) 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> | <ol style="list-style-type: none"> 1. Revisited Clacton Estate (S.A.D: Street Action Day) to ensure referrals and work had been undertaken. 2. Attended Fortnightly Force Tasking as representative from Tendring Council; cascaded the information to the relevant departments within the Council. 3. Visited an address, following the receipt of numerous complaints about overgrown front and back garden. Visited neighbours to discuss access to rear garden in order to complete the work. Front already been cleared by TDC Engineering Team. Tendring District Council’s Safer Communities Manager issued Community Protection Notice to the owner of the property informing him that TDC would be carrying out the work and he will be charged for the work. 4. Met with Trinity Methodist Church to discuss options for the vulnerable residents of Clacton and facilities for the Street Drinkers - As a direct action from the mediation session held with the street drinkers and other agencies. Trinity Methodist have a new project running from New Year. 5. Chaired Daily Conference Call - enabling partners to dial in to a conference call and get the latest information in relation to crime and ASB, including Wanted or Missing People. 6. Completed Crucial Crew Evaluation and provided feedback to RAG and to the providers of the sessions. 7. Proposal written for new County Lines intervention programme for primary schools. 8. SAD Review - Implement any changes to SAD in the New Year. 9. Planning for Walk on Line Roadshows to be delivered in Mar 19. | <p>Complete</p> <p>Fortnightly</p> <p>On-Going</p> <p>Complete</p> <p>Weekly</p> <p>Complete</p> <p>Ongoing</p> <p>To be completed by Jan 19</p> <p>To be delivered March 19</p> |

Community Safety

(Council and Community)

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

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Delivery Mechanism: The Community Safety work plan 2018/19 as defined by the Responsible Authorities Group (RAG) (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 | To be Completed |
|---|---|--|
| <p>Protecting Vulnerable People from Hidden Harms</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> | <ol style="list-style-type: none"> 1. Met with members of the public presenting at the Town Hall with a range of complex needs, initial support given and signposting to the most appropriate agency. Signposting vulnerable people to the correct support services. 2. Met with Centre for Social Justice to showcase the work of the Hub. 3. Other collaborative activity includes submitting Police Intelligence Report’s (PIR’s). 4. Deadline for survey 30 Nov 18 responses analysed and report written. Feedback to the task and finish group in early Dec 19 in relation to review of the Community Safety Hub and the implementation of any changes early 19. 5. Attended various Town Centre Working Party meetings representing Community Safety, issues with street drinkers and ASB / Crime. 6. Attended a Multi Agency Training day in relation to DHR's (Domestic Homicide Reviews) SAR's (Serious Adult Reviews), SCR's (Serious Case Reviews). Lessons learnt from reviews across Essex - Led by Essex Social Care and SET Domestic Abuse Team. 7. High Sheriff visit - Tour of Clacton and the Community Safety Hub, then onto Jaywick Sands to view some of the projects going on in Jaywick Sands. 8. Attended Intergrated Offender Management Meeting (Local Action Group), representing TDC and Tendring CSP. 9. TDC / Essex Police / Cllrs met to discuss an action plan for a vulnerable resident who is causing concern. Due to his perceived mental ill health. Discussed a package of support for the resident that will start with a visit from TDC officers in the New Year (11 Jan 19). | <p>On-going</p> <p>Complete</p> <p>Monthly</p> <p>Complete by 31 Mar 19</p> <p>Monthly</p> <p>Complete</p> <p>Complete</p> <p>Bi-Monthly</p> <p>On-going</p> |

Community Safety

(Council and Community)

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“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 (RAG) (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 | To be Completed |
|--|---|-----------------|
| <p>Reducing Violence and Knife Crime</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, 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> | <p>1. Working with Barnardos to design a project to tackle violent crime and knife crime where a young person is affected by parental imprisonment. Specification and bid written - Safer Communities Manager took bid to RAG and agreement given to match fund the project. Next step to find remaining funds from other sources. Bid written to the Office of the Police, Fire and Crime Commissioner (OPFCC) for their final tranche of funding in Feb 19.</p> | <p>On-going</p> |

Manningtree Infrastructure (Council and Community)

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“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.

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| Milestones | Current Position | To be Completed |
|--|---|-----------------|
| Work with partners to develop an outline proposal for improvements (to include; the economic, social and environmental needs and benefits) and lobby for Government support. | An initial proposal will be developed, led by ECC, in order to detail the economic, social and environmental needs and benefits which future investment will address. Options for short term improvements are being developed by ECC. Council Leader has engaged with the Secretary of State for Transport and South East Local Economic Partnership to both raise awareness of the issue and seek support for a strategic, long term solution. | TBC |

Housing Strategy

(Health and Housing)

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“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: Research has been undertaken and other Council’s housing strategies have been reviewed. The Government published its Housing Green paper in August 18 which provides some indication on the Governments future policy direction. The Executive Projects Manager is now in post and working on a project plan to include the key milestones in the development of the strategy.

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| Milestones | Current Position | To be Completed |
|--|--|---|
| Develop draft Housing Strategy. *Housing Green Paper, will inform strategy. | Meeting with Portfolio Holder arranged for 15 Jan 19 to agree direction of travel and agree strategic priorities. Strategy expected to be drafted by end of Jan 19 | May 18 *Revised Dec 18 *Revised Jan 19 |
| Seek Cabinet approval. | Meeting had with Housing Portfolio Holder, agreed that the Strategy will not go to Cabinet until after the elections in May 19. | Jul 18 *Revised Dec 18 * Revised Jul 19 |

Exception: The uncertainty from government around their housing strategy has made it difficult to draft a document that could require major revisions should the policy direction alter significantly. The recently published Green Paper and announcement on the proposed lifting of the Housing Revenue Account borrowing cap has helped to address some of this uncertainty.

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: This month’s progress comments are noted next to each individual milestone in the table below.

| Milestones | Current Position | To be completed |
|--|--|--------------------|
| Sport England Local Delivery Pilot. Page 126 | Chapter 1 detailing the journey so far has been published and presented to the Essex Health and Wellbeing Board. A Strategic Sponsors Group meeting was held on 3 Dec 18 to discuss the development of Chapter 2. Chapter 2 comprising the strategic investment plan was subsequently submitted to Sport England for consideration. The wider communications and engagement work stream is now anticipated to run from Jan 19 until Mar 19. A staff consultation event is planned for the end of Jan 19. Heads of Service have been approached to identify staff to attend to maximise the opportunity for sharing information for the benefit of the project. | On-going |
| Tendring Health and Wellbeing Board – Terms of Reference | The Tendring Health and Wellbeing Board was held on 5 Nov 18. | Complete Nov 18 |
| Tendring Health and Wellbeing Board – Strategy | This was refreshed and updated and was presented at the Board meeting on 5 Nov 18. The Strategy is due to be agreed and adopted by the Board. | Complete Nov 18 |
| Tendring Health and Wellbeing Board – Workstreams | The next Health and Wellbeing Board will be held on 11 Jan 19 and will focus on delivery. | Jan 19 |
| My Weight Matters Programme | The weekly sessions are currently continuing at two council office locations, Weeley and Clacton Town Hall. Two new volunteers have been trained to support the Weeley delivery given the relocation of staff from the site. TDC and ACE to work further on advertisement of Weeley sessions in the area to increase attendance. | Jan 19 |
| Attended Staff benefits and Tendring Show to promote Livewell. | Good public engagement at Tendring Show to highlight awareness of Livewell with information and water bottles with the logo have been provided to promote and advertise Livewell. | Complete |
| Active Tendring – new Chair and refresh | Active Tendring held its first meeting since its refresh. Six projects are progressing well with funding from the 2018/19 Active Tendring budget. | Jan 19 |

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 started in late 2018 and will not be concluded until 2020. The work 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 six monthly progress reports from Superfast Essex. The Council entered into a contract with ECC (Superfast Essex) in 2017 that requires BT Open Reach to provide additional fibre to new cabinets in Tendring. This work is part of a much bigger Open Reach contract covering other parts of 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 Mar 2020. This programme will ensure that over 98% of the district has access to a superfast broadband service. | Delivery of the Superfast Essex programme has progressed well and is on target to achieve circa 98% coverage by March 2020. | Mar 20 |

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|-------------------------------|------------|-----------------------------|------------|
| Key Decision Required: | Yes | In the Forward Plan: | Yes |
|-------------------------------|------------|-----------------------------|------------|

CABINET

15 FEBRUARY 2019

REPORT OF FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER

A.6 FINANCIAL PERFORMANCE REPORT – IN-YEAR PERFORMANCE AGAINST THE BUDGET AT END OF DECEMBER 2018 AND LONG TERM FINANCIAL FORECAST UPDATE (Report prepared by Richard Barrett)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide an overview of the Council’s financial position against the budget as at the end of December 2018 and to present an updated forecast on an on-going basis as part of developing the long term financial plan.

EXECUTIVE SUMMARY

- These regular finance reports present the overall financial position of the Council by bringing together information that was previously reported within corporate budget monitoring reports and performance monitoring reports along with timely updates on the development of the long term forecast.
- The above approach follows the commitment to provide regular updates on the long term financial forecast as agreed as part of the move to a long term financial sustainability plan last year and to bring the reporting of key financial performance together in one report.
- The report is split over two distinct sections as follows:
 - 1) *The Council’s in-year financial position against the budget at the end of December 2018*
 - 2) *An updated long term financial forecast*

In respect of the in-year financial position at the end of December 2018:

- The Council’s financial position against the approved budget has been prepared for the period to the end of December 2018.
- The position to the end of December, as set out in more detail in the Executive Summary attached, shows that overall the General Fund Revenue position is behind the profiled budget by **£2.863m**. As has been the case in previous quarters, the variance to date primarily reflects the timing of expenditure and income although any significant issues arising to date have been highlighted and comments provided as necessary.
- In respect of other areas of the budget such as the Housing Revenue Account, capital programme, collection performance and treasury activity, apart from

additional details set out later on in this report, there are no major issues that have been identified to date.

- Any emerging issues will be monitored and updates provided in future reports which will include their consideration as part of updating the long term financial forecast.
- As part of updating the in-year position on an on-going basis, these regular finance reports will respond to in-year budget pressures and other changes as they emerge. **Appendix H** therefore sets out a number of changes to in-year budgets with an associated recommendation also included within this report. The net impact of all of the budget adjustments will be moved to or from the Forecast Risk Fund. The long term forecast is based on the identification of **£0.500m** of in-year outturn savings, which will be set aside over the course of the whole year within the Forecast Risk Fund to support the long term plan.
- As in previous years, it is recognised that a number of smaller variances within services emerge over the course of the year that would not necessarily be specifically highlighted or discussed within the in-year finance reports. It is still therefore possible that a range of smaller variances may remain at the end of the year and contribute to the overall outturn position. Also a number of budgets that relate to schemes / initiatives or earmarked for specific purposes may not be fully spent by the end of the year and may be subject to end of year processes such as carry forward requests and therefore remain committed. However at this stage and after taking into account the current position and information available it is anticipated that any adverse issues will be offset by favourable variances elsewhere within the overall budget at the end of the year.
- As discussed earlier in the year, **Appendix I** sets out amounts (both capital and revenue) at the end of 2017/18 that have been requested to be carried forward for more than one year. Following a review of the relevant items, it is not proposed to transfer any funding elsewhere within the overall budget and therefore the current commitments that they reflect have been reconfirmed as part of this review.

In respect of the updated long term financial forecast:

- The most up to date position for 2019/20 was considered by Full Council on 5 February 2019 as part of agreeing the detailed budget.
- The long term financial forecast has been reviewed based on the position considered by Full Council and is attached as **Appendix J**. Although the figures set out within the appendix will change as part of updating the forecast on a regular basis during 2019/20, there have been no issues that significantly increase the risks in future years with the forecast position remaining broadly in-line with original expectations.
- A review of risks associated with the long term approach to the forecast is also subject to on-going review and is separately reported within **Appendix K**.
- As mentioned during the year, it is important to continue to deliver against the new longer term approach to the budget as it continues to provide a credible alternative to the more traditional short term approach which would require significant additional savings to be identified over 2019/20 and 2020/21.

- Although the detailed budget for 2019/20 was considered by Full Council on 5 February, the forecast remains an on-going task going into 2020/21 and beyond with work therefore remaining on-going across the 5 key work strands of:
 - 1) Increases to underlying income
 - 2) Controlling expenditure / inflationary increases
 - 3) The identification of savings / efficiencies
 - 4) Delivering a positive outturn position each year
 - 5) The mitigation of cost pressures wherever possible.

RECOMMENDATION(S)

That in respect of the financial performance against the budget at the end of December 2018, it is recommended that:

(a) The position be noted;

(b) the proposed in-year adjustments to the budget as set out in Appendix H be agreed; and

That in respect of the Updated Long Term Forecast it is recommended that:

(a) The updated forecast be agreed and the Resources and Service Overview and Scrutiny Committee are consulted on the latest position.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Effective budgetary control is an important tool in ensuring the financial stability of the authority by drawing attention to issues of concern at an early stage so that appropriate action can be taken. Financial stability and awareness plays a key role in delivering the Council's corporate and community aims and priorities.

The forecasting and budget setting process will have direct implications for the Council's ability to deliver on its objectives and priorities. At its heart, the long term approach being taken seeks to establish a sound and sustainable budget year on year through maximising income whilst limiting reductions in services provided to residents, business and visitors.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

The financial implications are considered in the body of the report.

Risk

In respect of the position at the end of December 2018, a number of variances will be subject to change as the year progresses although at this stage it is expected that any adverse position can be managed within the overall budget. The budget position will be monitored and reviewed as part of both the future budget monitoring arrangements and Financial Strategy Processes.

In respect of the long term forecast, there are significant risks associated with forecasting such as cost pressures, inflation and changes to other assumptions that form part of the financial planning process. There are a number of areas that could lead to additional expenditure being incurred, such as: -

- Economic environment / instability;
- Emergence of cost pressures;
- Changes to the local authority funding mechanisms such as the Government's fairer funding review that is proposed;
- New legislation placing unfunded duties on the Council or reducing the level of the Council's core funding;
- Local or national emergency;
- Income is less than that budgeted for, including business rate income retained locally.

However the forecast is based on relatively conservative estimates with no optimistic bias included. **Appendix K** discusses the various risks to the forecast with a Red / Amber/ Green risk assessment approach taken.

As discussed last year, another potentially more important action to manage and mitigate risk is the Council's ability to financially underwrite the forecast. As with any forecast, some elements of income and expenditure will be different to that forecasted. It is fair to say that many may offset each other over the longer term. However, there are two important aspects to how this will be managed.

- 1) To date it is estimated that **£2.290m** will have been set aside by the end of 2018/19 within the Forecast Risk Fund to support the budget in future years. This is more than previous forecasts and excludes the additional contribution of **£0.717m** to fund initiatives aimed at supporting the long term forecast, which is also being held in the reserve. This money is available to be drawn down if the timings within the forecast differ in reality and the net position is unfavourable compared to the forecast in any one year.
- 2) The forecast will remain 'live' and be responsive to changing circumstances and it will be revised on an on-going basis. If unfavourable issues arise that cannot be mitigated via other changes within the forecast then the forecast will be adjusted and mitigating actions taken. Actions to respond will therefore need to be considered but can be taken over a longer time period where possible. In such circumstance the Council may need to consider 'topping' up the funding mentioned in 1) above if required in the early years of the forecast. This may impact on the ability to invest money elsewhere but will need to demonstrate that its use is sustainable in the context of the ten year forecast.

The 2019/20 position includes net savings of **£0.328m** which is slightly ahead of the current annual target of **£0.300m**. This figure will need to remain flexible and act as a counterbalance to other emerging issues as it is accepted that this figure may need to be revised up or down over the life of the forecast.

It is important to deliver against the forecast in the early years to continue to build confidence in the revised approach. This will, therefore, continue to need robust input from members and officers where decisions may be required in the short term or on a cash flow basis.

Another aspect to this approach is the ability to 'flex' the delivery of services rather than cut services. As would be the case with our own personal finances, if we cannot afford something this year because of a change in our income, we can potentially put it off until next year. There is a practical sense behind this approach as we could flex the delivery of a service one year but increase it again when the forecast allows.

In addition to the above it is important to note that the Council has already prudently set aside money for significant risks in the forecast such as **£1.609m** (NDR Resilience Reserve) and **£1.100m** (Benefits Reserve), which can be taken into account during the period of the forecast if necessary. The Council also holds **£4.000m** in uncommitted reserves which supports its core financial position.

LEGAL

The Local Government Act 2003 makes it a statutory duty that Local Authorities monitor income and expenditure against budget and take appropriate action if variances emerge.

The arrangements for setting and agreeing a budget and for the setting and collection of council tax are defined in the Local Government Finance Act 1992. The previous legislation defining the arrangements for charging, collecting and pooling of Business Rates was contained within the Local Government Finance Act 1988. These have both been amended as appropriate to reflect the introduction of the Local Government Finance Act 2012.

The Local Government Finance Act 2012 provided the legislative framework for the introduction of the Rates Retention Scheme and the Localisation of Council Tax Support.

The Calculation of Council Tax Base Regulations 2012 set out arrangements for calculation of the council tax base following implementation of the Local Council Tax Support Scheme. The new arrangements mean that there are now lower tax bases for the district council, major preceptors and town and parish councils.

The Localism Act 2012 introduced legislation providing the right of veto for residents on excessive council tax increases.

Under Section 25 of the Local Government Act 2003, the Chief Finance Officer (S151 Officer) must report to Council as part of the budget process on the robustness of estimates and adequacy of reserves. The proposed approach can deliver this requirement if actively managed and will be an issue that remains 'live' over the course of the forecast period and will be revisited in future reports to members as the budget develops.

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.

There are no other implications that significantly impact on the financial forecast. However, the ability of the Council to appropriately address these issues will be strongly linked to its ability to fund relevant schemes and projects and determination of the breadth and standard of service delivery to enable a balanced budget to be agreed.

An impact assessment will be undertaken as part of any separate budget decisions such as those that will be required to deliver the necessary savings.

PART 3 – SUPPORTING INFORMATION

SECTION 1 – IN YEAR FINANCIAL PERFORMANCE AGAINST THE BUDGET AT THE END OF DECEMBER 2018

The Council's financial position against the approved budget has been prepared for the period ending 31 December 2018.

This is the third such report on the Council's financial position against the budget for 2018/19, and expenditure or income trends are now clearer, with comments provided below where necessary against the following key areas:

- General Fund Revenue and Proposed Changes to the 2018/19 Budget
- HRA Revenue
- Capital Programme – General Fund
- Capital Programme - HRA
- Collection Performance
- Treasury Activity

GENERAL FUND REVENUE

The position to the end of December 2018, as set out in more detail in the Executive Summary attached, shows that overall the actual position is behind the profiled budget by **£2.863m**.

After excluding the variance for employee costs of **£0.274m**, the remaining net variance is **£2.589m**

As set out in the appendices, elements of this remaining variance are due to the timing of expenditure and income or where commitments / decisions have yet to be made.

Appendix B provides a detailed narrative against significant variances with some highlights as follows:

- Employee Costs – as set out above, expenditure is behind profile by **£0.274m**. Following review, it is estimated that **£0.211m** of this amount relates to vacancies where there is no associated commitment and therefore is the amount accrued over the third quarter that can be 'banked' at the end of December 2018 as a saving. This is included within the proposed adjustments to the budget set out in **Appendix H** as part of the net contribution to the Forecast Risk Fund. The corresponding figures at the end of July 2018 and September 2018 were **£0.100m** and **£0.200m** respectively.
- Income is running ahead of the profile in areas such as investment income (**£0.091m**), parking (**£0.138m**), crematorium (**£0.024m**), street naming and numbering (**£0.064m**) and building control (**£0.023m**). In respect of parking, income is ahead of the annual budget by **£0.016m** at the end of December 2018. Where necessary, these items were reflected in the 2019/20 budget considered by Full Council on 5 February 2019.
- Planning income has now started to run ahead of the profiled budget by **£0.037m** at the end of the quarter, which reverses the trend from the first two quarters of the year.

It is still however worth highlighting that planning income received towards the end of this financial year may have to be removed and accounted for in 2019/20 to reflect new accounting guidance. This remains under review and will be reflected in the outturn position for 2018/19 as necessary.

- There has been an increase in IT related costs relating to Microsoft licences with further details set out in the Appendices. This is currently being reviewed as part of the wider digital transformation project with a separate report planned on being presented to members in March 2019.
- Increased premises maintenance costs have been experienced at the Council's leisure facilities. Along with reducing income, there is a need to review the long term strategy for the Council's sports facilities to respond to these challenges going into 2019/20 and beyond.
- Homelessness costs are now starting to exceed the budget. Although work remains focused on homelessness prevention initiatives, increased demand for temporary accommodation is likely to remain a longer term challenge. This will be reviewed as part of developing the long term forecast going into 2019/20.
- A significant issue emerging over the course of the year is the cost of responding to planning appeals. At the end of December 2018, the cost forecast to be incurred for the year is **£0.155m**. Although it is proposed to reduce other budgets to offset the cost in 2018/19, a longer term view may need to be reflected as part of developing the long term forecast.

A review of amounts carried forward for more than one year requested by Cabinet and the Resources and Services Overview and Scrutiny Committee has been completed. A full schedule of carryforwards is set out within **Appendix I**. At the present time it is not proposed to make any transfers out of the relevant budgets and they remain committed as originally agreed. This situation will remain under review as part of future financial performance reports and may be subject to separate decisions during the year as related projects are developed etc.

APPENDIX H sets out a number of proposed budget adjustments that respond to both favourable and adverse issues that have emerged over the first half of the year with some highlights as follows:

- Investment income – a continuing positive cash flow and interest rate position are estimated to raise an additional **£0.100m** from treasury activities.
- Waste and Recycling Contract – As highlighted when the 2019/20 budget was being developed, inflationary uplifts on contract costs have been higher than budgeted. It is anticipated that this will result in increased costs of **£0.100m** in 2018/19.
- New Burdens funding – additional grant income of **£0.098m** has been received from the Government but there is no directly associated expenditure commitment.
- Business Rate Income – additional income of **£0.500m** is expected to be receivable via the Council's membership of the Essex Business Rates Pool.

In addition to the above, as part of finalising the budget for 2019/20 a number of items were agreed in 2019/20 but funded from the in-year position for 2018/19. These are also set out within **Appendix H** and will be carried forward into 2019/20 as necessary.

The net overall position set out in **Appendix H**, which includes the vacancy saving of

£0.211m highlighted earlier, results in a net contribution to the Forecast Risk Fund of **£0.506m**, which brings the total transferred to this reserve in 2018/19 to **£0.990m**. Therefore the total target contribution of **£0.500m** has been exceeded, which provides a strong position to develop the future years forecast against.

Other net neutral budget adjustments have also been included within **Appendix H** and include **£0.155m** planning appeal costs highlighted earlier.

HRA REVENUE

An overall position is set out in the Executive Summary with further details included in **Appendix C**.

At the end of December 2018, the HRA is **£0.314m** behind the net profiled budget. The most significant issue emerging to date is dwelling rental income which is behind profile due to right to buy sales and void periods where major repairs etc. are undertaken before re-letting the properties. It is proposed to adjust the budget to reflect this issue with the relevant adjustment set out in **Appendix H**.

CAPITAL PROGRAMME – GENERAL FUND

The overall position is set out in **Appendix D**.

As at the end of December 2018 the programme is ahead of the profile by **£0.252m**. Detailed comments are provided within the appendix.

A limited number of changes to the budget are proposed which are set out in **Appendix H**.

Apart from the matters highlighted above or within the appendix, there are no additional issues to highlight at present.

CAPITAL PROGRAMME – HOUSING REVENUE ACCOUNT

The overall position is set out in **Appendix D**.

As at the end of December 2018 the programme is behind profile by **£0.249m**.

This budget relates primarily to the on-going major repairs and improvements to the Council's own dwellings. There are no specific issues to highlight at this stage and the expectation is that expenditure / commitments will be broadly in line with the budget over the course of the year as work is progressed and procurement processes completed.

COLLECTION PERFORMANCE

A detailed analysis of the current position is shown in **Appendix E**.

A number of invoices highlighted as being outstanding at the end of the second quarter have now been paid. However, **£0.034m** still remains outstanding from Brightlingsea Town Council that primarily relates to their contribution to the running costs of Brightlingsea Pool in prior years.

Apart from the above, there are no significant issues to highlight at the present time. Income will continue to be collected over the remainder of the year with recovery arrangements and action taken as necessary.

TREASURY ACTIVITY

A detailed analysis of the current position is shown in **Appendix F**.

Income from treasury activities has remained ahead of the profiled position even after allowing for an additional **£0.080m** that the budget was adjusted by at the end of September 2018. **Appendix H** therefore proposes to increase the investment income budget by a further **£0.100m** to reflect the current level of performance of the investment portfolio.

Apart from the above, there are no significant matters to highlight at the present time with investment and borrowing activity on-going in line with the Treasury Strategy and associated practices / requirements.

SECTION 2 – UPDATED LONG TERM FORECAST

The detailed budget for 2019/20, which was based on the most up to date financial forecast was considered and agreed by Full Council on 5 February 2019.

Although the budget for 2019/20 has now been agreed, the forecast for 2020/21 and beyond remains an on-going process with the latest position set out in **Appendix J**.

The only changes to date reflect a ‘re-basing’ of the forecast to take account of the agreed budget for 2019/20 against which the 2020/21 forecast and beyond will be developed. As the 2019/20 budget required only **£0.027m** to be called down from the forecast risk fund, there is a significant knock-on benefit to later years of the forecast.

Although some costs for 2019/20 were higher than initially expected such as inflation, the level of net savings achieved was **£0.028m** higher than the annual target of **£0.300m**. Cost pressures included within the forecast were also broadly in-line with the overall annual allowance of **£0.150m**

However the risk assessment of each line-of the forecast has been reviewed (**Appendix K**) and it is recognised that there remains a number of potential adverse issues that the Council could face going into 2020/21 and beyond, not least the outcome from the Government's fair funding review and associated changes to the business rates retention model. This line of the forecast has therefore been reclassified as a ‘red’ risk compared to previous reports given the indications of the Government's thinking around the future of the Local Authority funding model that has been set out in recent consultation documents.

Other emerging cost pressures also remain as a high risk to the forecast, not least the need to maintain the Council's asset and property portfolio over the life of the forecast and beyond.

The forecast therefore remains under review with work continuing against the following key strands:

- 1) Increases to underlying income
- 2) Controlling expenditure / inflationary increases
- 3) The identification of savings / efficiencies
- 4) Delivering a positive outturn position each year
- 5) The mitigation of cost pressures wherever possible.

At present, the next updated forecast will be presented to members at the end of the first quarter of 2019/20. However if anything significant emerges before then, the position will be reported to members accordingly.

Delivering a favourable Outturn Position

As previously highlighted, the Forecast Risk Fund continues to rely on in-year outturn contributions of **£0.500m** per annum to support the overall balance on the reserve which in turn underwrites the various risks to the forecast.

In respect of 2017/18, the requirement to contribute **£0.500m** to the Forecast Risk Fund was delivered.

In respect of 2018/19 to date, net contributions to the Forecast Risk Fund total **£0.990m**, made up of:

- **£0.081m** reported at end of July 2018.
- **£0.387m** reported at the end of September 2018.
- **£0.016m** which relates to the carry forwards from 2017/18 not subsequently approved under the delegation to the Finance and Corporate Resources Portfolio.
- **£0.506m** proposed at the end of December 2018 as set out in **Appendix H**.

Cost Pressure Mitigation

As highlighted earlier, there are a number of cost pressures that are proposed to be funded on a one-off basis in 2019/20 as set out in **Appendix H**, and include the Airshow and Mental Health Hub. If these are to continue in 2020/21 and beyond, the costs will need to be accommodated within the on-going base budget. Subject to other cost pressures that may emerge, the current **£0.150m** annual cost pressure allowance set out within the forecast may be exceeded. If this situation arises, it may be necessary to increase the current annual net savings target of **£0.300m** to offset these additional costs on an on-going basis.

This line of the forecast therefore continues to present one of the most significant risks, as in some instances it could be outside the control the Council, such as reduced income from external bodies / the Government.

Reflecting on the above, the latest position estimates the annual deficit or surplus for each remaining year of the forecast as follows:

| Year | Net Budget Position as Set out in the Updated Forecast (including adjusting for prior use of reserves to balance the budget) |
|-------------|---|
| 2020/21 | £0.694m (Deficit) |
| 2021/22 | £0.447m (Deficit) |
| 2022/23 | £0.195m (Deficit) |
| 2023/24 | £0.066m (Surplus) |
| 2024/25 | £0.333m (Surplus) |
| 2025/26 | £0.606m (Surplus) |
| 2026/27 | £0.885m (Surplus) |

Although subject to changes in future years, the forecast moves to an annual surplus

position from 2023/24, slightly ahead of the initial forecast presented earlier in the year.

Appendix I also sets out the annual change in the Forecast Risk Fund with positive and increasing balances on this reserve estimated over the life of the forecast.

The approach to the forecast continues to be undertaken within a robust risk management framework which includes the regular reporting of a 'live' forecast as set out in this report which will enable timely actions to be taken in response to any adverse issues that may emerge. It is also important to highlight that delivery of the long term forecast in the early years will provide confidence to the revised approach being taken.

To continue to deliver various elements of the forecast and to react to any changes as the forecast develops, it will require significant member and officer effort and focus. However the approach being taken continues to be a credible alternative to the more traditional approach of taking a shorter term view, which would require significant savings to be identified over a much shorter time frame.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

RELATING TO SECTION 1 OF THE REPORT

Front Cover and Executive Summary

Appendix A – Summary by Portfolio / Committee

Appendix B – General Fund Budget Position by Department

Appendix C – Housing Revenue Account Budget Position

Appendix D – Capital Programme

Appendix E – Collection Performance – Council Tax, Business Rates, Housing Rent and General Debts

Appendix F – Treasury Activity

Appendix G – Income from S106 Agreements

Appendix H – Proposed Adjustments to the 2018/19 Budget

Appendix I – Carryforwards for More than One Year (as at the end of 2017/18)

RELATING TO SECTION 2 OF THE REPORT

Appendix J – Updated Long Term Financial Forecast

Appendix K – Risk Analysis of Each Line of the Forecast

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Tendring *District Council*



Appendices Included:

| | |
|--------------------------|---|
| Executive Summary | A summary of the overall position. |
| Appendix A | A summary of the overall position by Portfolio/Committee split by GF and HRA |
| Appendix B | An analysis by Department of all General Fund Revenue budgets. |
| Appendix C | An analysis of Housing Revenue Account Revenue budgets. |
| Appendix D | The position to date for General Fund and HRA capital projects. |
| Appendix E | Collection Performance |
| Appendix F | Treasury activity. |
| Appendix G | Income from S106 Agreements. |
| Appendix H | Proposed Adjustments to the 2018/19 Budget |
| Appendix I | Carryforwards for more than one year (at end of 2017/18) |

Corporate Budget Monitoring

December 2018

(The variance figures set out in these appendices that are presented in brackets represent either a net underspend to date position or additional income received to date)

Corporate Budget Monitoring - Executive Summary as at the end of December 2018

The tables below show the summary position for the General Fund, Housing Revenue Account, Capital, Debt and Treasury Activity.

General Fund - Summary by Department Excluding Housing Revenue Account

| | Full Year Budget £ | Profiled Budget to Date £ | Actual to Date £ | Variance to Profile £ |
|-------------------------------|-----------------------|------------------------------|---------------------|--------------------------|
| Office of the Chief Executive | 956,340 | 745,540 | 706,093 | (39,447) |
| Corporate Services | (21,993,830) | (8,600,263) | (10,063,083) | (1,462,819) |
| Operational Services | 14,757,990 | 6,521,611 | 6,349,148 | (172,463) |
| Planning and Regeneration | 6,279,500 | 1,988,103 | 799,465 | (1,188,639) |
| Total General Fund | 0 | 654,991 | (2,208,377) | (2,863,368) |

Housing Revenue Account

| | Full Year Budget £ | Profiled Budget to Date £ | Actual to Date £ | Variance to Profile £ |
|------------------|-----------------------|------------------------------|---------------------|--------------------------|
| Total HRA | 0 | (6,458,130) | (6,771,775) | (313,645) |

Capital

| | Full Year Budget £ | Profiled Budget to Date £ | Actual to Date £ | Variance to Profile £ |
|-------------------------|-----------------------|------------------------------|---------------------|--------------------------|
| General Fund | 13,799,860 | 2,555,027 | 2,807,442 | 252,415 |
| Housing Revenue Account | 8,076,290 | 2,820,728 | 2,571,957 | (248,770) |
| Total Capital | 21,876,150 | 5,375,755 | 5,379,399 | 3,645 |

Debt

| | Collected to Date Against Collectable Amount |
|----------------|---|
| Council Tax | 82.52% |
| Business Rates | 81.42% |
| Housing Rents | 97.40% |
| General Debt | 90.65% |

Treasury

| | £'000 |
|--------------------------|--------|
| Total External Borrowing | 42,415 |
| Total Investments | 64,396 |

Revenue Budget Position at the end of December 2018

General Fund Portfolio / Committee Summary

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ |
|---|---|---|-----------------------------------|--|
| Leader | 1,750,000 | 0 | 0 | 0 |
| Finance and Corporate Resources | 2,164,150 | 2,690,358 | 1,946,002 | (744,356) |
| Environment | 5,488,050 | 2,763,007 | 2,622,891 | (140,117) |
| Housing | 2,865,840 | 3,372,869 | 2,791,603 | (581,266) |
| Health and Education | 511,730 | 225,848 | 204,769 | (21,079) |
| Corporate Enforcement | 2,953,820 | 1,326,749 | 26,111 | (1,300,638) |
| Investment and Growth | 2,884,650 | 181,304 | 160,343 | (20,960) |
| Leisure and Tourism | 6,643,690 | 1,276,798 | 1,430,748 | 153,950 |
| Budgets Relating to Non Executive Functions | 834,880 | 196,952 | 119,956 | (76,996) |
| | 26,096,810 | 12,033,885 | 9,302,423 | (2,731,462) |
| Revenue Support for Capital Investment | 4,447,300 | 0 | 0 | 0 |
| Financing Items | (4,712,450) | (195,401) | (327,513) | (132,113) |
| Budget Before use of Reserves | 25,831,660 | 11,838,484 | 8,974,910 | (2,863,575) |
| Contribution to / (from) earmarked reserves | (11,929,180) | 0 | 0 | 0 |
| Total Net Budget | 13,902,480 | 11,838,484 | 8,974,910 | (2,863,575) |
| Funding: | | | | |
| Revenue Support Grant | (1,070,100) | (727,920) | (727,668) | 252 |
| Business Rates Income | (4,578,370) | (4,191,881) | (4,191,927) | (46) |
| Collection Fund Surplus | (652,300) | (521,840) | (521,840) | 0 |
| Income from Council Tax Payers | (7,601,710) | (5,741,852) | (5,741,852) | 0 |
| Total | 0 | 654,991 | (2,208,377) | (2,863,368) |

Revenue Budget Position at the end of December 2018

HRA Portfolio Summary

| | 2018/19 Current Full Year Budget | 2018/19 Profiled Budget to date | 2018/19 Actual to date | 2018/19 Variance to Profile |
|--|--|---------------------------------------|---------------------------|-----------------------------------|
| | £ | £ | £ | £ |
| Housing | (2,241,210) | (6,458,130) | (6,771,775) | (313,645) |
| | (2,241,210) | (6,458,130) | (6,771,775) | (313,645) |
| Revenue Support for Capital Investment | 480,570 | 0 | 0 | 0 |
| Financing Items | 1,919,980 | 0 | 0 | 0 |
| Budget Before use of Reserves | 159,340 | (6,458,130) | (6,771,775) | (313,645) |
| Contribution to / (from) earmarked reserves | (159,340) | 0 | 0 | 0 |
| Total | 0 | (6,458,130) | (6,771,775) | (313,645) |

Corporate Budget Monitoring - General Fund Budget Position at the end of December 2018

Department - Office of Chief Executive

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Next Quarters Profile £ | Comments |
|--|---|---|--------------------------------|--|----------------------------------|----------|
| <u>Analysis by Type of Spend</u> | | | | | | |
| Direct Expenditure | | | | | | |
| Employee Expenses | 391,750 | 293,173 | 291,975 | (1,197) | 98,577 | |
| Premises Related Expenditure | 1,360 | 1,360 | 1,362 | 2 | 0 | |
| Transport Related Expenditure | 14,040 | 10,530 | 9,442 | (1,088) | 3,510 | |
| Supplies & Services | 611,540 | 457,348 | 429,073 | (28,274) | 154,192 | |
| Total Direct Expenditure | 1,018,690 | 762,410 | 731,852 | (30,558) | 256,280 | |
| Direct Income | | | | | | |
| Government Grants | 0 | 0 | (2,853) | (2,853) | 0 | |
| Other Grants, Reimbursements and Contributions | (13,780) | (13,780) | (19,818) | (6,038) | 0 | |
| Sales, Fees and Charges | (3,090) | (3,090) | (3,089) | 1 | 0 | |
| Total Direct Income | (16,870) | (16,870) | (25,759) | (8,889) | 0 | |
| Net Direct Costs | 1,001,820 | 745,540 | 706,093 | (39,447) | 256,280 | |
| Net Indirect Costs | (45,480) | 0 | 0 | 0 | (45,480) | |
| Total for Office of Chief Executive | 956,340 | 745,540 | 706,093 | (39,447) | 210,800 | |

Department - Office of Chief Executive

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|---|---|---|--------------------------------|--|----------|
| <u>Analysis by Service/Function</u> | | | | | |
| Total for Chief Executive and Leadership Support and Community | 956,340 | 745,540 | 706,093 | (39,447) | |
| Total for Office of Chief Executive | 956,340 | 745,540 | 706,093 | (39,447) | |

Corporate Budget Monitoring - General Fund Budget Position at the end of December 2018

Department - Corporate Services

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Next Quarters Profile £ | Comments |
|--|---|---|--------------------------------|--|----------------------------------|----------|
| <u>Analysis by Type of Spend</u> | | | | | | |
| Direct Expenditure | | | | | | |
| Employee Expenses | 6,552,500 | 3,557,126 | 3,424,613 | (132,513) | 2,855,374 | |
| Premises Related Expenditure | 217,820 | 199,800 | 178,774 | (21,026) | 18,020 | |
| Transport Related Expenditure | 54,070 | 52,215 | 43,372 | (8,843) | 1,855 | |
| Supplies & Services | 6,688,900 | 2,319,441 | 1,914,020 | (405,421) | 4,349,359 | |
| Transfer Payments | 53,222,090 | 35,161,312 | 36,775,621 | 1,614,309 | 18,060,778 | |
| Interest Payments | 63,670 | 23,195 | 24,386 | 1,191 | 28,542 | |
| Total Direct Expenditure | 66,799,050 | 41,313,089 | 42,360,785 | 1,047,696 | 25,313,927 | |
| Direct Income | | | | | | |
| Government Grants | (57,206,180) | (36,840,165) | (39,382,829) | (2,542,664) | (20,366,015) | |
| Other Grants, Reimbursements and Contributions | (1,741,250) | (1,447,849) | (1,318,092) | 129,757 | (293,401) | |
| Sales, Fees and Charges | (14,000) | (11,070) | (14,033) | (2,963) | (2,930) | |
| Rents Receivable | (300) | (230) | (265) | (35) | (70) | |
| Interest Receivable | (508,160) | (430,545) | (525,362) | (94,817) | (77,615) | |
| RSG, Business Rates and Council Tax | (13,902,480) | (11,183,493) | (11,183,287) | 206 | (2,718,987) | |
| Total Direct Income | (73,372,370) | (49,913,352) | (52,423,867) | (2,510,515) | (23,459,018) | |
| Net Direct Costs | (6,573,320) | (8,600,263) | (10,063,083) | (1,462,819) | 1,854,909 | |
| Net Indirect Costs | (3,491,330) | 0 | 0 | 0 | (3,491,330) | |
| Net Contribution to/(from) Reserves | (11,929,180) | 0 | 0 | 0 | (11,929,180) | |
| Total for Corporate Services | (21,993,830) | (8,600,263) | (10,063,083) | (1,462,819) | (13,565,601) | |

Department - Corporate Services

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|--|---|---|--------------------------------|--|---|
| <u>Analysis by Service/Function</u> | | | | | |
| Total for Deputy Chief Executive and Administration | 660,850 | 407,737 | 376,517 | (31,220) | |
| Total for Governance and Legal Services | 13,950 | 256,520 | 216,921 | (39,599) | |
| Total for Finance, Revenues and Benefits | 1,550,990 | 2,106,134 | 1,527,544 | (578,590) | Similarly to the last quarter, the variance to date reflects both the position against employee costs (vacancies) and the cash flow impact of housing benefit payments and the timing of the reimbursement of expenditure via the associated subsidy system. |
| Total for Finance - Other Corporate Costs | 2,019,930 | (2,577,539) | (3,022,273) | (444,734) | Income continues to run ahead of the profile for business rate grant income from the government, income from investments and new burdens funding, with the latter two items proposed to be adjusted as set out in Appendix H. Appendix H also includes an adjustment to reflect the fine imposed on the Council following the legionella issue at Frinton and Walton Pool |
| Total for Finance - Financing Items | (13,523,000) | 206,580 | 172,261 | (34,319) | |
| Total for Finance - RSG, Business Rates and Council Tax | (13,902,480) | (11,183,493) | (11,183,287) | 206 | |

Department - Corporate Services

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|---|---|---|--------------------------------|--|--|
| Total for Property Services | 51,460 | 78,092 | 80,318 | 2,225 | Following rent reviews for the relevant properties, the Caros budget is proposed to be adjusted as set out in Appendix H. |
| Total for People, Performance and Projects | 229,900 | 475,835 | 435,511 | (40,324) | |
| Total for IT and Corporate Resilience | 904,570 | 1,629,871 | 1,333,405 | (296,466) | Some of the expenses / costs incurred reflect the timing of the delivery of a number of projects and initiatives. Increases in costs are expected due to Microsoft licence costs going up significantly - an associated adjustment is set out in Appendix H. This change in costs will also have an impact on the on-going digital transformation project with a further report scheduled to be presented to members in March which will provide an overall project update |
| Total for Corporate Services | (21,993,830) | (8,600,263) | (10,063,083) | (1,462,819) | |

Corporate Budget Monitoring - General Fund Budget Position at the end of December 2018

Department - Operational Services

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Next Quarters Profile £ | Comments |
|--|---|---|--------------------------------|--|----------------------------------|----------|
| <u>Analysis by Type of Spend</u> | | | | | | |
| Direct Expenditure | | | | | | |
| Employee Expenses | 9,061,320 | 6,754,237 | 6,775,248 | 21,010 | 2,307,083 | |
| Remises Related Expenditure | 3,115,200 | 2,262,765 | 2,316,795 | 54,030 | 852,435 | |
| Transport Related Expenditure | 469,390 | 276,433 | 286,003 | 9,570 | 192,957 | |
| Supplies & Services | 4,449,390 | 2,519,183 | 2,671,026 | 151,843 | 1,930,207 | |
| Third Party Payments | 4,617,820 | 2,744,817 | 2,791,524 | 46,707 | 1,873,003 | |
| Transfer Payments | 149,650 | 112,238 | 196,420 | 84,183 | 37,413 | |
| Total Direct Expenditure | 21,862,770 | 14,669,673 | 15,037,016 | 367,343 | 7,193,097 | |
| Direct Income | | | | | | |
| Government Grants | (446,720) | (353,350) | (353,350) | (0) | (93,370) | |
| Other Grants, Reimbursements and Contributions | (1,474,150) | (1,043,302) | (1,164,971) | (121,669) | (421,368) | |
| Sales, Fees and Charges | (8,058,820) | (6,357,219) | (6,726,194) | (368,974) | (1,701,601) | |
| Rents Receivable | (305,970) | (237,346) | (268,720) | (31,374) | (68,624) | |
| Total Direct Income | (10,285,660) | (7,991,217) | (8,513,234) | (522,017) | (2,284,963) | |
| Net Direct Costs | 11,577,110 | 6,678,456 | 6,523,782 | (154,674) | 4,908,134 | |
| Net Indirect Costs | 3,180,880 | (156,845) | (174,634) | (17,789) | 3,337,725 | |
| Total for Operational Services | 14,757,990 | 6,521,611 | 6,349,148 | (172,463) | 8,245,859 | |

Department - Operational Services

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|---|---|---|--------------------------------|--|--|
| <u>Analysis by Service/Function</u> | | | | | |
| Total for Corporate Director and Administration Operational Services | 730,510 | 299,672 | 269,106 | (30,567) | |
| Total for Public Realm | 1,348,930 | 273,502 | 133,759 | (139,743) | The variance to date primarily reflects increased income for parking and the crematorium. Some additional costs have been incurred within public conveniences to deliver actions identified from undertaking comprehensive legionella risk assessments with the cost to be met from the corporate health and safety work programme budget - the necessary adjustment is set out in Appendix H. |
| Total for Customer and Commercial Services | 347,710 | 598,290 | 627,252 | 28,962 | The over spend to date is mainly due to a number of one off factors in 18/19 affecting the Careline Service. £10k is due to the write off of historic debt, a further £10k issue to delays in procuring new vans where short term hire was required and a final £10k due to the one off purchase of replacement IT equipment. |

Department - Operational Services

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|---|---|---|--------------------------------|--|--|
| Total for Sports and Leisure Page 152 | 2,776,260 | 153,500 | 242,751 | 89,251 | Although beach hut income is running ahead of the annual budget to date, it is more than offset by increased premises maintenance costs (£49k) and reduced income (48k) within sports facilities. Against this context a review of the longer term strategy for sports facilities is being considered and will be presented to Cabinet shortly. No adjustment to the budget is proposed at the present time but an overall net overspend is likely to remain at the end of the year. |
| Total for Housing and Environmental Health | 1,864,330 | 1,393,169 | 1,293,681 | (99,488) | Although the service is reporting an under spend overall, primarily due to employee costs, there is now a significant adverse variance of £40k emerging against the homelessness budget. This is due to an increase in the demand for accommodation and the unavoidable use of B&B accommodation as lower cost options are not always readily available. |

Department - Operational Services

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|---|---|---|--------------------------------|--|--|
| Page 153 Total for Building and Engineering | 7,690,250 | 3,803,477 | 3,782,599 | (20,878) | <p>There are a number of issues within this budget area as follows:</p> <p>1) Street naming and numbering income is ahead of the budget by £64k.</p> <p>2) The Waste and Recycling Contract cost has increased due to a higher inflationary uplift than budgeted.</p> <p>3) The in-house building maintenance team has experienced increased costs due to the work they have undertaken at Pier Avenue as part of the office transformation project. However this will be met from the overall office transformation project budget as the in-house approach has delivered significant savings compared to appointing an external contractor.</p> <p>It is proposed to adjust the budget for each of the items above, which are set out in Appendix H.</p> |
| Total for Operational Services | 14,757,990 | 6,521,611 | 6,349,148 | (172,463) | |

Corporate Budget Monitoring - General Fund Budget Position at the end of December 2018

Department - Planning and Regeneration

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Next Quarters Profile £ | Comments |
|--|---|---|--------------------------------|--|----------------------------------|----------|
| <u>Analysis by Type of Spend</u> | | | | | | |
| Direct Expenditure | | | | | | |
| Employee Expenses | 2,360,860 | 1,703,950 | 1,542,447 | (161,503) | 656,910 | |
| Remises Related Expenditure | 28,430 | 24,240 | 24,209 | (31) | 4,190 | |
| Transport Related Expenditure | 38,380 | 29,555 | 24,580 | (4,975) | 8,825 | |
| Supplies & Services | 4,694,280 | 1,524,007 | 556,910 | (967,097) | 3,170,273 | |
| Third Party Payments | 870 | 0 | 0 | 0 | 870 | |
| Total Direct Expenditure | 7,122,820 | 3,281,752 | 2,148,146 | (1,133,607) | 3,841,068 | |
| Direct Income | | | | | | |
| Government Grants | (111,500) | (111,500) | (109,506) | 1,994 | 0 | |
| Other Grants, Reimbursements and Contributions | (20,500) | (20,500) | (20,661) | (161) | 0 | |
| Sales, Fees and Charges | (1,445,480) | (1,120,022) | (1,172,065) | (52,043) | (325,458) | |
| Rents Receivable | (55,340) | (41,626) | (46,449) | (4,823) | (13,714) | |
| Total Direct Income | (1,632,820) | (1,293,649) | (1,348,681) | (55,032) | (339,171) | |
| Net Direct Costs | 5,490,000 | 1,988,103 | 799,465 | (1,188,639) | 3,501,897 | |
| Net Indirect Costs | 789,500 | 0 | 0 | 0 | 789,500 | |
| Total for Planning and Regeneration | 6,279,500 | 1,988,103 | 799,465 | (1,188,639) | 4,291,397 | |

Department - Planning and Regeneration

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|---|---|---|--------------------------------|--|--|
| <u>Analysis by Service/Function</u> | | | | | |
| Total for Corporate Director | 1,040 | 80,377 | 81,161 | 784 | |
| Total for Planning and Customer Services | (8,000) | 1,097,572 | 937,015 | (160,557) | The position to date primarily reflects employee costs. |
| Total for Planning and Development | 990,900 | (512,250) | (534,979) | (22,729) | In reversing the trend from previous quarters, planning income is now running ahead of the profiled position which is a positive development. However along with the timing of some expenditure, the position is masking increased expenditure on defending planning appeals. To date costs of £155k have been incurred. However it is proposed to adjust other budgets within the Planning service to offset this cost which are set out in Appendix H, but this is not a financially sustainable position in the long term which may need to be addressed within the long term forecast. |
| Total for Planning Policy | 1,764,800 | 884,910 | (67,050) | (951,960) | Delivery of the Local Plan takes place over a number of years with the variance to date reflecting the timing of expenditure across financial years. It is proposed to utilise some of this budget to support the increased cost of defending planning appeals as highlighted above. |

Department - Planning and Regeneration

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|--|---|---|--------------------------------|--|--|
| Total for Building Control | 144,230 | 16,885 | (22,582) | (39,467) | Income remains ahead of the profile at the end of December 2018. |
| Total for Regeneration | 3,386,530 | 420,609 | 405,900 | (14,708) | |
| Total for Planning and Regeneration | 6,279,500 | 1,988,103 | 799,465 | (1,188,639) | |

Corporate Budget Monitoring - Housing Revenue Account Budget Position at the end of December 2018

Housing Revenue Account

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Next Quarters Profile £ | Comments |
|--|---|---|--------------------------------|--|----------------------------------|----------|
| <u>Analysis by Type of Spend</u> | | | | | | |
| Direct Expenditure | | | | | | |
| Employee Expenses | 1,061,140 | 486,345 | 486,003 | (342) | 574,795 | |
| Premises Related Expenditure | 3,716,270 | 2,322,007 | 2,005,902 | (316,105) | 1,394,263 | |
| Transport Related Expenditure | 22,570 | 16,978 | 22,061 | 5,083 | 5,592 | |
| Supplies & Services | 461,470 | 246,696 | 199,381 | (47,315) | 214,774 | |
| Third Party Payments | 1,030 | 773 | 0 | (773) | 258 | |
| Transfer Payments | 17,000 | 12,750 | 12,923 | 173 | 4,250 | |
| Interest Payments | 1,452,960 | 686,954 | 679,141 | (7,813) | 766,006 | |
| Total Direct Expenditure | 6,732,440 | 3,772,502 | 3,405,411 | (367,091) | 2,959,938 | |
| Direct Income | | | | | | |
| Other Grants, Reimbursements and Contributions | (8,000) | 0 | (10,138) | (10,138) | (8,000) | |
| Sales, Fees and Charges | (553,860) | (420,320) | (425,276) | (4,957) | (133,541) | |
| Rents Receivable | (13,107,230) | (9,810,313) | (9,741,772) | 68,541 | (3,296,917) | |
| Interest Receivable | (51,600) | 0 | 0 | 0 | (51,600) | |
| Total Direct Income | (13,720,690) | (10,230,632) | (10,177,186) | 53,446 | (3,490,058) | |
| Net Direct Costs | (6,988,250) | (6,458,130) | (6,771,775) | (313,645) | (530,120) | |
| Net Indirect Costs | 7,147,590 | 0 | 0 | (0) | 7,147,590 | |
| Net Contribution to/(from) Reserves | (159,340) | 0 | 0 | 0 | (159,340) | |
| Total for HRA | 0 | (6,458,130) | (6,771,775) | (313,645) | 6,458,130 | |

Housing Revenue Account

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|---|---|---|--------------------------------|--|--|
| <u>Analysis by Service/Function</u> | | | | | |
| Total for Finance - Financing Items | 2,400,550 | 0 | 0 | 0 | |
| Total for Corporate Director and Administration Operational Services | 639,420 | 51,464 | 43,015 | (8,449) | |
| Total for Customer and Commercial Services | (41,980) | (84,000) | (94,653) | (10,653) | |
| Total for Housing and Environmental Health | (6,928,890) | (8,478,333) | (8,432,150) | 46,183 | Two issues remain on-going from previous quarters - 1) Void loss on properties and 2) the council tax payable on empty properties with the later reflecting the cost of empty units in Honeycroft and Spendalls Sheltered Schemes. It is proposed to adjust the budget in response to these issues, which are set out in Appendix H. |
| Total for Building and Engineering | 3,930,900 | 2,052,739 | 1,712,013 | (340,726) | The position to date reflects the timing of repairs and maintenance costs. |
| Total for HRA | 0 | (6,458,130) | (6,771,775) | (313,645) | |

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of December 2018

| | Total Budget Allocated to Scheme* | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|--|-----------------------------------|---------------------------------------|--------------------------------------|-----------------------------|----------------------------------|--|
| Expenditure | | | | | | |
| Corporate Enforcement Portfolio | | | | | | |
| Milton Road car park repairs | 250,000 | 250,000 | 0 | 0 | 0 | This project remains under consideration as part of the wider Harwich regeneration project. |
| Clacton Multi-Storey car park repairs | 180,000 | 180,000 | 0 | 0 | 0 | Tenders returned for the project exceeded available budget. Further options are now being considered i.e.. re-scaling project or identifying additional funding. |
| Total for Corporate Enforcement Portfolio | 430,000 | 430,000 | 0 | 0 | 0 | |
| Environment Portfolio | | | | | | |
| Cranleigh Close, Clacton, landscaping works | 7,830 | 7,830 | 0 | 0 | 0 | Project ongoing and expected to be finalised by end of this financial year |
| Environmental Health Database Migration | 5,250 | 0 | 0 | 0 | 0 | The Service is reviewing this project as part of the wider Digital Transformation Project with the budget being profiled to 2019/20. |
| Public Access Module to CAPS | 54,140 | 0 | 0 | 0 | 0 | The Service is reviewing this project as part of the wider Digital Transformation Project with the budget being profiled to 2019/20. |
| Laying Out Cemetery | 170,120 | 1,650 | 1,650 | 1,650 | 0 | The works element of this project has been profiled to 2020/21. |
| Crematorium and Cemeteries Road Works | 150,000 | 150,000 | 0 | 0 | 0 | Tenders now received, with details of work being finalised before contractors formally appointed. |

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of December 2018

| | Total Budget Allocated to Scheme* | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|---|-----------------------------------|---------------------------------------|--------------------------------------|-----------------------------|----------------------------------|---|
| Bath House Meadow Play Area, Walton | 37,580 | 37,580 | 32,710 | 32,709 | (1) | Minor works to be completed before project is finalised. |
| Changing Place Facilities, Walton | 62,000 | 62,000 | 62,000 | 60,505 | (1,495) | Scheme Complete. |
| Resurfacing Works, Off Valley Road | 40,000 | 40,000 | 33,230 | 33,225 | (5) | Minor landscaping works to be carried out before the project is finalised. |
| Waste Collection Wheeled Bins | 742,990 | 742,990 | 0 | 0 | 0 | Order sent to supplier. |
| Total for Environment Portfolio | 1,269,910 | 1,042,050 | 129,590 | 128,089 | (1,501) | |
| Finance and Corporate Resources Portfolio | | | | | | |
| Audit management software | 2,230 | 2,230 | 0 | 0 | 0 | |
| Joint HR and Payroll System | 1,780 | 1,780 | 0 | 0 | 0 | |
| Westleigh House Demolish/additional parking provision | 23,710 | 23,710 | 0 | 0 | 0 | Demolition has now been put back to be completed by the end of February 2019 |
| Information and Communications Technology Core Infrastructure | 552,400 | 152,400 | 39,300 | 88,837 | 49,537 | This capital sum, together with the IT strategic Investment budget below are now fully committed during 2018/19 to the office transformation network re-design and investment works and essential hardware upgrades, including the Council's security firewalls |
| IT Strategic Investment | 153,790 | 153,790 | 71,094 | 94,543 | 23,449 | See Information and Communications Technology Core infrastructure comment re: office transformation network re-design. |

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of December 2018

| | Total Budget Allocated to Scheme* | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|--|-----------------------------------|---------------------------------------|--------------------------------------|-----------------------------|----------------------------------|---|
| Agresso e-procurement | 84,000 | 0 | 0 | 0 | 0 | The next phase of this project is currently expected to progress in 2019/20, and the budget has been reprofiled to reflect this. |
| Individual Electoral Registration - Scanning Equipment | 1,560 | 1,560 | 0 | 0 | 0 | |
| Enhanced Equipment replacement - Printing and Scanning | 15,350 | 11,740 | 0 | 0 | 0 | The profile for this budget has been revised as an opportunity to purchase improved scanning equipment has arisen, which is expected to be paid for by the end of the year. |
| Office Rationalisation | 1,489,260 | 937,670 | 55,000 | 193,959 | 138,959 | Work in Pier Avenue is practically complete, save for some snagging and redecoration. The appointment of a contractor to undertake the extension and link at Barnes House is expected to be confirmed shortly with work scheduled to be completed by summer 2019. Work on other sites including the Town Hall will be progressed through 2019. The bulk of remaining expenditure will occur during the construction phases during 2019. Retentions and set up costs will form a tail of expenditure for around a further 12 months. The budget has been reprofiled to reflect this schedule of works. |
| Total for Finance and Corporate Resources Portfolio | 2,324,080 | 1,284,880 | 165,394 | 377,338 | 211,945 | |

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of December 2018

| | Total Budget Allocated to Scheme* | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|--|-----------------------------------|---------------------------------------|--------------------------------------|-----------------------------|----------------------------------|--|
| Housing Portfolio | | | | | | |
| Replacement of High Volume Printers | 29,000 | 29,000 | 0 | 0 | 0 | |
| Replacement debit and credit card payment facility | 14,630 | 14,630 | 0 | 0 | 0 | |
| Replacement Scan Stations | 12,000 | 0 | 0 | 0 | 0 | This scheme has been profiled to 2020/21 |
| Housing in Jaywick | 500,000 | 70,000 | 0 | 0 | 0 | Quotes have been received for consultancy work to progress this major project, which are currently being considered as part of the procurement process |
| Private Sector Renewal Grants/Financial Assistance Loans | 365,640 | 365,640 | 28,840 | 28,840 | (0) | |
| Disabled Facilities Grants | 7,037,320 | 4,009,320 | 814,244 | 810,176 | (4,068) | |
| Private Sector Leasing | 75,660 | 75,660 | 0 | 0 | 0 | |
| Empty Homes funding | 164,220 | 164,220 | 0 | 0 | 0 | This project is being reviewed to identify alternative options / opportunities |
| Total for Housing Portfolio | 8,198,470 | 4,728,470 | 843,084 | 839,016 | (4,068) | |
| Investment and Growth Portfolio | | | | | | |
| Regeneration Capital Projects | 349,180 | 349,180 | 0 | 0 | 0 | The Service is currently reviewing projects and initiatives which will be presented to Members for consideration. |
| SME Growth Fund Capital Grants | 65,000 | 65,000 | 12,250 | 12,250 | 0 | This is supported by external funding and will be committed as successful applications are made against the SME Scheme. |
| Harwich Public Realm | 1,000,000 | 1,000,000 | 0 | 0 | 0 | |
| Total for Investment and Growth Portfolio | 1,414,180 | 1,414,180 | 12,250 | 12,250 | 0 | |

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of December 2018

| | Total Budget Allocated to Scheme* | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|---|-----------------------------------|---------------------------------------|--------------------------------------|-----------------------------|----------------------------------|--|
| Leisure and Tourism Portfolio | | | | | | |
| Replacement of beach hut supports - The Walings | 11,620 | 0 | 0 | 0 | 0 | |
| Clacton Leisure Centre Air Handling Units | 0 | 0 | 0 | (4,300) | (4,300) | The outstanding credit is due to a retention payment - awaiting final invoice from contractor |
| Princes Theatre Toilets | 40,000 | 0 | 0 | 0 | 0 | This project will now be completed in 2019/20 as part of the scheduled works to the Town Hall that form part of wider Office Rationalisation project |
| Town Centre Fountain | 160,000 | 160,000 | 0 | 0 | 0 | Options for this site remain under consideration. |
| Princes Theatre Sound Equipment | 42,240 | 42,240 | 42,240 | 42,387 | 147 | |
| Venetian Bridge Clacton | 108,140 | 108,140 | 108,140 | 114,948 | 6,808 | Works finished, with service awaiting final invoices to finalise the project |
| New Beach Huts | 64,600 | 20,000 | 0 | 0 | 0 | The majority of this project has been profiled to 2019/20 with a limited amount of expenditure planned in 2018/19. |
| Cliff Stabilisation Scheme | 4,617,720 | 4,015,130 | 888,440 | 888,435 | (5) | Works are on schedule to be completed Summer 2019. |
| Public Convenience Works | 140,000 | 140,000 | 70,000 | 113,391 | 43,391 | Minor works to be finalised and final invoice to be paid before project is completed. |
| Marine Parade West Clacton Cliff Works | 57,270 | 57,270 | 5,490 | 5,486 | (4) | Works finished. Final invoice to be received at end of maintenance period October 2019. |

Corporate Budget Monitoring - General Fund Capital Programme Position at the end of December 2018

| | Total Budget Allocated to Scheme* | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments |
|--|-----------------------------------|---------------------------------------|--------------------------------------|-----------------------------|----------------------------------|---|
| Flood Wall, Walton On The Naze | 222,500 | 222,500 | 216,310 | 216,313 | 3 | Works are now complete, partners contributions being finalised, with service awaiting final invoice before finalising the project. |
| Promenade Way, Public Convenience Works | 135,000 | 135,000 | 74,090 | 74,088 | (2) | Initial Refurbishment works for this Public Convenience are underway, with project expected to be completed before the end of 2018/19 |
| Total for Leisure and Tourism Portfolio | 5,599,090 | 4,900,280 | 1,404,710 | 1,450,749 | 46,039 | |
| Total Approved General Fund Capital Programme | 19,235,730 | 13,799,860 | 2,555,027 | 2,807,442 | 252,415 | |

* This is current and future years budget where a scheme has been profile into future years

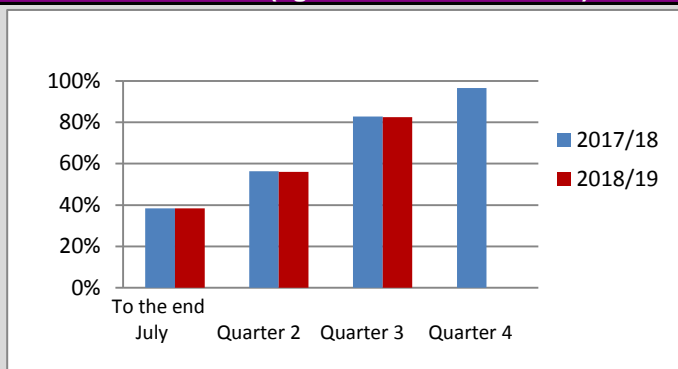
Corporate Budget Monitoring - Housing Revenue Account Capital Programme Budget Position at the end of December 2018

| | 2018/19 Current Full Year Budget £ | 2018/19 Profiled Budget to date £ | 2018/19 Actual to date £ | 2018/19 Variance to Profile £ | Comments | | | | | | | | | | | | |
|---|---|--|-----------------------------------|--|--|------------|----------|------------|----------|------------|----------|------------|------------|------------|----------|------------|----------|
| Improvements, enhancement & adaptation of the Council's housing stock | 3,492,250 | 1,788,568 | 1,549,006 | (239,561) | This budget covers a range of individual schemes which will be delivered as the year progresses and are subject to the appropriate procurement processes, which are planned, being progressed or are underway. | | | | | | | | | | | | |
| Upgrade & Replacement | 79,030 | 15,000 | 1,952 | (13,048) | | | | | | | | | | | | | |
| Disabled Adaptations | 465,060 | 192,450 | 196,070 | 3,620 | Similarly to the above, it is anticipated that works will be progressed over the remainder of the year. | | | | | | | | | | | | |
| Cash Incentive Scheme | 60,000 | 0 | 0 | 0 | | | | | | | | | | | | | |
| New Build Initiatives and Acquisitions* | 3,204,950 | 702,910 | 702,905 | (5) | | | | | | | | | | | | | |
| Jaywick Sands - New Build/Starter Homes | 775,000 | 121,800 | 122,025 | 225 | | | | | | | | | | | | | |
| <p>*Within the budget of £3,204,950, £2,748,202 relates to projects supported by one for one capital receipts with spend by dates as follows:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">31/12/2019</td> <td style="width: 25%;">£102,150</td> <td style="width: 25%;">30/09/2020</td> <td style="width: 25%;">£536,130</td> </tr> <tr> <td>31/03/2020</td> <td>£413,570</td> <td>31/12/2020</td> <td>£1,270,100</td> </tr> <tr> <td>30/06/2020</td> <td>£276,060</td> <td>31/03/2021</td> <td>£150,192</td> </tr> </table> | | | | | | 31/12/2019 | £102,150 | 30/09/2020 | £536,130 | 31/03/2020 | £413,570 | 31/12/2020 | £1,270,100 | 30/06/2020 | £276,060 | 31/03/2021 | £150,192 |
| 31/12/2019 | £102,150 | 30/09/2020 | £536,130 | | | | | | | | | | | | | | |
| 31/03/2020 | £413,570 | 31/12/2020 | £1,270,100 | | | | | | | | | | | | | | |
| 30/06/2020 | £276,060 | 31/03/2021 | £150,192 | | | | | | | | | | | | | | |
| Total Housing Revenue Account Capital Programme | 8,076,290 | 2,820,728 | 2,571,957 | (248,770) | | | | | | | | | | | | | |

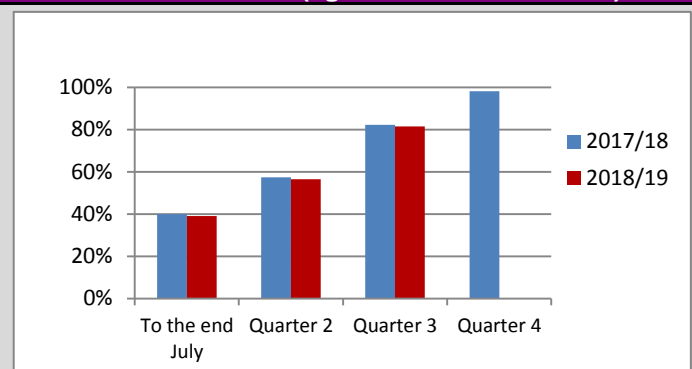
Collection Performance : Position at the end of December 2018

The collection performance against Council tax, Business Rates, Housing Rents and General Debt collection are set out below.

Council Tax (against annual amounts)

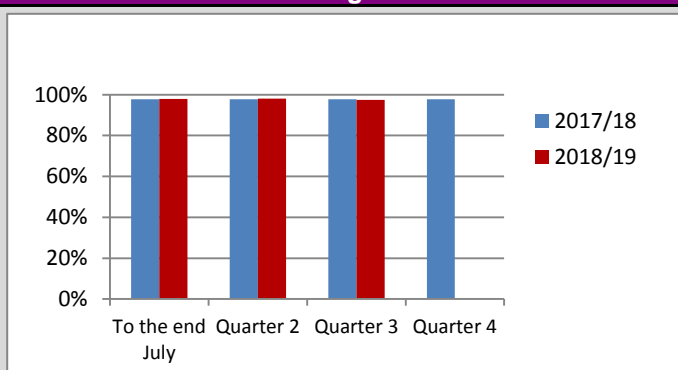


Business Rates (against annual amounts)

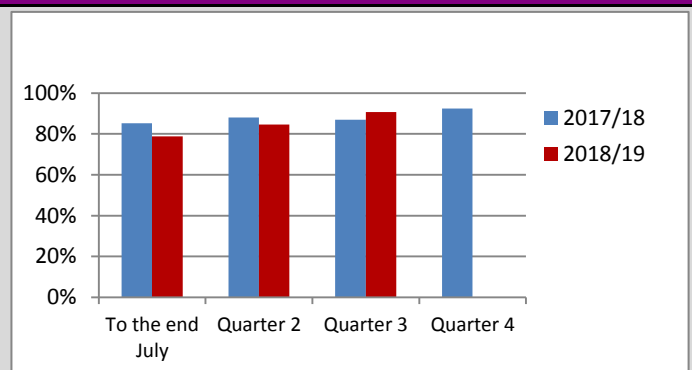


| | 2017/18 | 2018/19 | | 2017/18 | 2018/19 |
|-----------------|---------|---------|-----------------|---------|---------|
| To the end July | 38.42% | 38.46% | To the end July | 39.97% | 39.12% |
| Quarter 2 | 56.29% | 56.09% | Quarter 2 | 57.38% | 56.40% |
| Quarter 3 | 82.80% | 82.52% | Quarter 3 | 82.17% | 81.42% |
| Quarter 4 | 96.55% | | Quarter 4 | 98.07% | |

Housing Rents



General Debt



| | 2017/18 | 2018/19 | | 2017/18 | 2018/19 |
|-----------------|---------|---------|-----------------|---------|---------|
| To the end July | 97.80% | 98.00% | To the end July | 85.25% | 78.84% |
| Quarter 2 | 97.80% | 98.10% | Quarter 2 | 88.04% | 84.58% |
| Quarter 3 | 97.80% | 97.40% | Quarter 3 | 86.93% | 90.65% |
| Quarter 4 | 97.76% | | Quarter 4 | 92.36% | |

Treasury Activity : Position at the end of December 2018

Key Treasury Management Performance Data and Prudential Indicators are set out below.

TREASURY ACTIVITY

| Borrowing | Opening Balance 1 April £'000 | Borrowing to date £'000 | Borrowing Repaid to date £'000 | Balance to Date £'000 | Comments |
|---|----------------------------------|---|--|---------------------------|---|
| Long Term PWLB Borrowing - GF | 464 | 0 | 111 | 353 | |
| Long Term PWLB Borrowing - HRA | 43,434 | 0 | 1,372 | 42,062 | |
| TOTAL BORROWING | 43,898 | 0 | 1,483 | 42,415 | |
| Investments | Opening Balance 1 April £'000 | Investments to date £'000 | Investments Repaid to date £'000 | Balance to Date £'000 | Comments |
| <i>Investments less than a year</i> | | | | | |
| Investments with UK Government via Treasury Bills/Investments with DMO, and Local Authorities and other public bodies | 46,000 | 220,700 | 217,300 | 49,400 | Net investments have increased over the reporting period due to the timing of the Council's cash flow such as expenditure budgets behind profile or income being received ahead of expenditure. |
| Investments with UK financial Institutions (including Money Market Funds) | 9,440 | 43,200 | 37,644 | 14,996 | At the end of the period, investments were held with 9 counterparties. |
| Investments with non-UK Financial institutions | 0 | 0 | 0 | 0 | |
| Total Investments for less than a year | 55,440 | 263,900 | 254,944 | 64,396 | |
| <i>Investments for longer than a year</i> | 0 | 0 | 0 | 0 | |
| TOTAL INVESTMENTS | 55,440 | 263,900 | 254,944 | 64,396 | |
| Interest Paid / Received | Full Year Budget £'000 | Profiled Budget to Date £'000 | Actual to Date £'000 | Variance to date £'000 | Comments |
| Interest Paid on Borrowing - GF | 56 | 30 | 16 | (14) | The weighted average rate of interest on the Council's GF borrowing is currently 7.95%. (on an accrued basis) |
| Interest Paid on Borrowing - HRA | 1,453 | 687 | 679 | (8) | The weighted average rate of interest on the Council's HRA borrowing is currently 3.38%. (on an accrued basis) |
| Interest Received on Investments | (316) | (249) | (340) | (91) | The weighted average rate of interest being received on the Council's investments is currently 0.64%. (on an accrued basis) |
| PRUDENTIAL INDICATORS | | | | | |
| | Approved Indicator £'000 | Highest amount reached in the period £'000 | Comments | | |
| Authorised limit for external borrowing | 74,298 | 43,898 | Borrowing has remained within approved limits. | | |
| Operational boundary for external borrowing | 66,868 | | | | |
| Debt Cap - HRA | 60,285 | | | | |

Income from S106 Agreements

Information in respect of S106 income has been split across two areas below - Where money has been formally allocated / being spent and where money remains unallocated / uncommitted.

Where related to capital schemes - see Appendix D for overall scheme progress.

ALLOCATED / BEING SPENT

| Scheme | Amount Committed / Planned to be Spent in 2018/19 (including accrued interest as appropriate) £'000 |
|--|--|
| Capital Schemes | |
| Cranleigh Close, Clacton - landscaping works | 8 |
| Valley Road, Car Park Resurfacing | 40 |
| Seafront Facilities, Brightlingsea Promenade | 135 |
| Revenue Schemes and other Contributions | 178 |
| TOTAL | 361 |

UNALLOCATED / UNCOMMITTED TO DATE

| Permitted Use as per S106 Agreement | Amount Held / 'Spend by' Date | | | |
|--|---------------------------------|--------------------------|--------------------------|-----------------------|
| | Less than 1 Year £'000 | 1 to 2 Years £'000 | 2 to 4 Years £'000 | 4 years + £'000 |
| Regeneration Programme and Other Initiatives | 0 | 0 | 0 | 74 |
| Affordable Housing | 0 | 0 | 0 | 651 |
| Town Centre Improvements | 0 | 0 | 0 | 43 |
| Open Space* | 1 | 14 | 31 | 837 |
| TOTAL | 1 | 14 | 31 | 1,605 |

* For schemes with a 'spend by' date of less than one year, this money must be spent as follows by August 2019

Proposed Adjustments to the 2018/19 Budget December 2018

| Description | Expenditure Budget | Income Budget | Reason for Adjustment |
|---|-----------------------|------------------|---|
| | £ | £ | |
| GENERAL FUND REVENUE | | | |
| <i>The following items have no net impact on the overall budget</i> | | | |
| Manpower Initiatives - Revenues and Benefits | 100,000 | | A restructure of the Revenues and Benefits service is currently being considered as part of reducing capacity in response to the roll out of Universal Credit. The budget adjustment reflects potential redundancy costs associated with the restructure, which will be claimed back from the Department of Works and Pensions. |
| Use of Benefit Reserve | | (100,000) | |
| Development of Town Centre Working Party Projects | 10,000 | | To utilise money within the Business Investment and Growth Budget to support the development of projects relating to the work of the Clacton Town Centre Working Party including bids for the Government's Future High Streets Fund. |
| Use of the Business Investment and Growth Budget | (10,000) | | |
| Seafronts - Increase in salary budgets | 18,570 | | Seafronts - An adjustment has been required to the relevant salary budgets to reflect the mix of full year and part year staff utilised during the year. |
| Seafronts - adjustment to other expenditure budgets within the service to meet the cost of the above salary costs | (18,570) | | |
| Careline - Increase in temporary staff costs | 20,000 | | Budget adjustment required as temporary staff contracts have been utilised to fulfil contractual commitments to third parties, the costs of which have been met from associated income. |
| Careline - adjustment to corresponding income budget to fund costs above | | (20,000) | |
| Costs of Planning Appeals | 155,000 | | The cost of defending planning appeals has been significant over the course of the year, with other budgets being adjusted to offset expenditure incurred. |
| <i>To meet the above costs the following adjustments have been made within the planning service:</i> | | | |
| Reduction in training budgets | (30,000) | | |
| Increase in planning income budgets | | (35,000) | |
| Reduction in LDF budget | (90,000) | | |

| Description | Expenditure Budget | Income Budget | Reason for Adjustment |
|--|------------------------|----------------|---|
| | £ | £ | |
| Engineering Services - Increase in Salary Costs Reduction in Revenue Contribution to Capital Programme | 53,660 (53,660) | | The office transformation project has been supported by the in-house team as an alternative to the more expensive option of seeking an external contractor. The change proposed is a technical one that adjusts the capital programme to reflect this approach. |
| Cost of providing food caddy bags Use of 2018/19 New Homes Bonus | 22,540 (22,540) | | To support the changes associated with the extension to the existing Waste and Recycling Contract to be funded from the 2018/19 New Homes Bonus as agreed by Cabinet at its 23 March 2018 meeting. |
| Public Conveniences - Increase in building repairs budget Use of Health and Safety work programme budget to support the above costs | 35,000 (35,000) | | Following the outcome of legionella risk assessments, additional work has been undertaken at a number of public conveniences, with the cost proposed to be met from the £200k health and safety programme of works budget. |
| Total General Fund Revenue with no net impact on the overall budget | (155,000) | 155,000 | |

| Description | Expenditure Budget | Income Budget | Reason for Adjustment |
|--|--------------------|---------------|---|
| | £ | £ | |
| <i>The following items will be adjusted against the Forecast Risk Fund</i> | | | |
| Reduction in Expenditure - Employee Costs | (210,970) | | This primarily represents the level of vacancy 'saving' accrued over the 3rd quarter. |
| Increase in Waste and Recycling Contract costs | 100,000 | | A higher inflationary indexation was applied to the contract than originally allowed for in the budget. This was highlighted as part of the development of the 2019/20 budget and has therefore already been reflected in future years. |
| Clinical Waste Collection Costs | 10,000 | | Following the collection of household clinical waste transferring back to the Council on 1 January 2019, this reflects the anticipated annual cost of providing this kerbside service. It is proposed to not make a charge for the service in the first year, a position that will be reviewed later in the 2019. |
| Increased Investment Income | | (100,000) | Income is running ahead of the budget due to the cash flow and interest rate position. This adjustment is over and above the similar adjustment of £80k made at the end of 2nd quarter. |
| Increased Income - Street Naming and Numbering Income | | (61,000) | Additional income has been received during the year. |
| Reduced Staff Costs | (19,960) | | This adjustment reflects savings from staff reorganisations finalised during the year to date. |
| Reduction in Minimum Revenue Provision contribution | (21,000) | | Debt is reducing year on year as it is repaid, therefore the minimum revenue provision, which is the amount set aside to repay debt, can be reduced. |
| Reduction in pension added years / financial strain costs | (19,000) | | This reflects reducing contributions year on year relating to prior year pension adjustments / commitments. |
| Additional income - New Burdens Grant funding | | (97,580) | This reflects funding received during the year from the Government that is not presently committed to expenditure elsewhere within the budget. |
| Additional Expenditure - Contribution to the cost of a PCSO in Harwich for 2 years | 38,400 | | It is proposed to support the cost of this officer by way of a 50% contribution that will be matched by Harwich Town. |

| Description | Expenditure Budget | Income Budget | Reason for Adjustment |
|---|--------------------|---------------|---|
| | £ | £ | |
| Increase costs - Microsoft Licences | 65,000 | | Following a software licence 'audit', additional costs have been identified that partly reflect the general increase in prices introduced by Microsoft. The longer term position is currently under review and will be included in a wider update on the digital transformation project that is planned to be presented to members in March 2019. |
| Funding to support Energy Efficiency Schemes | 100,000 | | The Council is required to meet new minimum energy efficiency standards across its properties leased to third parties. It is proposed to set aside funding from within the 2018/19 budget to support this new burden. |
| Increased business rate income | | (500,000) | This proposed adjustment reflects the estimated benefit from being a member of the Essex Business Rates pool in 2018/19. |
| Increase in Expenditure - Business Rates on TDC properties | 6,040 | | This reflects the small increase in the cost of business rate across the Council's portfolio of operational properties. |
| Increase in costs - fine and associated fees payable by the Council | 34,360 | | This reflects the outcome from the recent H&S prosecution. |
| Net Increase in income - lease rentals and Caros adjustment | | (14,230) | The budget is proposed to be adjusted to reflect the outcome of property rent reviews and the associated support from the Caros scheme. |
| Cost Pressures Identified as part of 2019/20 budget | | | |
| Clacton Airshow 2019 | 60,000 | | These items reflect the cost pressures agreed by Cabinet on a one-off basis (as set out in Appendix C of Item A.2 - Cabinet 18 January 2019.) |
| Sea and Beach Festival 2019 | 20,000 | | |
| Contribution to Mental Health Hub 2019/20 | 23,000 | | |
| Establishment of an Anti-Social Behaviour Officer from 2019/20 | 61,200 | | |
| Additional Security measures at Bath House Meadow 2019/20 | 20,000 | | |
| Net Contribution to Forecast Risk Fund | 505,740 | | |

| Description | Expenditure Budget | Income Budget | Reason for Adjustment |
|--|--------------------|------------------|---|
| | £ | £ | |
| GENERAL FUND CAPITAL | | | |
| Schemes Reprofiled | | | |
| None | | | |
| Other Changes to General Fund Capital Programme | | | |
| Increase in Disabled Facilities Grant Scheme Additional Disabled Facilities Grant Funding | 191,990 | (191,990) | This adjustment reflects additional grant funding receivable from the Government in 2018/19 |
| Reduction in Office Transformation Project Direct Revenue Financing adjustment to reflect above | (53,660) | 53,660 | This budget has been adjusted to reflect the work undertaken by the in-house engineering team as set out earlier on in this appendix. |
| Total General Fund Capital Adjustment with no net impact on the overall budget | (138,330) | 138,330 | |
| HRA REVENUE | | | |
| <i>The following items will be adjusted against the HRA General Balance</i> | | | |
| Reduced rental income Reduction in service charge income | | 90,000 19,940 | These adjustments reflect the level of historic right to buys and void periods. |
| Increase in Council Tax on empty properties | 30,000 | | Council tax remains payable on empty properties such as Honeycroft and Spendells Sheltered Schemes. |
| HRA CAPITAL | | | |
| None | | | |

General Fund Revenue Carry Forwards

APPENDIX I

| | | Requested C/Fwd Amount (£) | Comments |
|--|---|----------------------------|--|
| Budgets subject to being carried forward for more than one year | | | |
| Planning and Regeneration | Business Investment and Growth | 2,087,420 | To support schemes and projects in 2018/19 and beyond. |
| Corporate Services | Garden Communities Project | 1,750,000 | To continue to support the development of this long term project. |
| Planning and Regeneration | Planning Policy and Conservation | 1,117,220 | For the on-going delivery of the Local Plan. |
| Corporate Services | Fit for Purpose Budget | 336,980 | To be used to support initiatives in 2018/19. |
| Corporate Services | Contingency (Corporate) Budget | 322,010 | To support unexpected corporate expenditure. |
| Planning and Regeneration | SME Growth Fund | 257,020 | SME Growth Funding to be allocated to successful applicants during 2018/19 |
| Corporate Services | Corporate Agency staff budget | 250,000 | Agency staff costs incurred in 2017/18 were met from within the overall employee budgets as part of the outturn position which has enabled this money to be considered for carrying forward into 2018/19 to support the future cost of agency staff, primarily in Planning and Environmental Health. |
| Planning and Regeneration | Economic Growth Budget | 236,750 | As set out in the report to Cabinet (20 April 2018) this money is to support economic growth projects and schemes which will be determined in 2018/19 |
| Corporate Services | New Burdens Funding received in 2016/17 and 2017/18 | 193,020 | To enable associated activities to be funded in future years. |
| Operational Services | Beach Hut Sites | 176,530 | To reinvest in beach huts / seafront amenities in 2018/19 |
| Corporate Services | Emerging Property Projects | 123,780 | This is essential for improving and making the most of our assets through new property projects over the coming year along with the recruitment of a temporary post. |
| Planning and Regeneration | Planning Service Unit | 112,000 | To meet ongoing long term training and recruitment costs. |
| Planning and Regeneration | Planning and Enforcement | 75,650 | Ongoing improvements to the Planning Service. |
| Operational Services | Community Warden Service Unit | 51,250 | Community Warden on-going Funding. |
| Corporate Services | Accountancy Service Unit - Computer Software | 44,000 | The latest release of software is awaited. |
| Corporate Services | Essex Family Needs Project | 23,850 | To support the continuation of this initiative into 2018/19 and beyond. |
| Operational Services | Highways TDC - General | 20,250 | To support a match funding scheme with ECC. |
| Planning and Regeneration | Heritage and Conservation - General | 15,800 | Ongoing project over number of years, including St Osyth Priory Heritage Works. |
| Planning and Regeneration | Jaywick Sands Team | 13,040 | To support Community Initiatives |
| Operational Services | Home Improvement Agency | 10,800 | To commission a pre grant/loan advice service for elderly and vulnerable residents. |
| Corporate Services | Emergency Planning | 10,000 | To be used for printing and stationery/emergency planning initiatives. |
| Operational Services | CCTV | 9,940 | Balance of projects budget required for works to CCTV equipment |
| Operational Services | Crematorium | 8,600 | Delivery of goods delayed. |
| Office of Chief Executive | Members - Other Costs | 8,060 | To support training costs in future years |
| Operational Services | Coastal Communities Team | 6,410 | To continue Jaywick CCT Project Funding work. |
| Corporate Services | Personnel and Human Resources Issues | 2,370 | To support the Investors in People programme. |
| | | | |
| Budget not previously subject to Carry Forward | | | |
| Corporate Services | Digital Transformation Project | 865,200 | To support the major digital transformation project now underway |
| Operational Services | Print and Post Hub Service Unit | 41,620 | 2x Scanning Assistants - posts recruited to in 2018/19 |
| Corporate Services | Election Expenses | 32,590 | Balance of specific budget allocated for repayment of previously over claimed VAT pending confirmation of final amounts due |
| Corporate Services | Central Telephone Service | 19,600 | To support associated costs in 2018/19. |
| Corporate Services | IT Direct Service Costs - Data Communication | 12,900 | For the provision of Citrix into 2018/19. |

General Fund Revenue Carry Forwards

APPENDIX I

| | | Requested C/Fwd Amount (£) | Comments |
|--|---|----------------------------------|---|
| Operational Services | Shelters - General | 3,720 | To fund Shelter maintenance costs following adverse weather conditions delaying maintenance work in 2017/18 |
| Operational Services | Public Health & Complaints | 3,350 | To support cost of asbestos clearance. |
| Operational Services | Housing Service Unit | 1,490 | Skyguard project implementation delayed. |
| Corporate Services | Business Manager | 1,200 | To support the cost of officer training. |
| Operational Services | Careline | 1,200 | To carry out repairs to Careline vehicles. |
| Office of Chief Executive | Veterans Tea Dance | 1,100 | To support Veterans Event in 2018 |
| Externally Funded | | | |
| Operational Services | Community Housing Trust Grant | 687,180 | External Grant Funding to be used for ongoing projects. |
| Operational Services | Homelessness | 111,700 | External Grant Funding to be used for ongoing projects. |
| Operational Services | CCG Joint Working Funding | 100,000 | External Grant Funding to be used for ongoing projects. |
| Operational Services | Fast Food Initiative | 88,020 | External Grant Funding to be used for ongoing projects. |
| Corporate Services | Benefits & Revenues Service Unit - Agency Staff | 86,000 | To continue to support initiatives funded by the major preceptors as part of the Council Tax sharing agreement. |
| Operational Services | Recycling & Waste Contract | 77,920 | External Grant Funding to be used for ongoing projects along with a consultancy budget. |
| Operational Services | Public Health & Complaints | 74,700 | External Grant Funding to be used for ongoing projects. |
| Office of Chief Executive | CDRP Support and Initiatives | 59,910 | External funding used to support Community Projects / Community Safety Service |
| Planning and Regeneration | Big Society | 56,020 | Big Society Grant Funding to be allocated to successful applicants during 2018/19 |
| Operational Services | Weekly Collection Grant | 31,590 | External Grant Funding to be used for ongoing projects. |
| Corporate Services | Fraud and Compliance Initiatives | 26,470 | Balance of external funding to support associated initiatives in 2018/19. |
| Operational Services | Nature Conservation | 24,980 | External Grant Funding to be used for ongoing projects. |
| Operational Services | Community Activity Network | 9,900 | External Grant Funding to be used for ongoing projects. |
| Operational Services | CCTV | 4,070 | To support expenditure funded by external income received during the year. |
| Operational Services | Miscellaneous Seafront Activities | 3,510 | One off Government Grant for seafront signage |
| Planning and Regeneration | Town Team Partners | 17,500 | External funding awarded to partners with projects still being considered. |
| Planning and Regeneration | Town Team Partners | (17,500) | External funding awarded to partners with projects still being considered. |
| Operational Services | Recycling Rewards Scheme | 43,910 | External Grant Funding to be used for ongoing projects. |
| Operational Services | Recycling Rewards Scheme | (43,910) | External Grant Funding to be used for ongoing projects. |
| Total GF Revenue Carry Forwards - SECTION A | | 9,688,690 | |

General Fund Capital Carry Forwards

| | | Requested C/Fwd Amount (£) |
|--|---|----------------------------|
| <i>Budgets subject to being carried forward for more than one year</i> | | |
| Operational Services | Cliff Stabilisation Scheme | 4,602,590 |
| Operational Services | Disabled Facilities Grants | 2,047,070 |
| Planning and Regeneration | Harwich Public Realm | 1,000,000 |
| Operational Services | Housing in Jaywick | 500,000 |
| Operational Services | Private Sector Renewal Grants/Financial Assistance Loans | 365,640 |
| Planning and Regeneration | Regeneration Capital Projects | 349,180 |
| Operational Services | Laying Out Cemetery | 170,120 |
| Operational Services | Empty Homes funding | 164,220 |
| Corporate Services | IT Strategic Investment | 153,790 |
| Operational Services | Crematorium and Cemeteries Road Works | 150,000 |
| Operational Services | Venetian Bridge Clacton | 108,140 |
| Corporate Services | Agresso e-procurement | 84,000 |
| Operational Services | Private Sector Leasing | 75,660 |
| Planning and Regeneration | SME Growth Fund Capital Grants | 65,000 |
| Operational Services | New Beach Huts | 64,600 |
| Operational Services | Public Access Module to CAPS | 54,140 |
| Corporate Services | Information and Communications Technology Core Infrastructure | 52,400 |
| Operational Services | Alteration of Redundant Cash Office | 29,260 |
| Corporate Services | Replacement of High Volume Printers | 29,000 |
| Operational Services | Westleigh House Demolish/additional parking provision | 23,710 |

| | | Requested C/Fwd Amount (£) |
|---|--|----------------------------------|
| <i>Budgets subject to being carried forward for more than one year</i> | | |
| Operational Services | Coast Protection - Cliff Road Sea Wall | 15,130 |
| Corporate Services | Replacement debit and credit card payment facility | 14,630 |
| Corporate Services | Replacement Scan Stations | 12,000 |
| Operational Services | Replacement of beach hut supports - The Walings | 11,620 |
| Operational Services | Cranleigh Close, Clacton, landscaping works | 6,660 |
| Operational Services | Environmental Health Database Migration | 5,250 |
| Operational Services | Enhanced Equipment replacement - Printing and Scanning | 3,610 |
| Corporate Services | Audit management software | 2,230 |
| Corporate Services | Joint HR and Payroll System | 1,780 |
| Corporate Services | Individual Electoral Registration - Scanning Equipment | 1,560 |
| <i>Budget not previously subject to Carry Forward</i> | | |
| Corporate Services | Office Rationalisation | 1,160,000 |
| Operational Services | Milton Road car park repairs | 250,000 |
| Operational Services | Clacton Multi-Storey car park repairs | 180,000 |
| Operational Services | Town Centre Fountain | 160,000 |
| Operational Services | Public Conveniences Works | 140,000 |
| Operational Services | Changing Place Facilities, Walton | 62,000 |
| Operational Services | Marine Parade West Clacton Cliff Works | 57,270 |
| Operational Services | Princes Theatre Toilets | 40,000 |
| Operational Services | Bath House Meadow Play Area, Walton | 37,580 |
| Total GF Capital Carry Forwards | | 12,249,840 |

UPDATED LONG TERM FINANCIAL FORECAST

| | <i>Budget</i> 2017/18 | <i>Budget</i> 2018/19 | <i>Estimate</i> 2019/20 | <i>Estimate*</i> 2020/21 | <i>Estimate</i> 2021/22 | <i>Estimate</i> 2022/23 | <i>Estimate</i> 2023/24 | <i>Estimate</i> 2024/25 | <i>Estimate</i> 2025/26 | <i>Estimate</i> 2026/27 |
|--|--------------------------|--------------------------|----------------------------|-----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| <i>Underlying Funding Growth in the Budget</i> | | | | | | | | | | |
| Council Tax Increase 1.99% | (0.136) | (0.147) | (0.151) | (0.154) | (0.157) | (0.160) | (0.164) | (0.167) | (0.170) | (0.174) |
| Ctax increase by £5 (amounts set out are over and above 1.99% above) | (0.090) | (0.086) | (0.082) | (0.079) | (0.076) | (0.073) | (0.070) | (0.067) | (0.063) | (0.060) |
| Growth in Business rates - Inflation | 0.000 | (0.131) | (0.110) | (0.093) | (0.095) | (0.097) | (0.099) | (0.101) | (0.103) | (0.105) |
| Growth in Business rates / council tax - general property growth | (0.148) | (0.293) | (0.576) | (0.138) | (0.147) | (0.155) | (0.164) | (0.172) | (0.181) | (0.189) |
| Collection Fund Surpluses b/fwd | (0.218) | (0.652) | (0.710) | (0.100) | (0.100) | (0.100) | (0.100) | (0.100) | (0.100) | (0.100) |
| | (0.592) | (1.309) | (1.629) | (0.564) | (0.575) | (0.585) | (0.597) | (0.607) | (0.617) | (0.628) |
| <i>Net Cost of Services and Other Adjustments</i> | | | | | | | | | | |
| Reduction in RSG | 0.914 | 0.580 | 0.648 | 0.422 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Remove one-off items from prior year | (0.155) | (0.315) | (0.112) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Remove one-off items from prior year - Collection Fund Surplus | (0.020) | 0.218 | 0.652 | 0.710 | 0.100 | 0.100 | 0.100 | 0.100 | 0.100 | 0.100 |
| Inflation - Employee Costs (including annual review adjustments) | 0.125 | 0.514 | 0.635 | 0.264 | 0.266 | 0.268 | 0.269 | 0.271 | 0.272 | 0.274 |
| Inflation - Other | 0.000 | 0.088 | 0.221 | 0.110 | 0.113 | 0.115 | 0.117 | 0.120 | 0.122 | 0.124 |
| First / Second / Third year impact of PFH WP Savings | (0.268) | (0.055) | (0.115) | (0.090) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| LTC Grant To Parish Council's | 0.000 | (0.049) | (0.055) | (0.036) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Beach Recharge - Set aside full budget in one year | 0.000 | (0.150) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Revenue Contrib. to Capital Programme | (0.100) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Special change in Use of Reserves | 0.287 | 0.374 | (0.069) | 0.201 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| On-going savings required | (0.879) | (0.290) | (0.328) | (0.300) | (0.300) | (0.300) | (0.300) | (0.300) | (0.300) | (0.300) |
| Unmitigated Cost Pressures | 1.046 | 0.114 | 0.153 | 0.150 | 0.150 | 0.150 | 0.150 | 0.150 | 0.150 | 0.150 |
| Other Adjustments | 0.000 | (0.134) | (0.118) | (0.201) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| | 0.950 | 0.895 | 1.512 | 1.231 | 0.329 | 0.333 | 0.336 | 0.340 | 0.344 | 0.348 |
| <i>Net Total</i> | 0.358 | (0.414) | (0.117) | 0.667 | (0.247) | (0.253) | (0.261) | (0.267) | (0.273) | (0.280) |
| Add back Use of Reserves / Forecast Risk Fund in Prior Year | 0.200 | 0.558 | 0.144 | 0.027 | 0.694 | 0.447 | 0.195 | (0.066) | (0.333) | (0.606) |
| <i>Net Budget Position</i> | 0.558 | 0.144 | 0.027 | 0.694 | 0.447 | 0.195 | (0.066) | (0.333) | (0.606) | (0.885) |
| Use of Forecast Risk Fund to support the Net Budget Position | (0.558) | (0.144) | (0.027) | (0.694) | (0.447) | (0.195) | 0.066 | 0.333 | 0.606 | 0.885 |

* See separate RAG risk assessment for further consideration of forecast risks for each line of the forecast

Use of Forecast Risk Fund to Support the Net Budget Position Above

| | | | | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Outturn b/fwd from prior years | (0.558) | (1.934) | (2.290) | (2.763) | (2.569) | (2.621) | (2.926) | (3.492) | (4.325) | (5.431) |
| Applied in year as set out in the forecast above | 0.558 | 0.144 | 0.027 | 0.694 | 0.447 | 0.195 | (0.066) | (0.333) | (0.606) | (0.885) |
| Additional contributions generated in year | (1.934) | (0.500) | (0.500) | (0.500) | (0.500) | (0.500) | (0.500) | (0.500) | (0.500) | (0.500) |
| Balance to Carry Forward | (1.934) | (2.290) | (2.763) | (2.569) | (2.621) | (2.926) | (3.492) | (4.325) | (5.431) | (6.816) |

| Relevant line of the Forecast | RAG Assessment of Risk | Comments |
|--|------------------------|---|
| Underlying Funding Growth in the Budget | | |
| Council Tax Increase 1.99% | | Although this is subject to future Government policy, it is expected that an allowable inflationary uplift will always be a feature in the Local Government finance settlement and associated Council Tax referendum principles |
| Ctax increase by £5 (amounts set out are over and above the 1.99% above) | | Although similar to the above, there is less certainty around the level of increase that the Government may allow over and above a 'base' inflationary uplift. However it is expected that such increases will be allowable in the short term without invoking the need to hold a referendum. This will remain subject to on-going review. |
| Growth in Business rates - Inflation | | Similar to Council Tax above, based on the historic trend of inflationary uplifts in the poundage applied to rateable values, modest inflationary increases are relatively certain over the life of the forecast. |
| Growth in Business rates / council tax - general property growth | | Underlying growth in business rates and Council Tax are expected to remain relatively stable and robust over the life of the forecast. The two main risks relate to major economic changes and future Government Policy, especially in relation to business rates where the Government remains active in developing the full retention model across the public sector based on a fair funding assessment. This model could see the Government introduce business rate 'resets' which could see income from economic growth being reduced on a cyclical basis as part of a redistribution method nationally. The Government continues to consult on the associated proposals but the risk to the forecast has increased and a change to the RAG rating to red. |
| Collection Fund Surpluses b/fwd | | Following the latest review of the forecast and using the most up to date figures, collection fund surpluses of £710k have been included in the 2019/20 budget. More modest amounts are included in future years of the forecast with a high degree of confidence in their delivery. (The forecast excludes any benefit from being a member of the Essex Business Rates Pool as it is accounted for on an actual basis rather than building it into the base budget given its one-off nature and complexities in the overall business rate calculations) |
| Net Cost of Services and Other Adjustments | | |
| Reduction in RSG | | There is only limited uncertainty in respect of the next two years given the Government's commitment to a four year deal which the Council signed up to. |
| Remove one-off items from prior year | | These are known adjustments |
| Remove one-off items from prior year - Collection Fund Surplus | | These are known adjustments based on the assumptions set out above concerning the year on year change in the collection fund position |
| Inflation - Employee Costs (including annual review adjustments) | | 2018/19 and 2019/20 reflects the significant / adverse impact from the recent pay settlement, which includes significant increases on the lower pay scales across the Council. It could be argued that such increases reflect the years of previous pay restraint which may see only modest inflationary rises in 2020/21 and beyond. Annual increases of 1% have been included in these later years of the forecast which compares with 1.5% initially included last year. |
| Inflation - Other | | Although the Government's target inflation is 2%, this is a long term target which will inevitably see fluctuations over short financial cycles. However 2% remains the basis for calculating an inflationary allowance given the longer term nature of the current forecast. |
| First / Second / Third year impact of PFH WP Savings | | These are known adjustments which will be delivered in total but is recognised that the timing may differ to that originally anticipated which will be reflected in the forecast. |
| LCTS Grant To Parish Council's | | These are known adjustments based on the Council's agreed policy of reducing support in line with it's own reduction in Government funding. The Government have raised the issue of Councils not passporting on the relevant funding which may require the existing policy to be revisited but this is only a limited risk. |
| Specific change in Use of Reserves | | Changes in the use of reserves primarily reflect other changes elsewhere in the budget/ forecast so are not a significant risk in isolation. One reserve that will be 'exhausted' by the end of 2019/20 is the homelessness reserve which will require a corresponding adjustment to the expenditure that this reserve is currently supporting to ensure there is no net impact on the budget. This will have to be reviewed in light of the on-going pressure on the delivery of homeless services and prevention activities. |

| Relevant line of the Forecast | RAG Assessment of Risk | Comments |
|-------------------------------|------------------------|--|
| On-going savings required | | <p>This line of the budget fundamentally acts as the 'safety valve' for other changes elsewhere in the forecast and would need to be increased if adverse issues were experienced or estimates were not in line with predictions. Based on the improved overall position set out in the revised forecast, there is flexibility in the delivery of such savings over the life of the forecast. However it is important that on-going savings are secured to meet the amounts set out in the forecast.</p> |
| Unmitigated Cost Pressures | | <p>It is recognised that of the various lines of the forecast, this presents one of the highest risk, with on-going revenue items being the most difficult items to deal with. Although one-off items, such as those associated with repairing / refurbishing assets could also have a significant impact on the forecast, one-off funding is available elsewhere in the budget to support these costs which therefore changes the risk.</p> <p>One of the most significant risks within this line of the budget relates to external income, especially from elsewhere in the public sector where similar financial pressures are being experienced. Such items include the funding from the major preceptors in respect of the Council Tax Sharing agreement, which totals over £800k each year, which has now been included as a on-going cost pressure in 2019/20 and beyond.</p> <p>To support the management of risks, the Council continues to resist using one-off money to support the on-going base budget such as the New Homes Bonus.</p> |

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

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