



RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

AGENDA

DATE:	Monday, 30 July 2018
TIME:	7.30 pm
VENUE:	Council Chamber, Council Offices, Thorpe Road, Weeley, CO16 9AJ

MEMBERSHIP:

Councillor Stephenson (Chairman)	Councillor Everett
Councillor Alexander (Vice-Chairman)	Councillor Miles
Councillor Amos	Councillor Pemberton
Councillor Baker	Councillor Scott
Councillor Broderick	Councillor Steady
Councillor M Brown	

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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: Thursday, 19 July, 2018

AGENDA

1 Apologies for Absence and Substitutions

The Committee is asked to note any apologies for absence and substitutions received from Members.

2 Minutes of the Last Meeting (Pages 1 - 8)

To confirm and sign as a correct record, the minutes of the last meeting of the Committee, held on Monday 2 July 2018.

3 Declarations of Interest

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

4 Questions on Notice pursuant to Council Procedure Rule 37

Subject to providing two working days' notice, a Member of the Committee may ask the Chairman of the Committee a question on any matter in relation to which the Council has powers or duties which affect the Tendring District and which falls within the terms of reference of the Committee.

5 Report of the Deputy Chief Executive - A.1 - Corporate Peer Challenge - Action Plan (Pages 9 - 22)

To enable the Committee to consider the Peer Review Action Plan.

6 District Wide Tourism Strategy Update

The Head of Leisure Services will attend the meeting to give an update to the Committee on the production of a new District wide Tourism Strategy.

7 Review of Homelessness Provision

The Head of Housing and Environmental Health will attend the meeting to assist the Committee in reviewing the Council's homelessness service provision.

8 Terms of Reference - Working Group on Recycling

Further to its discussions on environmental issues at the last meeting, the Committee will decide the terms of reference for the working group that will review recycling/waste collection.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Resources and Services Overview and Scrutiny Committee is to be held in the Council Chamber, Council Offices, Thorpe Road, Weeley, CO16 9AJ at 7.30 pm on Monday, 17 September 2018.

Information for Visitors

FIRE EVACUATION PROCEDURE

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**MINUTES OF THE MEETING OF THE RESOURCES AND SERVICES OVERVIEW
AND SCRUTINY COMMITTEE,
HELD ON MONDAY, 2ND JULY, 2018 AT 7.30 PM
IN THE COUNCIL CHAMBER, COUNCIL OFFICES, THORPE ROAD, WEELEY,
CO16 9AJ**

Present:	Councillors Stephenson (Chairman), Alexander (Vice-Chairman), Amos, Baker, Broderick, M Brown, Chapman, Everett, Pemberton, Scott and Turner
Also Present:	Councillor Talbot
In Attendance:	Martyn Knappett (Deputy Chief Executive (Corporate Services)), Anastasia Simpson (Head of People, Performance and Projects), Richard Barrett (Head of Finance, Revenues and Benefits Services)(except items 13 - 15), Andy White (Head of Property Services)(except 14 - 15), Ian Ford (Committee Services Manager) and Jonathan Hamlet (Street Scene Officer)

8. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillors Miles (with Councillor Turner substituting) and Steady (with Councillor Chapman substituting).

9. MINUTES OF THE LAST MEETING

The Minutes of the meeting of the Committee held on 21 May 2018 were approved as a correct record and signed by the Chairman.

10. DECLARATIONS OF INTEREST

Councillor Baker declared an interest in respect of the "Future of the Honeycroft and Spendells Sheltered Housing Sites" as detailed in Agenda Item 8 – Scrutiny of Proposed Decisions insofar as a friend of his was a resident at Honeycroft.

Councillor Pemberton declared an interest in respect of Agenda Item 7 – Review of Environmental Issues in that he hoped to start up a recycling related business in the future.

Councillors Alexander, Baker, M Brown and Everett each declared an interest in respect of Barnes House as reported under Agenda Item 6 – Transformation Update insofar as they were members of the Planning Committee and had recently determined a planning application for structural alterations to Barnes House.

11. QUESTIONS ON NOTICE PURSUANT TO COUNCIL PROCEDURE RULE 37

Pursuant to the provisions of Council Procedure Rule 37, Councillor Baker asked the following question of the Chairman of the Committee:-

"It was recently announced that £5,500 would be made available to 'refresh' the All Weather pitch at Dovercourt Bay Lifestyles which is coming to the end of its current life. This has been described as a 'stop gap' while long term options are explored.

While I support this in principle, surely it was known some time ago when the current life would 'expire' so why were long term options for renewal/replacement not made sooner, thus potentially saving the Council from having to spend money in the short term?"

The Chairman of the Committee, Councillor Stephenson replied as follows:-

"I would like to thank Councillor Baker for his question. I have spoken to Officers and can offer the following response:

Although long term discussions have been taking place for some time about this facility, the use of the pitch has declined in recent years and the financial case for a like for like replacement has weakened. That being said, an opportunity has come about to work with the Essex Football Association and Football Foundation on a long term strategy for artificial pitches in the District. This might include significant external funding opportunities and an upgrade from the standards currently provided for users. As such, it seems sensible to extend the life of the pitch at Dovercourt Bay, in order to pursue these options for long term sustainability and provide far higher standards for our communities, sports clubs and user groups."

12. REPORT OF THE DEPUTY CHIEF EXECUTIVE - A.1 - CORPORATE BUDGET MONITORING - FINANCIAL OUTTURN 2017/18

The Committee had before it a report of the Deputy Chief Executive (A.1) which provided it with an overview of the Council's financial outturn for the year 2017/18.

It was reported that, on 18 May 2018 the Finance and Corporate Resources Portfolio Holder (Councillor G V Guglielmi) had considered the Financial Outturn 2017/18 and had made the following decision:-

"That the Finance and Resources Portfolio Holder:-

- (a) notes the financial outturn position for 2017/2018, as set out in the accompanying report and appendices;*
- (b) approves the financing of General Fund capital expenditure for 2017/1, as detailed in in Appendix D of the accompanying report;*
- (c) approves the movement in uncommitted and earmarked General Fund reserves for 2017/18, as set out in Appendix E of the accompanying report;*
- (d) agrees that carry forwards and commitments totalling £22.186m (£9.936m Revenue and £12.250m Capital) requested by services be transferred to the relevant earmarked reserve pending consideration by Cabinet at its July 2018 meeting;*
- (e) subject to the above, approves that the overall General Fund Outturn Variance for the year of £1.263m be transferred to the Revenue Commitments reserve until Cabinet formally considers the allocation of this funding at its July 2018 meeting;*

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- (f) *in respect of the HRA, approves the movement on HRA balances for 2017/18 including any commitments set out within Appendices H and I of the accompanying report along with recharges to the HRA from the General Fund of £2.145m for the year and the financing of the HRA capital expenditure, as set out in Appendix I of the accompanying report; and*
- (g) *delegates authority to the Council's Section 151 Officer, in consultation with the Finance and Corporate Resources Portfolio Holder, to adjust the outturn position for 2017/18 along with any corresponding adjustment to earmarked reserves as a direct result of any recommendations made by the Council's External Auditor during the course of their audit activities relating to the Council's 2017/18 accounts."*

The Officer's report and appendices submitted to the Portfolio Holder and referred to above were attached as Appendix A to the Deputy Chief Executive's report for the Committee's consideration.

During the discussion of this item, and in response to Members' questions, the Head of Finance, Revenues and Benefits (Richard Barrett) undertook to circulate to Members after the meeting an answer to the following question / request for information –

- (1) There is currently £15,000 in the Open Space Section 106 Agreements Less than One Year 'spend by date' return. Is this money allocated to specific projects?; and
- (2) A breakdown of the income received by the Council from the sale of Second Household Car Parking Permits and from the sale of Car Parking Permits to out of District households.

It was **AGREED** that the Committee **RECOMMENDS TO CABINET** that Cabinet -

- (a) review both revenue and capital budgets that have either been carried forward for more than one year or have remained within an earmarked reserve and determine if the money can 'work harder' for the Council and support the long-term financial sustainability plan rather than remain uncommitted for long periods of time. A good example being the regeneration revenue and capital budgets which total in excess of £2.4million against which a schedule of projects and initiatives should be identified;
- (b) be requested to not put the overall General Fund Variance for 2017/18 of £1.263 million in a Reserve but instead use it to support the agreed priorities of the Council and with priority given to specific, deliverable schemes in 2018/19; and
- (c) be requested to instruct Officers to bring forward proposals for the use of the additional income from the 20% increase in planning fees to carry out inspections and gather information on the quality and quantity of what is actually built following the grant of planning permissions.

13. TRANSFORMATION UPDATE

Councillors Alexander, Baker, M Brown and Everett had each earlier declared an interest in respect of Barnes House insofar as they were members of the Planning

Committee and had recently determined a planning application for structural alterations to Barnes House.

The Deputy Chief Executive (Martyn Knappett) and the Head of Property Services (Andy White) attended the meeting and gave an update of the Transformation Project.

Martyn Knappett reminded the Committee of the background to the project together with an overview of recent progress.

Andy White then gave an update on the four main strands of the project namely IT, HR, Customer Services and Buildings as follows:-

Information Technology

- (1) Cloud Migration;
- (2) Network Redesign;
- (3) Self Service Portals; and
- (4) Proposed Leisure App.

Human Resources

- (1) Policy Reviews;
- (2) E-learning Portal;
- (3) Training; and
- (4) Future Leaders Programme.

Customer Services

- (1) Backscanning;
- (2) Self Service Kiosks;
- (3) Centralised Printing; and
- (4) Centralised Post.

Buildings

- (1) Pier Avenue;
- (2) Barnes House;
- (3) Westleigh House;
- (4) Northbourne depot; and
- (5) Town Hall.

Following a question and answer session, the Committee noted the foregoing.

14. REVIEW OF ENVIRONMENTAL ISSUES

Councillor Pemberton had earlier declared an interest in that he hoped to start up a recycling related business in the future.

The Street Scene Officer (Jon Hamlet) attended the meeting to assist the Committee in reviewing environmental issues in the light of the changes to the Domestic Waste

Collection and Recycling Contract and also the Council's current performance with regard to recycling rates.

Jon Hamlet gave a presentation that focused on the following matters:-

- (1) Recycling Rates (%) 2012/13 – 2017/18;
- (2) Refuse (Tonnes) 2012/13 – 2017/18;
- (3) Total Recycling Tonnage (Total Recycled/Total Dry Recycling/Total Compost) 2012/13 – 2017/18;
- (4) Plastic and Cans (Tonnes) 2013/14 – 2017/18;
- (5) Food Waste (Tonnes) 2012/13 – 2017/18;
- (6) Garden Waste Tonnes 2014/15 – 2017/18;
- (7) Paper and Card (Tonnes) 2013/14 – 2017/18;
- (8) Recycling Credits (£68 per tonne); and
- (9) New Service Provision – Alternative Weekly 180 litre bin collection; Projected 8% increase in recycling rates; and alternative provisions considered.

Following a question session, the Chairman stated that due to the lateness of the hour any Member who had a question that they had been unable to submit should email that question to the Head of People, Performance and Projects by the end of the week in order that a response(s) could be collated and then sent to Members of the Committee.

The Chairman also stated that consideration of whether to set up a Task and Finish Working Group to look at waste and recycling matters would be deferred until the next meeting of the Committee.

The Committee noted the foregoing.

15. SCRUTINY OF PROPOSED DECISIONS

Councillor Baker had earlier declared an interest insofar as a friend of his was a resident at Honeycroft.

Pursuant to the provisions of Overview and Scrutiny Procedure Rule 13, the Committee reviewed any new and/or amended published forthcoming decisions relevant to its terms of reference with a view to deciding whether to enquire into any such decision before it was taken. The relevant forthcoming decisions were before the Committee.

Further to the provisions of Rule 13 Councillor Baker raised the following matters:-

- “(A) When is a report likely to come forward, with reference to Honeycroft and Spendells Sheltered Housing Scheme, to Cabinet as both were agreed to be closed in January/February this year and given that on this Committee's Work Plan this matter is not shown for further scrutiny?”*
- “(B) Underwater CCTV Dovercourt Bay Lifestyles - Why is this proposed and what is the potential cost? Also what are the implications for clients/visitors privacy? And finally, why only at this particular site?”*
- “(C) What exactly are TDC intending to do with regard to Beacon Hill Fort, Harwich. Could the Committee be advised in detail of any future plans?”*

Answers to those questions were submitted to the Committee as follows:-

“(A) formal report on this matter will be considered by Cabinet at its meeting due to be held on Friday 13 July. The report will be published by no later than Thursday 5 July.”

“(B) The report produced by Officers in order to assist the Portfolio Holder in making his decision is tabled at this meeting.”

“(C) Beacon Hill Fort is a Scheduled Ancient Monument described in its Listing as a ‘Late 19th and 20th Century Coastal Artillery Fortification’ and the extent of the area subject to the Listing is edged in purple on the plan attached.

The Council purchased its parts of the Fort, which are shown hatched red on the Plan from The Secretary of State for Defence in stages between 1974 and 1984.

Over the last five years TDC has tried to purchase the privately owned parts of the Fort which are hatched blue on the Plan and the former Pumping Station which is hatched green. Neither of these negotiations proved successful and both properties were sold separately to new private owners.

Access to the privately owned part of the Fort is by way of the land coloured brown on the Plan. A right of way exists to the former pumping station over the same brown coloured land, however this is exclusively for the purposes of a pumping station and does not extend to a private dwelling or for any other purpose.

The radar tower on the site has been looked after and opened to the public by the Harwich Society for some years.

For many years the Council has held a desire to acquire the remainder of the fort and to conserve it in accordance with the management plan created many years ago. However, in reality the Fort has lain unused since it was purchased 45 years ago and the potential to acquire the balance now seems remote. Additionally the realisation of the management plan would require substantial investment which has not yet been identified.

The new owner of the central part of the site has made enthusiastic process with clearing the site and buildings and has proposals for a number of potential uses that were not envisaged in the management plan.

If the Fort is held under one-ownership, it will be easier to put into practice a plan for the site that is achievable and acceptable to Historic England. It may be the time to step back and sell the Council's part of the site in order to facilitate a viable future for the fort.

No firm proposals are in place for a disposal at present. At the time of writing a report is being prepared for the Portfolio Holder to initiate the disposals process. That process will include valuations detailed consideration and negotiation with interested parties prior to future decision(s) on actual proposals.”

The meeting was declared closed at 10.15 pm

Chairman

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RESOURCES AND SERVICES OVERVIEW & SCRUTINY COMMITTEE

30 JULY 2018

REPORT OF DEPUTY CHIEF EXECUTIVE

A.1 **CORPORATE PEER CHALLENGE – ACTION PLAN**

(Report prepared by Ian Ford)

PURPOSE OF THE REPORT

To enable the Committee to consider the Peer Review Action Plan.

BACKGROUND

On 18 May 2018 Cabinet considered the Peer Review Action Plan arising from the feedback report on the Local Government Association Corporate Peer Challenge of Tendring District Council that had taken place during March 2018.

Cabinet resolved that (minute 151 refers):

- (a) *the Peer Review Action Plan be approved;*
- (b) *Cabinet notes that further updates will be provided in October 2018 and March 2019; and*
- (c) *the report be referred to the Resources and Services Overview and Scrutiny Committee for its information and review.*

The Cabinet report referred to above is attached as **Appendix A** for the Committee's consideration.

RECOMMENDATION

That the Resources and Services Overview and Scrutiny Committee considers the Peer Review Action Plan and determines whether it has any recommendations it wishes to put forward to the relevant Portfolio Holder and/or Cabinet.

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

18 MAY 2018

REPORT OF THE DEPUTY CHIEF EXECUTIVE

A.4 CORPORATE PEER CHALLENGE - ACTION PLAN

(Report prepared by Martyn Knappett and Lizzie Ridout)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide Cabinet with the proposed Peer Review Action Plan for information and approval.

EXECUTIVE SUMMARY

- The Local Government Association (LGA) Corporate Peer Challenge of Tendring District Council took place from 6th to 9th March 2018.
- The purpose of the review was to look at how the Council works in terms of its internal processes and how it interacts with partners, businesses and residents to shape Tendring as a district.
- The Feedback Report, which has been provided to all Members, highlighted a number of actions which have been formulated into a Peer Review Action Plan (Appendix A).
- Some of the actions fall within the remit of Cabinet, some within the remit of the HR Committee and others are operational management issues but the Action Plan is reported to Cabinet for the sake of completeness.
- A number of the actions proposed have already been completed whilst others have been incorporated into the Cabinet's priorities and Performance Reporting arrangements which were agreed by Cabinet at its last meeting on 20 April 2018.
- Notwithstanding the above, progress reports will be made to Cabinet (and subsequently to the Resources and Services Committee for scrutiny) in 6 and 12 months time.

RECOMMENDATION(S)

- (a) That Cabinet agrees the Peer Review Action Plan;
- (b) that Cabinet notes further updates will be provided in October 2019 and March 2019; and
- (c) that the report be referred to the Resources and Services Overview and Scrutiny Committee for their information and review.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The actions set out in the Action Plan will significantly improve the Council's capacity to deliver its Corporate Priorities and its long term financial strategy. They will enhance the reputation of the Council and strengthen governance arrangements.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

The actions proposed can be delivered within existing budget provision.

Risk

There is a risk that the actions will not be implemented, this will be mitigated by close monitoring of key actions and full progress reports on all actions to Cabinet in six months and twelve months time.

LEGAL

The Action Plan contains a wide range of actions of varying types, all of which are within the Council's legal powers.

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.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The Peer Review Team met between the 6th - 9th March 2018 and consisted of the following individuals:

- Chief Executive: Phil Drury – Boston Borough Council
- Member peer: Cllr Simon Cooke – City of Bradford Metropolitan District Council
- Senior officer peer: Dai Larnier – Executive Director - Staffordshire Moorlands District Council
- Senior officer peer: Jonathan Lund – Corporate Director Transformation - Gloucester City Council
- LGA peer challenge manager: Gill Elliott
- Shadow Peer Laurie Woodgate Economic Development Team | Place Department Nottinghamshire County Council

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at Tendring, during which they:

- Spoke to more than 90 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 30 meetings, visits to key sites in the area and additional research and reading.

- Collectively spent more than 220 hours to determine their findings – the equivalent of one person spending more than 6 weeks in Tendring.

There is a range of suggestions and observations within the main section of the Feedback report which have informed the development of the Action Plan. The key recommendations in the Feedback report are:

1. Improve how you tell the story of your ambition, your plans, your successes and the positive impact you are having across the whole district.
2. Devise a TDC approach to programme management, project delivery and performance reporting and be consistent in using it. This should include a focus on improving governance.
3. Bring the four key elements of your transformation programme together: office accommodation, digitalization, customer service and people.
4. Review how you deal with underspends, savings, risk and phasing of the capital programming.
5. Add housing to the existing key strands of joined up working (health, education and community safety) and incorporate this into your emerging housing strategy.
6. Be confident in your plans for Jaywick Sands. Build a shared commitment with community and other partners, setting this out in a strategic development plan.

Each of these is set out in the Action Plan, in most cases expanded upon by further information from the Feedback Report, together with a number of additional actions which were mentioned in the body of the report but not included in the key recommendations.

CURRENT POSITION

Management Team and Senior Managers have had the opportunity to review the Feedback Report and have collated their suggestions into the Peer Review Action Plan.

Many of the actions have already been acted upon and incorporated into the Performance Management targets and reporting arrangements agreed at Cabinet on 20 April 2018.

The Peer Review Action Plan picks up on all of the elements in the Peer Review Feedback Report where it suggests the Council should consider action or act to achieve improvements – as well as the six key recommendations from the report.

(Actions are prefixed with a 'K' where they are key actions and with an 'M' where they are miscellaneous actions taken from the report).

APPENDICES

Appendix A - Peer Review Action Plan

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CABINET – MAY 2018

RESOURCES AND SERVICES COMMITTEE – JUNE 2018

TENDRING DISTRICT COUNCIL PEER REVIEW

ACTION PLAN

K = Key Recommendation

M = Misc other recommendations

Ref	Recommendation	Action	By whom	By when
K1	Improve how you tell the story of your ambition, plans, successes and positive impact across the whole District. <ul style="list-style-type: none">Improve public awareness of impacts across the District.	<p>Establish TDC Corporate Facebook page.</p> <p>Raise the national profile re Garden Communities and Jaywick Sands</p> <p>Develop proactive Communications Plans in relation to agreed priorities (and as part of new project approvals).</p>	<p>ID lead WL</p> <p>EG</p> <p>WL</p>	<p>October 18</p> <p>Sept 2018</p> <p>Ongoing</p>
K2	Devise a TDC approach to Project Management, project delivery and performance reporting – strengthen governance. <ul style="list-style-type: none">Be clear from outset of projects re desired outputs / outcomes.Establish a clear decision making process re priorities / projects and ensure it is understood by members, staff, partners.	TDC Project Management approach <p>Proposed “fit for purpose” approach to be worked up and presented to MT by end July 2018. (To include formation of a Project Board). Formal decision by Cabinet in September 18</p>	<p>MBK lead</p>	<p>Cabinet Sept 18</p>

	<ul style="list-style-type: none"> Develop a TDC approach to Project Governance – eg business cases, PID, risk, dependencies, budget, tolerances, milestones, performance management. Set out clear “golden thread” to members / staff / partners linking Corporate Plan, annual priorities, budgets, performance monitoring. Quarterly Performance report should cover all Cabinet priorities and projects. Strengthen role of Members on Performance Management - ensure new O+S arrangements add value and align strongly with key priorities and projects. 	<p>Performance Reporting</p> <p>Cabinet priorities / projects to be formally reported to Cabinet.</p> <p>All Cabinet priorities to be incorporated into the Performance Monitoring report</p> <p>Member role in Performance Management</p> <p>Performance reporting split so each new Committee reviews performance relevant to its terms of reference to enable focus.</p> <p>Quarterly performance report to each O+S will cover Cabinet priorities and allow scrutiny of them.</p> <p>Briefing to be provided to each of the new Committees re their Performance Management role. (MBK)</p> <p>Corporate Risk Register review</p> <ul style="list-style-type: none"> Re-assess and re-confirm TDC appetite for risk and review Corporate Risks accordingly. Revise risk approach to clearly differentiate between Corporate risks, Risks to delivery of individual projects / priorities and Financial Risks. Agree the most appropriate reporting mechanism for each of the differentiated 		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Quarterly</p> <p>May/June 18</p> <p>May / June 18</p>
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		risks identified from the above exercise.		
K3	Bring the 4 elements of Transformation work together into a single Programme. <ul style="list-style-type: none"> • Single Board for overall programme. • Deliver swiftly • Ensure good staff communication • Clear monitoring and reporting to Members. • Equality impact assessments to be completed for all of the Transformation plans. • Likely need for additional resources to deliver the programme. 	Transformation Board Establish single Transformation Board. All four workstreams <ul style="list-style-type: none"> - Office accommodation - Digitisation - Customer Service / channel Shift - People Include Portfolio Holder. Chaired by MBK. Additional Resources Full time fixed term agency Building Surveyor engaged. Additional capacity for Operational Services to give in house capacity to deliver – to be identified and resourced. Speed of project delivery / Programme Programme to be finalised and communicated to staff and members. Monitoring and reporting to Members Via Transformation Board meetings to Portfolio Holder Quarterly to Cabinet and O+S Equality Impact assessments Methodology to be developed. Included as an action in the Performance Monitoring report.	MBK lead	Began April 18 and to meet monthly. May 18 May 18 From May 18 October 18?

K4	<p>Review how you deal with underspends, savings, risk and phasing of the Capital Programme.</p> <ul style="list-style-type: none"> • Review the balance between holding reserves and managing risks • Review current and past underspends and build more into base budgets • Incorporate risk assessed assumptions re increased income in future years in the forecast. • Strengthen approach to financial risk management. • Develop more detail re how savings / new income will be achieved projected into the forecast. • Profile Capital budgeting projected into the forecast. 	<ul style="list-style-type: none"> • The 2019/20 Forecast (and beyond) to be revised and include an assessment of: <ul style="list-style-type: none"> i) Risk assessment of potential favourable items such as planning income and other potential savings to identify amounts to be built into the budget. This is especially important to offset potential reductions in services that may be required to meet the long term savings target or alternatively be used for invest to save activities. ii) Historic underspends to be reviewed to identify budgets that can be removed – initial target of £100k suggested. iii) Each line of the long term forecast to be risk scored to focus management action on key deliverables and be included in a more detailed financial performance report to MT and Members alongside the current Budget Monitoring Report. iv) Financial Risks to be included in future Spending / Investment Project Appraisal Template v) Services to be requested to review all Capital Projects and identify likely spending profile to be included in the first quarter's CBM for 2018/19 	MBK / RB lead	<p>By July 2018</p> <p>By June 2018</p> <p>By Aug 2018</p> <p>By Aug 2018</p>
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		<ul style="list-style-type: none"> • Consideration to be given to identifying / maintaining an on-going Capital Projects Plan to be populated with projects that have been through a corporate project appraisal approach which will also have the secondary benefit of supporting the implementation of the Community Infrastructure Levy. • Capital Investment plans for major projects (eg Jaywick Sands, Garden Communities) to be developed. 		<p>October 2018</p> <p>October 2018</p>
K5	<p>Add Housing to the existing key strands of joined up working / Community Leadership.</p> <p>Housing Strategy to reflect work with partners and private sector and contribution to growth and regeneration.</p> <ul style="list-style-type: none"> • Speed up development of Housing Strategy which should include: • District development programme and timetable – for own stock and enabling private sector building • Plan for engagement with private landlords • Enforcement of housing regulations against rogue landlords • Extending the scope of mandatory licensing of HMOs. • Then develop a partnership to deliver the strategy to include registered providers, private sector landlords and developers. 	<p>Housing Strategy / Community leadership</p> <p>Recruit an additional post to focus on Strategic Housing across Housing and Planning Services. To</p> <ul style="list-style-type: none"> • Develop / align housing and planning policy for public and private housing • Establish links with PRP's • Develop community leadership dimension of housing 	PP lead	June 18

K6	<p>Be confident in your plans for Jaywick Sands. Build a shared commitment with community and other partners – prepare a strategic development plan.</p> <ul style="list-style-type: none"> • More formal approach needed – write the plan down. • Develop a strategic development plan with partners and the community to set out ambitious outcomes. 	<p>Jaywick Sands stakeholder event to develop next steps for development process (already programmed for CCT to lead on this). Identify a programme plan for decisions.</p> <p>Develop formal supplementary planning guidance (Place Plan or SPD) to cover Jaywick Sands development.</p> <p>Join the Community Interest Company to demonstrate commitment to community led initiatives</p> <p>Consider transport and connectivity challenges in the wider west Clacton context.</p>	PP lead	<p>June 18</p> <p>October 18</p> <p>June 18</p>
M7	<p>Training for Members to clarify roles of Councillors and Officers – especially re Planning.</p> <ul style="list-style-type: none"> • Include awareness training re Planning for non-planning members. 	<p>Training for Planning Committee members</p> <p>All Member Briefing</p>	EG lead (CB)	<p>June / July 18</p> <p>July 18</p>
M8	<p>Internal Communications opportunities to improve:</p> <ul style="list-style-type: none"> • More corporate information to staff • Tell story re outcomes / delivery • Staff keen to learn more about other parts of the Council / interact more across departments. • Improvements to PING! (intranet) 	<p>The Memo (staff bulletin) to be produced more frequently – every 2 months.</p> <p>To include each issue</p> <ul style="list-style-type: none"> - Focus on a specific service (to inform/engage staff) - Progress on delivery of one of the Corporate priority outcomes <p>Operation and effectiveness of PING to be reviewed and proposals to increase use by / value to staff to be submitted to Management Team.</p> <p>Responsibility for Internal Comms and relevant staff</p>	MBK / WL lead	<p>From April 2018</p> <p>By Sept 18</p>

		resources to be brought together under a single Head of Service.		June 18
M9	Capacity issues identified <ul style="list-style-type: none"> • Strategic housing • Planning – day job vs strategic • Delivery of major projects 	Reshape Planning and Regeneration to ensure capacity is in place to deliver services and strategic projects. Additional post of Executive Projects Officer to be established to support delivery of projects. See above re Strategic Housing / Planning post.		Completed Completed
M10	Review the SME Growth Fund and its links to delivery of the Economic Strategy.	Report to Cabinet on delivery performance to date and to propose re-focus and streamlining of the scheme.	EG lead	Completed

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