



CABINET

DATE:	Friday, 14 June 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 Broderick	- Independent Living Portfolio Holder
Councillor C Guglielmi	- Deputy Leader of the Council and Corporate Finance & Governance Portfolio Holder
Councillor P Honeywood	- Housing Portfolio Holder
Councillor McWilliams	- Partnerships Portfolio Holder
Councillor Newton	- Business & Economic Growth Portfolio Holder
Councillor Porter	- Leisure & Tourism Portfolio Holder
Councillor Talbot	- Environment & Public Space Portfolio Holder

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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, 5 JUNE, 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 (Pages 1 - 10)**

To confirm and sign the minutes of the last meeting of the Cabinet held on Friday 8 March 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**

There are none on this occasion.

7 **Matters Referred to the Cabinet by a Committee - Reference from the Community Leadership Overview & Scrutiny Committee - A.1 - Performance Report 2018/2019 Third Quarter (Pages 11 - 12)**

To enable Cabinet to give consideration to the recommendation of the Community Leadership Overview and Scrutiny Committee made following that Committee's consideration of the Performance Report 2018/19 Third Quarter.

8 **Matters Referred to the Cabinet by a Committee - Reference from the Resources and Services Overview & Scrutiny Committee - A.2 - Financial Performance Report - In-Year Performance Against The Budget at the end of December 2018 and Long Term Financial Forecast Update (Pages 13 - 16)**

To enable Cabinet to give consideration to recommendations made by the Resources and Services Overview and Scrutiny Committee following that Committee's consideration of the Financial Performance Report.

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

There are none on this occasion.

10 Cabinet Members' Items - Report of the Corporate Finance & Governance Portfolio Holder - A.3 - Performance Report January - March 2019 (Quarter 4 - Outturn) (Pages 17 - 60)

To present the Performance Reports (2018/19) for the period January to March 2019 (Quarter 4 - Outturn).

11 Cabinet Members' Items - Report of Corporate Finance & Governance Portfolio Holder - A.4 - Update on Apprenticeship Provision of Career Track (Pages 61 - 66)

To provide an update on the work of the Council's apprenticeship service Career Track.

12 Cabinet Members' Items - Report of Corporate Finance & Governance Portfolio Holder - A.5 - Review of the Registration of an Asset of Community Value: Ardleigh Hall Leisure and Squash Club (Pages 67 - 72)

To review the listing of Ardleigh Hall Leisure and Squash Club under the Localism Act 2011 and the Assets of Community Value (England) Regulations 2012 following a request for review by Ardleigh Hall LLP the owner of the Ardleigh Hall Squash Club.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Cabinet is to be held in the Town Hall, Station Road, Clacton-on-Sea, CO15 1SE at 10.30 am on Friday, 12 July 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 No. 12 is likely to be considered in private for the following reason:

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

Information for Visitors

ESSEX HALL **FIRE EVACUATION PROCEDURE**

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

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

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

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

Your calmness and assistance is greatly appreciated.

**MINUTES OF THE MEETING OF THE CABINET,
HELD ON FRIDAY, 8TH MARCH, 2019 AT 10.30 AM
ESSEX HALL, TOWN HALL, STATION ROAD, CLACTON-ON-SEA**

Present: Councillors Neil Stock OBE (Leader of the Council), Carlo Guglielmi, (Deputy Leader of the Council and Finance & 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), Mick Skeels (Snr) (Leisure and Tourism Portfolio Holder) and Michael Talbot (Environment Portfolio Holder)

Group Leaders Present by Invitation:

Councillors Joy Broderick (Leader of the Holland-on-Sea Group), Ivan Henderson (Leader of the Labour Group)(except items 129 - 136), Mary Newton (Leader of the UKIP Group), Mark Stephenson (Leader of the Tendring Independents Group) and Gary Scott (Deputy Leader of the Liberal Democrats / Tendring First Group)

Also Present: None

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), Keith Simmons (Head of Democratic Services and Elections), Karen Neath (Head of Leadership Support and Community) and William Lodge (Communications Manager)

123. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Robert Bucke (Leader of the Liberal Democrats /Tendring First Group).

124. MINUTES OF THE LAST MEETING

It was **RESOLVED** that the Minutes of the meeting of the Cabinet held on Friday 15 February 2019 be approved as a correct record and signed by the Chairman.

125. DECLARATIONS OF INTEREST

There were no declarations of interest made at this time though later in the meeting, under Minute 127 below, Councillor I J Henderson declared an interest in the announcement by Councillor Fairley, the Portfolio Holder for Investment and Growth insofar as he was a member of the Harwich and Dovercourt Tourism Group.

126. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

The Leader of the Council (Councillor Stock OBE) made the following announcements:-

(1) High Street Futures Fund: Expression of Interest Application for Clacton

“In December 2018 The Future High Streets Fund was established by Government in order to support the transformation of town centres across the country, focusing on towns which can best demonstrate the need for major change in order to be sustainable in the years to come.

This is an opportunity that fits well with our Council Priorities, cuts across all Cabinet Portfolios and of course the ongoing work of the Clacton Town Centre Working Party, which I established last summer.

As with most Government grant programmes the process is competitive and starts with an initial call for Expressions of Interest, which is to be submitted by the 22nd of March. Districts can make only one bid for one town centre.

The Expression of Interest is not a commitment for a specific direction or project; rather it is a pitch to Government that Clacton should be one of the towns included in the High Street Futures Fund programme.

Therefore, Officers are working to develop the most robust and attractive Expression of Interest bid possible for Clacton as the town within the District which has the best opportunity to attract support from the Fund.

Work to produce the Expression of Interest bid is ongoing but, due to the very tight timescales involved, has not been completed in time for this Cabinet meeting.

This is clearly not an opportunity we want to miss out on. Therefore I aim to agree the submission, with the support of Cabinet, under my delegations as Leader and this decision will be formally published in due course.

The outcome of the Expression of Interest application will in due course be reported to Cabinet and this is likely to be July 2019.”

On a related matter, the Leader also confirmed the importance of the Council progressing as speedily as it was sensible to do so with the investment it planned for the Dovercourt public realm improvements.

(2) National Planning Policy Programme

“On 19 February 2019, the Government published the revised National Planning Policy Framework (NPPF) and how these would be applied. As a consequence of the revision, for the District of Tendring, the housing allocation would increase from 550 homes per year to 850 homes per year until such time as the Local Plan was approved, at which point it would revert to 550. This implication would have a perverse and ludicrous impact on this District with local planning decisions being taken to appeal and rational decisions being potentially overturned on the basis of the higher allocation. As a consequence, Officers have been asked to prepare a letter to the Secretary of State for Communities and Local Government expressing in no uncertain terms the disastrous implications of this latest Government revision to the NPPF.”

Following suggestions made at the meeting, the Leader also confirmed his intention to write to the local Members of Parliament and to the Local Government Association to alert them to the NPPF issue and to seek to enlist support of similarly affected Planning Authorities. The Leader agreed to circulate a copy of the letter to MPs and the LGA to all councillors.

In addition, he stated that in the near future the Council would be sending correspondence to local Parish and Town Councils in the District on the wider issue of the development of the Local Plan and the revision to the NPPF.

127. ANNOUNCEMENTS BY CABINET MEMBERS

The Investment and Growth Portfolio Holder (Councillor Fairley) made the following announcement:-

Benefits of working with Firstsite Colchester

“TDC has developed strong links with Firstsite Colchester who have assisted us with evaluation of the emerging Creative and Cultural Strategy and already the benefits are being seen. TDC recently applied for £15,000 from Arts Council England (ACE) to support a Holiday Fun programme (previously known as Holiday Hunger) that Firstsite are keen to deliver in Harwich costing £20,000, following its success in Colchester. TDC applied for the award from ACE and earmarked the remaining £5k in match funding in the event that the bid was successful.

I'm delighted to say the grant of £15,000 was awarded to TDC and together with TDC's £5,000 contribution, Firstsite will commence delivery of the project in the Easter school Holidays. The excellent news is that following the success of the award and the £5k committed by TDC the Clinical Commissioning Group (CCG) announced last week that they have awarded Firstsite an additional £75,000 to deliver the Holiday Fun programme in term time in both Tendring and Colchester.

Firstsite Director Sally Shaw stated that the catalyst for the additional funding started with the initial £5,000 TDC committed at the outset and has been an excellent example of a 'can do' approach by Tendring.”

Councillor I J Henderson declared a personal interest in Councillor Fairley's announcement insofar as he was a member of the Harwich and Dovercourt Tourism Group.

128. MATTERS REFERRED TO THE CABINET BY THE COUNCIL

There were no matters referred by the Council to the Cabinet for its consideration on this occasion.

129. RECOMMENDATIONS FROM THE RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE - PERFORMANCE REPORT: 2018/2019 THIRD QUARTER

Cabinet was aware that the Resources and Services Overview and Scrutiny Committee, at its meeting held on 11 February 2019 (Minute 60 referred) had considered a report of the Deputy Chief Executive which had presented the Performance Report for Quarter

Three (October to December 2019), including the Corporate Plan and Priorities and Projects 2018/19.

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

“RESOLVED (a) *that this Committee recommends to Cabinet that –*

(1) *in relation to the removal of Fly Tipping target future performance reports should also include details of the number of incidents requiring a specialist response and the response times provided. The Committee would also like the recycling service to confirm if there is an SLA requiring specific response times for specialist removals;*

(2) *any and all action be undertaken to ensure that, in future, the Head of IT and Corporate Resilience ‘signs off’ on all IT related procurements before any purchase of IT related equipment/software etc. is made.*

(b) *that this Committee comments to Cabinet that –*

(1) *it is very disappointed that it has still not yet seen the proposed Recycling Booklet for the public and requires that the booklet be sent digitally to the members of the Committee before it is printed in order that Members can comment on its contents;*

(2) *an All Member briefing be arranged to give a further update to Members on the progress of the Local Plan and the NEGC following the recent approval of the Council’s Local Development Scheme by the Planning Policy and Local Plan Committee; and*

(3) *in relation to the Recycling Rate target this target should not be listed as being “On Target” if the latest quarterly performance data has not yet been received as it is misleading.”*

Cabinet had before it the responses of the relevant Portfolio Holders to the recommendations and comments of the Resources and Services Overview and Scrutiny Committee as follows:-

In relation to Committee recommendation (1) above the Environment Portfolio Holder had responded:-

“I would like to thank the Committee for their comments and I will consult my officers as to the practicalities and work required to provide this information.

Caravans are sometimes burnt out and/or full of rubbish and require action from our waste contractor to attend and clear first before the caravan itself can be removed.

Asbestos is reported and removed by a contractor which is employed via Essex County Council and is usually removed within 10 working days but this can also change due to availability of collection vehicles or any specialist equipment required.

Each case is different due to the location, materials/contents, the amount of waste and therefore it is not possible to specify an exact time frame.”

In relation to Committee recommendation (2) above the Finance and Corporate Resources Portfolio Holder had responded:-

“It is agreed that any procurement in relation to IT systems should be signed off by the Head of IT and Corporate Resilience.”

The Portfolio Holder, at the meeting, also referenced the highly successful Intergence Digital Transformation Event hosted by the Council on 28 February 2019 at the Clacton-on-Sea Town Hall for Council representatives from across Essex and beyond looking to emulate the transformation model being implemented locally.

In relation to Committee comment (1) above the Environment Portfolio Holder had responded:-

“Unfortunately the timing of the Committee and the drafting/approval process has meant that a draft was not available in time for the meeting but I understand that a digital copy has now been sent to all members of the Committee for their comments.”

In relation to Committee comment (2) above the Leader of the Council had responded:-

“Given the scale and importance of these two projects there have been a number of All Member Briefings over the past 2 years. This will continue with the next one likely to be in June 2019 in line with the next key decision milestones for both projects.”

In relation to Committee comment (3) above the Environment Portfolio Holder had responded:-

“This is a matter of presentation. It was not the intention to mislead in any way if that is how it has been interpreted.”

Having considered the responses of Portfolio Holders to the recommendations and comments submitted by the Resources and Services Overview and Scrutiny Committee:-

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

RESOLVED that the Resources and Services Overview and Scrutiny Committee’s comments and recommendations be noted and that the Leader’s and Portfolio Holders’ responses thereto be endorsed.

130. LEADER OF THE COUNCIL'S ITEMS

There were none on this occasion.

131. REVIEW OF THE COUNCIL PROCEDURE RULES (PART 4 OF THE COUNCIL'S CONSTITUTION)

The Cabinet gave consideration to a report of the Finance and Corporate Resources Portfolio Holder (A.2) which sought Cabinet’s approval of the recommended changes to the Council Procedure Rules (Sections 1 and 2), as contained within Part 4 of the Council’s Constitution, for referral onto Full Council, following Council’s decision taken on 22 January 2019.

Cabinet recalled that Council, at its meeting held on 22 January 2019, had considered Cabinet's recommendations in relation to proposed changes to the Council's Constitution and the sizes of the Council's Committees and had decided, inter alia, that:-

- (a) the start time of 7.30pm for Ordinary Full Council meetings remains unchanged recognising that a proportion of elected councillors are employed; and*
- (b) 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.*

The Alternative Procedure

Members were reminded that, at the meeting of the Constitution Review Working Party held on 6 December 2018, when it had reviewed the outcome of the consultation with all Members of the Council on the proposed changes to the Council Procedure Rules, the Finance and Corporate Resources Portfolio Holder after consulting the Monitoring Officer, had suggested an alternative approach to dealing with Motions on Notice at Full Council meetings which could be summarised 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.*

Cabinet had then formally endorsed that alternative procedure at its meeting held on 18 January 2019 and had recommended it, in principle, to Full Council. As set out above, Full Council at its meeting held on 22 January 2019 had agreed, in principle, to the alternative procedure for dealing with motions on notice subject to revised Council Procedure Rules being produced for approval to the next practicable meeting of Full Council, so that they could come into effect on 1st May 2019.

It was reported that revised Council Procedure Rules (Sections 1 and 2) which included the alternative procedure for dealing with Motions on Notice were set out in Appendices A1 and A2 to the Portfolio Holder's report.

Cabinet was informed that Group Leaders had been consulted on the contents of the revised Council Procedure Rules and their comments, together with the Portfolio Holder's comments and recommendations in response thereto, were set out in Appendix A3 to the Portfolio Holder's report.

Members were made aware that a summary of the changes compared to the existing Council Procedure Rules was provided under each heading in the Current Position section of the report and in each case, the content had been revised to provide greater clarity, ensure effectiveness and efficient working practices for Members and Officers and checked to ensure it was in accordance with legislation, where necessary.

Having considered the information provided in the report and the proposed revised Council Procedure Rules (Sections 1 and 2) set out in Appendices A1 and A2, together with the Group Leaders' consultation responses and the Portfolio Holder's comments and recommendations in response thereto as set out in Appendix A3:-

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

RESOLVED that –

- (a) Cabinet recommends to Council that Part 4 of the Council's Constitution be amended to reflect the proposed changes, as set out in Appendices A1 and A2 attached hereto (subject to Council Procedure Rule 36.1 in Appendix A2 being further amended in accordance with the Portfolio Holder's recommendation in Appendix A3) and that those changes come into effect from 1st May 2019; and
- (b) a mandatory review of the revised arrangements be undertaken, commencing six months from 1st May 2019.

132. PROGRAMME OF MEETINGS 2019/2020 MUNICIPAL YEAR

The Cabinet gave consideration to a report of the Finance and Corporate Services Portfolio Holder (A.3) which sought Cabinet's agreement, as required by the Constitution, to submit for formal approval to the Annual Meeting of the Council a programme of meetings for the 2019/2020 Municipal Year.

The draft programme of meetings for 2019/2020 was set out as an Appendix to the Portfolio Holder's report.

Cabinet was aware that, as part of the "Transforming Tendring" project, the Council Offices at Thorpe Road, Weeley would be closed and the site disposed of, with the departments currently based at Weeley being moved to Clacton-on-Sea. This would also mean that the current Council Chamber at Weeley would then no longer be available for Committee etc. meetings.

It was reported that in preparation for this disposal a phased programme of office accommodation works was underway at the Town Hall, Clacton-on-Sea. Included within those works was the provision of a new Council Chamber within the Town Hall in Clacton and it was anticipated that the new Council Chamber would be operationally available from Autumn 2019. At that time a graduated transition of Committee etc. meetings from Weeley to Clacton would take place.

Having considered the proposed Programme of Meetings:-

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

RESOLVED that -

- (a) the programme of meetings for the Council and Committees, as set out in the Appendix to item A.3 of the Report of the Resources and Corporate Resources Portfolio Holder, be approved, in principle, and be submitted to the Annual Meeting of the Council on 21 May 2019 for formal approval;
- (b) the dates for the meetings of the Resources and Services Overview and Scrutiny Committee in December 2019 and January 2020, where the budget is considered, be reviewed with any proposed amendments to be submitted to the Annual Meeting of the Council on 21 May 2019; and
- (c) the proposed dates for All Member Briefings and Members' training on planning matters be noted.

133. ANNUAL CAPITAL AND TREASURY STRATEGY FOR 2019/20 (INCLUDING THE PRUDENTIAL AND TREASURY INDICATORS)

The Cabinet gave consideration to a detailed report of the Finance and Corporate Resources Portfolio Holder (A.4), which sought Cabinet's agreement for the Annual Capital and Treasury Strategy for 2019/2020 (including the Prudential and Treasury Indicators) to be submitted to Council.

Cabinet recalled that the Finance and Corporate Resources Portfolio Holder had approved the Annual Capital and Treasury Strategy for 2019/2020, including Prudential and Treasury Indicators, on 5 February 2019 for consultation with the Resources and Services Overview and Scrutiny Committee.

It was reported that the Resources and Services Overview and Scrutiny Committee had considered the Strategy at its meeting held on 11 February 2019 (Minute 61 referred) and had resolved:-

"That the Committee both notes the contents of the Annual Capital and Treasury Strategy for 2019/2020 and agrees that it does not need to submit any comments for the Cabinet's consideration."

Having considered the Strategy and the proposals contained therein:-

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

RESOLVED that the resolution of the Resources and Services Overview and Scrutiny Committee be noted.

RECOMMENDED TO COUNCIL that the Annual Capital and Treasury Strategy for 2019/2020 (including Prudential and Treasury Indicators) be approved and implemented.

134. MANAGEMENT TEAM ITEMS

There were none on this occasion.

135. EXCLUSION OF PRESS AND PUBLIC

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

RESOLVED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 14 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.

136. EXEMPT MINUTE OF THE MEETING HELD ON FRIDAY 15 FEBRUARY 2019

It was **RESOLVED** that the exempt minute of the last meeting of the Cabinet, held on Friday 15 February 2019, be approved as a correct record and signed by the Chairman.

The Meeting was declared closed at 11.23 am

Chairman

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Key Decision Required	No	In the Forward Plan	No
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CABINET

14 JUNE 2019

REFERENCE REPORT FROM COMMUNITY LEADERSHIP OVERVIEW AND SCRUTINY COMMITTEE OF 25 FEBRUARY 2019

A.1 PERFORMANCE REPORT 2018/2019 THIRD QUARTER

(Report prepared by Ian Ford)

BACKGROUND

At the meeting of the Community Leadership Overview and Scrutiny Committee held on 25 February 2019 (Minute 44 refers) the Committee had had before it a report of the Deputy Chief Executive which presented the Performance Report for Quarter Three (October to December 2019), including the Corporate Plan and Priorities and Projects 2018/19.

The indicators and projects highlighted in the report were deemed 'non measurable' as the Council's role was that of 'influence only'.

COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET

Having considered and discussed the information provided it was:-

RESOLVED (a) that this Committee recommends to Cabinet that this Council should maximise every opportunity to promote and market the Tendring District Council 'brand' at sports and leisure events and activities held within the District; and

(b) the contents of the report be noted.

Cabinet is now asked to consider the recommendation of the Community Leadership Overview and Scrutiny Committee.

PORTFOLIO HOLDER'S RESPONSE AND RECOMMENDATION

Response

The response of the relevant Portfolio Holder to the recommendation of the Community Leadership Overview and Scrutiny Committee is as follows:-

"I would like to thank the Committee for its recommendation and I can confirm that where this is practical and feasible such promotion does and will continue to take

place.”

Recommendation to Cabinet

That Cabinet notes the Community Leadership Overview and Scrutiny Committee’s recommendation and endorses the Portfolio Holder’s response thereto.

Key Decision Required	No	In the Forward Plan	No
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CABINET

14 JUNE 2019

REFERENCE REPORT FROM RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE OF 18 MARCH 2019

A.2 FINANCIAL PERFORMANCE REPORT – IN-YEAR PERFORMANCE AGAINST THE BUDGET AT END OF DECEMBER 2018 AND LONG TERM FINANCIAL FORECAST UPDATE

(Report prepared by Ian Ford)

BACKGROUND

At the meeting of the Resources and Services Overview and Scrutiny Committee held on 18 March 2019 (Minute 67 refers) The Committee had before it a report of the Deputy Chief Executive (Corporate Services), which presented it with an overview of the Council’s actual financial position against the budget as at the end of December 2018 and which also presented an updated forecast on an on-going basis as part of developing the budget for 2019/20 and beyond.

The Committee was made aware that, at its meeting held on 15 February 2019, Cabinet had considered the same report and had resolved that:-

“RESOLVED that –

(1) *in respect of the financial performance against the budget at the end of December 2018:*

(a) the position be noted; and

(b) the proposed in-year adjustments to the budget, as set out in Appendix H to item A.6 of the Report of the Finance and Corporate Resources Portfolio Holder be agreed.

(2) *in respect of the Updated Long Term Forecast:*

(a) the updated forecast be agreed; and

(b) the Resources and Service Overview and Scrutiny Committee be consulted on the latest position.”

The Cabinet report referred to above was attached as Appendix A to the report A.1 for the Committee's consideration.

Members raised questions and concerns which were responded to by the Head of Finance, Revenues and Benefits Services and the Head of People, Performance and Projects (Anastasia Simpson), as appropriate.

COMMITTEE RECOMMENDATIONS TO CABINET

Having considered and discussed the report it was:-

RESOLVED that this Committee recommends to Cabinet that –

- (1) the uncommitted grant income of £98,000 received from the Government as New Burdens funding be allocated to meet the rising costs of the homelessness service;
- (2) the Housing Portfolio Holder be urged to direct his Officers to demolish the former Honeycroft sheltered housing scheme building as a matter of urgency in view of the ongoing costs to this Council such as Council Tax on empty properties;
- (3) the previously carried feasibility studies be revisited in order to investigate the potential of the former Spendells sheltered housing scheme building being used for the homeless as a temporary alternative housing provision to bed and breakfast accommodation.

Cabinet is now asked to consider the recommendations of the Resources and Services Overview and Scrutiny Committee.

PORTFOLIO HOLDER'S COMMENTS AND RECOMMENDATIONS TO CABINET

Comments

The Housing Portfolio Holder thanks the Resources and Services Overview and Scrutiny Committee for its recommendations as follows:-

- (1) the uncommitted grant income of £98,000 received from the Government as New Burdens funding [within the Revenue Budget] be allocated to meet the rising costs of the homelessness service;

I would like to thank the Committee for its recommendation which I am happy to

accept;

- (2) the Housing Portfolio Holder be urged to direct his Officers to demolish the former Honeycroft sheltered housing scheme building as a matter of urgency in view of the ongoing costs to this Council such as Council Tax on empty properties;

I would like to thank the Committee for its recommendation and I can advise the Committee that officers are in the process of recruiting a surveyor to organise the demolition of this building in conjunction with the demolition of another large building in order to maximise value for money. Due to the complexity of the demolition it has not been possible to organise this within existing resources and the initial recruitment process was not successful. The new post holder will also be responsible for some new build projects following the recent retirement of the Building and Structures Manager;

- (3) the previously carried feasibility studies be revisited in order to investigate the potential of the former Spendells sheltered housing scheme building being used for the homeless as a temporary alternative housing provision to bed and breakfast accommodation.

I would like to thank the Committee for its recommendation and I can confirm that this is one of the options being considered alongside a parallel proposal from a partner agency which would like to lease the building for housing purposes.”

Recommendation to Cabinet

That Cabinet notes the Resources and Services Overview and Scrutiny Committee's comments and recommendations and endorses the responses of the Housing Portfolio Holder thereto.

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

14 JUNE 2019

REPORT OF CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

A.3 PERFORMANCE REPORT JANUARY - MARCH 2019 (QUARTER 4 - OUTTURN)
(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 January – March 2019 (Q4 - Outturn).
EXECUTIVE SUMMARY
<p>The Performance Reports (<i>Resources & Services and 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 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 outturn position demonstrates that 13 (72%) are on, or above, their expected target and 5 (28%) 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: 1st July 2019 and Resources and Services Committee: 24th June 2019.</p>
TRANSFORMING TENDRING
<p>Physical work, on the office elements, on the ground floor and first floor are complete. Full operation of the building, including new RBS/housing reception, began on 10 Dec 18. Work on the staircase and redecoration and carpeting on the second floor accommodation will be carried out in further stages.</p> <p>Gipping Construction began works on the Barnes House extension and link elements on 25 Feb 19. At the time of writing, the temporary escape staircase and full scaffold have been installed and construction is almost at roof level. Nesting bids on the roof of the existing building may delay associated reroofing work.</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. Two significant stocks of microfiche records have been identified and tenders are proposed in relation to their potential digitisation.</p> <p>All consents for work at the Town Hall have been granted. Part of the building is now vacated. At the time of writing, work has begun in stripping out the location for the new Committee Room and on the refurbishment of the office spaces above that.</p> <p>Work to create offices at Northbourne Depot is complete except for some snagging work and staff</p>

moved into the new offices on 25 March 2019. Next stages are the provision of kennels and storage space for Environmental Services.

At the time of writing tenders have been invited for the demolition of Westleigh House with the intention of completing that work before the summer season.

Redesigning of the IT Network continues. Training on the new Firmsteps Interface and resolution of some teething issues is progressing well with the interface now ready for activation once service area applications are ready. One service application is being trialled.

RECOMMENDATION

That Cabinet considers the Performance Reports for the period January - March 2019 (Quarter 4 - Outturn).

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 January – March 2019 (Q4 - Outturn) 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) January – March 2019 (Q4 - Outturn).

Appendix B: Performance Report (Community Leadership) January – March 2019 (Q4 - Outturn).

PERFORMANCE REPORT

(RESOURCES AND SERVICES)

OUTTURN 2018/2019

APPENDIX A



Page 19

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 20		✓	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 & 19
				✓	Garden Community Page 20
				✓	Waste Recycling and Street Cleaning Contract Renewal Page 21

TARGETS

			Miscellaneous Indicators
↑	Fly Tipping Page 22		
↑	Missed Bins Page 23	-	Sickness and Authorised Covert Surveillance (Influencing) Page 25
!	Recycling Rate Page 23	✓	Complaints Page 26 & 27
↑	Handling of Planning Applications Page 24		
!	5 Year Housing Land Supply Approvals Page 24		

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)

[Back to Top](#)

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

Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder



Office Accommodation		
Milestones	Current Position	To be Completed
Westleigh House site in use as car park.	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 has been completed. Depending on tender outcomes work will start in late May to June 19. At the time of writing Tenders for the demolition have been invited. Disconnection of the electricity supply to Westleigh House has been ordered (timing to be confirmed by demolition contractor) and a CCTV camera has been moved in preparation for the works.	Nov 18 <i>*Revised Dec 18, Feb 19, Apr 19 and now Jun 19</i>
Pier Avenue refurbishment complete.	The office areas and new reception became fully operational on 10 Dec 18.	Complete Dec 18
Barnes House extension complete.	All consents and arrangements are in place. Construction began on 25 Feb 19. At the time of writing foundations, ground floor structure and temporary works are all in place and wall construction has reached first floor window sill height.	Apr 19 <i>*Revised Jun 19</i>

Exception: Revised dates represent previously reported exceptions. Some redesigning around openings and existing services at Barnes House is taking time at present. Design and procurement of the revised car park surface is yet to be completed.

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.	Reception now located back at Pier Avenue as building works complete.	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.	Garden waste has been tested by the Customer Service team and signed off by the Head of Service. It will be used internally and released to the general public after the local elections on 2 May 19. Work strand 2 begins 8 Apr 19 and will run for 10 weeks. Aiming to have 5 completed services by the end of this period.	Oct 18 <i>*Revised Nov 18</i> Complete <i>*Revised Jan 19</i> *Revised May 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.	Still on target to complete paper scanning on time. The microfiche scanning will need to go our to tender as the cost is likely to be in excess of £50k.	Jul 19

Transforming the way we work (Council and Community)

[Back to Top](#)

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



Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder

People

Milestones	Current Position	To be Completed
<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! Manager and staff training are currently taking place and ongoing as training needs identified.</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. IIP assessment report received Mar 19, awarded gold status.</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.	<i>Tendring District Council achieved GDPR/ UK Data Protection Regulation 2018 compliance on 25 May 18 as required by legislation.</i> 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	Development has now been completed for both Apple IOS and Android operating system App. The Head of Sport & Leisure Services is ensuring that when the App does go live it contains information and 'breaking news' on a large number of events for 2019. The App is ready to go live but will be held in test until after the local elections to ensure that we have plenty of time to ensure that it is fully tested.	Jul 18 <i>*Revised Dec 18</i> <i>*Revised Jan 19</i> <i>*Revised Mar 19</i> *Revised May 19
Town Hall & Pier/ Barnes network low level design (cabled & Wi-Fi) completed and implementation commenced.	The re-cabling works and roll-out of new Cisco Meraki WiFi is being carefully coordinated to support the Office Transformation works and programme. Pier Avenue staff have been live Cisco Meraki WiFi users since Jan 19. Clacton Leisure Centre and Northbourne were upgraded to Cisco Meraki WiFi at the end of March coinciding with a network upgrade to increase their data network link speed from 2Gbt/sec to 10Gbt/sec. Work is now commencing on re-cabling the South side (carpark side) of the Town Hall, initially to facilitate removal/ relocation of the server cabinet situated in the now empty 'Housing Services area' so that work can commence on the new Town Hall Committee room.	Ongoing <i>(each office area is being re-cabled with new WiFi installed as per Office Transformation plan).</i>

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 passed its annual National Cyber Security Centre (NCSC) Public Services Network (PSN) cyber security audit and been re-certified for 18/19. 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 which all starts again in Apr 19.	Completed 24 Jul 18 Now scheduling resources for Jul 19 cycle.
Website integration with new customer portal completion.	Work is ongoing in our test environment with service user testing also ongoing behind the scenes. 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. Work is also ongoing on website re-design to improve accessibility in accordance with the new EU public sector website directive.	On-going Testing commenced Nov 18
Customer Portal integration with IDOX, Northgate and E Payment systems.	E-Payments integration and testing is complete. Northgate related services (C/Tax balance, Housing Repairs, Council property rent balance) are scheduled in 'delivery train two' which will be delivered in a ten week period during Apr and May 2019.	Dec 18 *Revised Feb 19 *Ongoing revised completion May 19
Cyber awareness training and security initiatives.	Members and officers continue to receive regular 'all staff/member' education emails. In March all staff and members were emailed an educational cyber security guidance note based around the premise that EU-Exit is being perceived by criminals as a cyber attack opportunity. A further phishing exercise look place during March 2019. Our continued network investment includes a range of new security monitoring tools. As our Cloud migration plans and knowledge develop we are adopting yet further Cyber Security protection tools available via the Microsoft Azure platform to enhance our network security and data protection. We are in the final analysis of tendered costs for our cyber security/ Firewall contract renewal.	On-going
Cloud migration programme planning complete & 40% of services migrated.	Migration programme approved. Migration and testing of 2018/19 application migration (Agresso/ Exchange/ Office 365/ Skype for business) is ongoing with the IT Team migrated/ testing/ learning. Our first 'user' services migration is anticipated to take place in Apr 19 as per the plan as we are working to avoid any IT changes during the EU-Exit period and then the May Elections.	Apr 19

Property Management (Council and Community)

[Back](#)



“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.	Planning permission in respect of a first site has been granted. A tender process has been completed and a formal decision to dispose was made 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 were subject of formal decisions in Jan 19 and are now being progressed in line with constitutional procedures. Further tranches are to be prepared for consideration in stages in order to balance forward workloads.	Jun 18 Complete Jan 19 Complete Dec 18 Complete Jan 19
<i>Review stock take in the light of the Property Strategy:</i>	The latest version was made public on the TDC Website in Aug 18.	Complete
<ul style="list-style-type: none"> Issue updated list of properties to service units. Provide “Asset Challenge” call for identification of properties no longer required by service units. 	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 Nov 18 Complete Nov 18
Complete action plans for the disposal of poor quality sites at Main Road, Dovercourt and Station Yard, Walton.	An open tender process was carried out, Cabinet authorised disposal to the highest bidder and solicitors have been appointed by both parties. 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.	Complete Feb 19 Discontinued

Page 27

Exception: The milestone definition in respect of the disposal of the Isolation Hospital site is to complete the action plan. The site has been marketed and a sale agreed. Accordingly the action is marked as completed. At the time of writing solicitors have been instructed by both parties drafting of documents is under way and the team now hopes for legal completion as soon as the formalities can be completed.

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: Progress report in production.

Page 28

Milestones	Current Position	To be Completed
Initial project scope (PID) developed and project team in place.	Preliminary investigative work and constraints mapping completed. Management Team Briefing to be finalised.	Jun 18 *Revised Oct 18 *Revised Mar 19 *Revised Aug 19
Identify a longlist of potential projects and opportunities.	Draft progress report in development drawing on the recommendations of the 2015 study prepared by Planning Solutions.	Jun 18 *Revised Oct 18 *Revised Mar 19 *Revised Aug 19
Projects developed to outline stage.		Oct 18 *Revised Jan 19 *Revised TBC
Place Plan completed for Cabinet consideration.		Dec 18 *Revised Jan 19 *Revised TBC

Exception: The initial scoping of projects and related constraints mapping needs 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 review of this project will be undertaken in the next 3 months to determine viability / 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.	Piling for electrical substation commenced. Contractor appointed and on site for construction for foundations and up to first floor for houses.	Aug 18 *Revised Oct 18 *Commenced 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.	On-going. 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. Linked to Draft Housing Strategy.	Jul 18 *Revised Mar 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: HAT to continue with the Spatial Plan as commissioned. Prototype homes to be further investigated. Funding to be agreed as general fund or HRA depending on the wider context of the outcomes. Update meeting to be held with Environment Agency. Proposal received for filming on housing development and design in Jaywick Sands. Ensure that Planning is involved in any discussions.

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 directional drilling for the slope drains has now been completed and the construction of the inspection chambers for those drains is due to begin in early Apr 19. Installation of the filter drains at the base of the slope has begun and are progressing on target.	Apr 19
2 slope regrade and drainage.	The cliff has now been graded and construction of the disabled path has now begun. The path has a concrete blinding allowing the construction of the steel work and shuttering for the concrete base for the handrail. The cliff drainage for the new slope is also being installed alongside the concrete works and will be ongoing through Apr 19.	May 19
1b Sheet piled wall and filter drains.	All sheet piles and capping beam have now been installed. Drainage and regrading has begun behind the sheet pile wall and is progressing well. The drainage at the front of the sheet pile wall will also be ongoing during Apr 19.	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 original but in line with revised timetable.	Oct 18 *Revised Spring 20
Local Plan adopted.	Behind original but in line with revised timetable.	Mar 19 *Revised Winter 20/21

Exception: The Local Plan Committee on 29 Jan 19 agreed 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 19; examination of Section 2 in Spring 20 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) were appointed in 2018 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, prepared costed design solutions for the two sites identified, and have prepared a draft Masterplan for the Client Team's consideration.

Milestones	Current Position	To be Completed
Page 34 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.	Jun 18 *Revised Nov 18 *Revised Jan/Feb 19 *Revised TBC
Delivery plan agreed by Cabinet.	Draft proposals submitted to Client Team for assessment and comment. Draft Masterplan and site recommendations to be presented to Management Team and Cabinet in Jun 19.	Jul 18 *Revised Nov 18 *Revised Jan/Feb 19 *Revised Mar 19 *Revised Jun 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 Jun 19.

Economic Development Delivery

[Back to Top](#)

(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) appointed in 2018 to prepare a Creative and Cultural Strategy for Tendring, focussed on business growth and job creation. Consultants have prepared a baseline assessment, staged a range of consultation events to inform their work, and in March submitted their 5th draft strategy for the Client Team’s comments. Work is currently being concluded on the revised draft Strategy and Implementation Plan. The Council’s SME Growth Fund remains popular with business applicants. Cabinet approved in Dec 18 to allocate additional funding to support the scheme. A number of projects applications are in the pipeline and are currently the subject of assessment.

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 subject to internal consultation and be reported to in Aug 19.	Oct 18 *Revised Jul 19 *Revised Aug 19
Support 10 businesses through the Small Medium Enterprise Growth Fund programme.	Cabinet approval secured in Dec 18 to allocate additional funding to support the scheme. The number of applications in the pipeline and subject to assessment is on target to meet the target outputs. 8 businesses supported by the programme to date,3 of which were in 2018/19 with 6 applications currently being assessed.	Ongoing.

Maximising Tourism and Leisure Opportunities

[Back to Top](#)



“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.”

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. 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. Preparation is taking place with event organisers to announce the Mayflower events programme in early Apr 19. The next National Partnership Meeting takes place in Leiden in May 19. All projects are well under way and timings are on schedule. A project team to develop the historical content for the trail, visitor centre and house has been put in place and includes local historians and archivists. Plans for the 2019 Illuminate Festival are being progressed as this will be the event which launches the anniversary year in all the partner destinations, including the US and Holland.</p>	<p>Complete</p> <p>May 18 *Revised Dec 18</p> <p>Complete</p> <p>Nov 18 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. The 2019 event date will be Sun Jun 2nd and will include a Harwich Skate Park Jam in the programme.</p>	<p>Complete</p> <p>May 18</p>

Maximising Tourism and Leisure Opportunities

[Back to Top](#)

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

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

Milestones	Current Position	To be Completed
Beside the Seaside. Page 37	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. The dates for 2019 will be announced shortly.	<p>Complete Jul 18 & Aug 18</p> <p>Complete Debrief: Oct 18</p>
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 later in the year. 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 is taking place with our flight team to establish the 2019 programme and announcements are scheduled to commence soon.	<p>Complete Aug 18</p> <p>Complete Debrief—Oct 18</p>

Maximising Tourism and Leisure Opportunities

Back to Top

Continued...



(Employment and Enjoyment)

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

Milestones	Current Position	To be Completed
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 presented to Cabinet in Jun 19 prior to adoption.	Complete R&S Committee Nov 18 Cabinet Summer 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.	Princes Theatre – March 19 6 Shows, 2 Large Hires, Hosted the Pride Of Tendring Award Ceremony, 3 free E-safety events. Selection process for the Pantomime company completed and new company chosen. Key Points of the year <ul style="list-style-type: none"> • Online sales now make up 51% of all ticket sales, (Target 45%). • Online Booking Fees have reached over £30,400. This additional income means that not only are we taking ticket income for the shows but we are raising funds by the very act of selling tickets. • A record £500,000+ ticket income (NET of VAT) for shows in the above period has been achieved this year and has set a very good target for the following years. • Ticket income is up by £99,000 from the previous year 2017 – 2018 (net of VAT). • The Princes Theatres Restoration fund has raised an additional revenue stream of £33,000 which is used to re-invest in the theatres physical infrastructure for repairs and modernisation. 	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 was submitted 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

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. Upon sealing of the current contracts, the Deed of Variation for signing will be produced.	Meeting Complete Oct 18 Contracts signed 29 Mar 19
Completed negotiations and contract signed.	Current street sweeping and Waste and Recycling contract signed by Veolia, due to be signed on 8 Mar 19	Dec 18 Contracts signed 29 Mar 19
Procurement of wheeled bins for roll out (dependent upon agreement of extension of contract).	Initial delivery of 10,000 bins expected week commencing 6 and 13 May 19. Contractor responsible for onward delivery to properties provided with Purchase Order. Roll out due to commence week commencing 10 Jun 19, to ensure completed before the Air Show.	Jul 19

TARGETS

REFUSE & RECYCLING SUMMARY

Key:

Above target	●
On target	●
Below target	●

Page 41

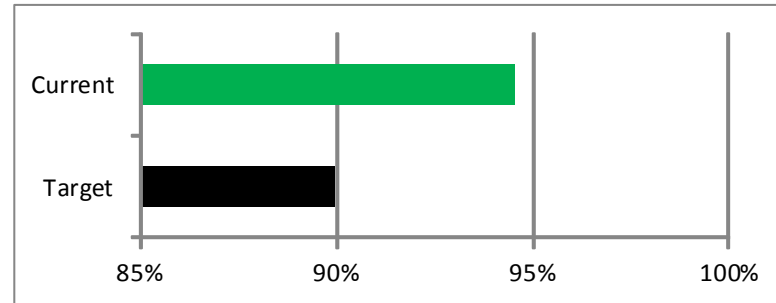
	18/19 Q1	18/19 Q2	18/19 Q3	18/19 Q4
Recycling Rate (Target 29%)	30.4%	29.8%	26.4%	*No Data
Flytipping (Target 90%)	95.2%	97.7%	96.4%	94.6%
Missed Bins (Target 95%)	96%	96%	96%	96%

Still awaiting confirmation for both February 19 and March 19 data from ECC.

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.

Does not include asbestos, caravans, abandoned vehicles or flytipping under investigation by an Officer: 2 jobs relating to Asbestos currently awaiting removal, Nil caravans.

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	79	95	74
No. r'mvd <72hrs	116	111	101	99	101	87	107	65	54	77	92	70
Performance (%)	92.8%	94.8%	95.2%	98.0%	98.0%	97.7%	97.3%	94.2%	96.4%	97.4%	96.8%	94.6%

Zero jobs relating to Asbestos, caravans, oil (specialist cases). 4 fly tipping investigated by officers before passed on for removal (these were separated with the potential for possible prosecution).

Missed Bin Collection

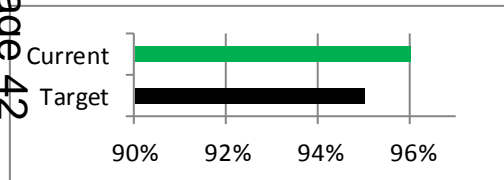
(Health and Housing)

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 42



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%	95%	95%	96%

Total of 220 missed collections ; 7 collected outside of 24 hours. 46 missed red boxes (2>24hrs), 27 green boxes (0>24hrs) 37 waste food (3>24hrs) and 110 refuse (2 > 24hrs).

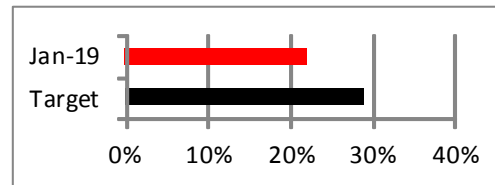
Recycling Rate

(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 2 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%	23.3%	29.6%	30.5%	30.4%	26.6%	27.3%	29.8%	28.7%	27.5%	26.4%	22.1%	No Data	No Data

Tonnage data processed and verified by ECC. Still awaiting confirmation for both February and March data from ECC.

Handling of Planning Applications

(Health and Housing)

[Back to Top](#)



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	78.94%	Non-Major	89.62%
Handling of Planning Applications : Quality			
Decisions Overturned On Appeal.			
2020 Assessment Period (01.04.17 - 31.03.19)			
Major <10%		Non-Major <10%	
Major	3.22%	Non-Major	1.69%

5 YEAR HOUSING SUPPLY

Following changes to the National Planning Policy Framework in Feb 19, the Council is required to use the government's 'standard method' for calculating housing need until its locally-derived housing figures are adopted through the new Local Plan. Under the standard method, the Council can demonstrate a 4 year supply of deliverable housing land. The alternative method that takes account of attributable population change in Tendring and was examined and accepted at the Examination in Public into the Local Plan, the Council can demonstrate in excess of 5 years of housing land supply.

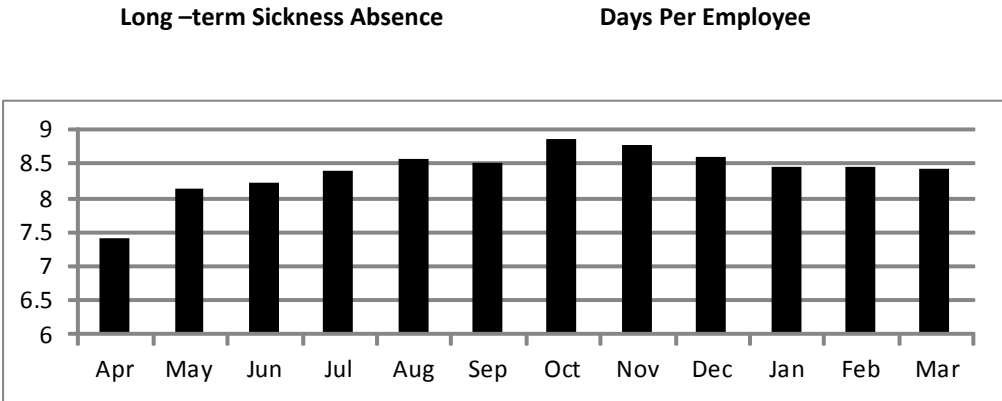
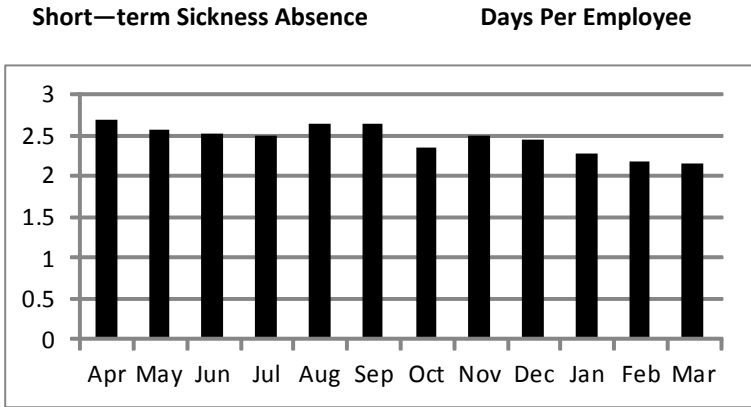
Note : This figure is updated monthly but some information that contributes to the calculation is only available periodically and so the figure may not be wholly accurate.

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	2.27	8.43
Feb	2.17	8.45
Mar	2.13	8.42



Notes: 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.

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	0	0	0
Covert Human Intelligence Source	0	0	0	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**

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
No.	8	2	6	11	7	11	18	2	9	7	8	7
% Time	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	87.5%	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	0	1	1
% Time	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Notes: For March 19 it has been reported that there was 1 Stage 2/3 complaint for Planning. There were 1 ombudsman complaint for Planning. In February 19 one Stage 1 complaint for Operational services was not replied to within the required timescale, this is reflected in the behind target percentage. The complainant for this complaint did have an acknowledging letter but no holding reply was sent whilst investigations were carried out before a full reply was sent.

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 Summaries

Q4 January 19 - March 19	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	2		
Sport & Leisure	2		
Housing & Environmental	2		
Building and Engineering	10		
Planning & Regeneration	5	2	3
Leadership Support & Community			
Total	22	2	4

April 18 - March 19	Stage 1	Stage 2	Ombudsman
Governance & Legal			1
Finance, Revenues & Benefits	1		2
Property			
People, Performance & Projects			
IT and Corporate Resilience			
Public Realm	5		1
Customer and Commercial	6		
Sport & Leisure	8		
Housing & Environmental	20	1	
Building and Engineering	27		
Planning & Regeneration	26	10	10
Leadership Support & Community			1
Total	93	11	15

PERFORMANCE REPORT (COMMUNITY LEADERSHIP) OUTTURN 2018/2019

APPENDIX A

Page 47



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 48	<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

“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. 10 families engaged with the project to date and relevant data collected. Next stage will be an action planning meeting, families to be involved in this process. 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, in recovery from substance misuse and the homeless. Funding secured from Active Essex, Grow the Game and Futures in Mind. Taster session confirmed for 23 Apr 19. Launch date Mon 13 May 19 (weekly sessions term time only).</p> <p>Marathon Kids - 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. Update: Launch dates: St Clare's, Clacton 26 Feb 19, Feb 27 St Osyth's CofE Primary School, Feb 28 Brightlingsea Primary School & Mar 05 Highfields Primary School.</p>	<p>Mental Health & Emotional Wellbeing - (STP) to undertake further scoping work on Wellbeing model in schools. STP to set timescales. Wellbeing Football - taster session planned 23 April 19. Regular weekly sessions confirmed to commence 13 May 19. Marathon Kids - programme now launched in 7 primary schools in Tendring. Work ongoing to sign up one further primary school for 2019 (Funding available for a further 8 schools in 2020).</p>

“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 52	Inaugural meeting of Essex Inspires pilot 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 May 19. Further work required to draft terms of reference to identify and agree key priorities. TDC Education Newsletter - work underway to produce the annual e-newsletter "Connect" , to promote the work the Council undertakes to support the education agenda, children, young people and families across the district. Distributed to all schools across the District.	Essex Inspires - Next meeting May 19. Education Newsletter - completed.
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.	IntoUniversity - Work on-going. Annual report from IntoUniversity received and shared. IntoUniversity to present at future members briefing. Teach First - promotion of Careers and Employability Leadership Programme to secondary schools. Three local schools have now applied: Clacton County, Colne and Tendring Technology College.	Ongoing
Strengthen links with Universities - Positive Futures.	MOU with Essex University reviewed & updated as part of the work on Garden Communities project.	Complete
Memorandum of Understanding (MOU) Colchester Institute.	Work in progress on draft MOU. Briefing note and draft agreement to management team Apr 19.	Sign off expected May 19

Community Safety

(Council and Community)

[Back to Top](#)

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

Chief Executive

Health and Education Portfolio Holder

Delivery Mechanism: The Community Safety work plan 2018/19 as defined by the Responsible Authorities Group (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. Delivery of the Problem Solving tasking and coordination group. 2. Street Action Day held in Jaywick, spread over a two day period. 3. Meeting with young people in Walton with police, to establish a dialogue around the ASB the young people are involved with and how we can all work together to find a solution that works for all parties. 4. Street Action Day held in Walton, spread over a two day period. 5. Attended Clacton Town Centre Meeting in relation to ASB and Crime. 6. Researching Business Against Crime schemes - attending webinars. 7. Visit Wrabness Parish Council - Site visit for ASB reports. 	<p>Monthly</p>

Community Safety

(Council and Community)

[Back to Top](#)

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

Chief Executive

Health and Education Portfolio Holder

Delivery Mechanism: The Community Safety work plan 2018/19 as defined by the Responsible Authorities Group (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. 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. Delivery of Walk Online Roadshows highlighting the risk of Child Sexual Exploitation to over 700 year 5 students and over 50 school staff and 200 parents. 2. Coordinated support for three individuals that have approached TDC via other depts. 3. Continued the coordination of the support for individual in Clacton area - this has involved numerous partners, and TDC depts. 4. The individual is at risk of being cuckooed, poses a risk (through his chaotic episodes) to neighbours, is vulnerable to exploitation and 'mate crime'. Has been moved and is monitored. 5. Continued support of partner projects, such as the Horizon Project, NuYoo Boxing program etc. 6. Supported police officers with concerns around vulnerable people encountered, and shared various intel regarding the exploitation of vulnerable people. 7. Coordination of TDC depts. police, and partners to discuss concerns around a property that has been taken over by county lines activity 8. Chaired partnership Quarterly Networking Meeting. 9. Attended Essex Community Safety Network Executive. 10. Fortnightly Force Tasking meeting. 	<p>Complete</p>

Community Safety

(Council and Community)

[Back to Top](#)

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

Chief Executive

Health and Education Portfolio Holder

Delivery Mechanism: The Community Safety work plan 2018/19 as defined by the Responsible Authorities Group (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 and Violence with Injury and Possession of Weapons were the top two crime types that scored the highest in terms of risk for the District.</p>	<p>Operation Sceptre.</p>	<p>Complete</p>

Manningtree Infrastructure (Council and Community)

[Back to Top](#)

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

Ewan Green – **Corporate Director**

Portfolio Holder

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

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

Page Log	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)

[Back to Top](#)

“Revised and updated Housing Strategy.”

Paul Price – **Corporate Director**

Housing Portfolio Holder

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

Update: 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.

Page 57

Milestones	Current Position	To be Completed
Develop draft Housing Strategy. *Housing Green Paper, will inform strategy.	The housing strategy was presented to Management Team on 26 Mar 19 and some amendments were suggested.	May 18 *Revised Dec 18 *Revised Jan 19 *Revised Feb 19 Complete Mar 19
Seek Cabinet approval.	It is intended to take the strategy to ICAB on 25 Jun and then Cabinet on 28 Jun 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. However, 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.	The LDP co-ordinator is continuing to make good progress establishing links to community organisations and individual influencers throughout Tendring, and is working in partnership with CVS on an Alliance funded community asset mapping exercise. The Sport England lottery fund agreement is being reviewed by the ECC legal team, the LDP core team is awaiting a briefing which will be shared with TDC.	Ongoing
Tendring Health and Wellbeing Board – Terms of Reference (TOR)	The Tendring Health and Wellbeing Board agreed TOR at November meeting.	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.	Complete Nov 18
Tendring Health and Wellbeing Board – Workstreams	A Tendring Health and Wellbeing Board was held on 1 April 19. This was well attended and featured a number of key speakers from the Essex wide Health and Wellbeing Board of 20 March 19.	Complete
My Weight Matters Programme	Continues to be delivered at the Clacton and Weeley council offices. Attendance at Weeley has improved. Recently obtained figures for the period 07/18 to 12/18 show a total of 49 individuals have completed the 12 week course at the two sites with a total of 327 attendances and a total weight loss of 63.6kg.	Ongoing
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	Marathon Kids Launch, TDC were approached by a national charity Kids Run Free with 16 fully funded opportunities to deliver a programme called Marathon Kids (MK) to primary schools in Tendring over 2 years. This programme increases physical activity using personalised goal setting and celebrating every achievement. Public Health and the Exec Projects Manager identified schools with a higher % of children affected by income deprivation and receiving free school meals, and worked with the Healthy Schools co-ordinator to offer MK. MK has now been launched in 7 primary schools against a target of 8 for this academic year (see also Education entry).	On-Going

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.	Work advancing according to funding agreement/contract.	Mar 20

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

14 JUNE 2019

REPORT OF CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

A.4 UPDATE ON APPRENTICESHIP PROVISION OF CAREER TRACK

(Report prepared by Carol Magnus, Debiannne Messenger and Anastasia Simpson)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide an update on the work of the Council’s apprenticeship service Career Track.

EXECUTIVE SUMMARY

Career Track was established within Tendring District Council in 1983. Since then it has continuously provided apprenticeship opportunities within the organisation and for other employers. Over the years the nature of the apprenticeships and indeed the very definition of ‘what is an apprentice’ has changed when government priorities and focus have been amended as part of both education and employment policy.

The Council’s sustained commitment to the Career Track apprentice scheme has been a central plank of its work to develop a more skilled workforce and to “grow our own” employees of the future within Tendring.

Following the government’s simultaneous overhaul of apprenticeship delivery rules with the introduction of the national Register of Approved Training Providers alongside the introduction of the Apprenticeship Levy May 2017, Career Track has faced its biggest ever change and challenge.

This report sets out the nature of that change and the current position of Career Track. It will also outline the key priorities for the service over the coming 12 to 15 months.

RECOMMENDATION(S)

It is recommended that Cabinet notes the work of Career Track as detailed in this report.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Council’s Corporate Plan 2016-2020 puts Community Leadership at the heart of everything we do, and within that it has a focus on education and health through the following priorities:-

- Facilitate improved qualification and skills attainment
- Enable better job prospects

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

Risk

There is a limited risk that projects may fail. However, robust project management and good partnership working help to mitigate this.

LEGAL

It is recognised that Tendring District Council does not have statutory duties or powers in relation to education, health and wellbeing but through its Community Leadership role it engages with partners in supporting improvements in relation to both these areas.

OTHER IMPLICATIONS

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

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

The work of Career Track positively addresses disadvantage by providing employment opportunities for young people and raising educational attainment within the District and beyond. Having gainful employment is known to positively improve mental health, engagement and self-esteem. This report applies to all Wards.

PART 3 – SUPPORTING INFORMATION

BACKGROUND AND CURRENT POSITION

BACKGROUND

Career Track

Career Track was established within Tendring District Council in 1983. Since then it has continuously and successfully provided apprenticeship opportunities within the organisation and for other employers. **In the last ten years 547 people have achieved an apprenticeship and 93 employers have engaged with the service.** Over the years the nature of the apprenticeships and indeed the very definition of ‘what is an apprentice’ have changed when government priorities and focus have been amended as part of both education and employment policy.

Following the government’s simultaneous overhaul of apprenticeship delivery rules with the introduction of the national Register of Approved Providers alongside the introduction of the Apprenticeship Levy, Career Track has faced its biggest ever change and challenge.

The team consists of five staff; Work Based Learning Manager (full time), Training Assessment Team Leader (part time), two Training Assessment Officers (one part time and one full time) and a Work Based Learning Support Assistant (part time). It is managed by the Work Based Learning Manager.

Career Track is part of the People, Performance and Projects service and is managed by the Organisational Development Manager.

The team provide apprenticeships in Business Administration, Customer Service, Team Leading and Management. The majority of apprentices study Business Administration or Customer Service at either Level 2 or 3. In broad terms level 2 is roughly equivalent to a good pass at GCSE and level 3 is roughly equivalent to A Level. It takes between 12 and 15 months to complete a level 2 and 18 months to complete a Level 3. During this time the learner gains experience in the job, demonstrates they can perform consistently and competently with an understanding of their role. The learner works towards gaining an

NVQ/BTEC qualification.

Apprentices and Apprenticeships

Traditionally an apprentice was a young person who would spend up to five years apprenticed to a business, often in a 'trade' such as carpentry, engineering, plumbing. Over the past 30 years this definition has changed. An apprentice is still often a young person aged between 16 and 19. The government's priority is still to ensure that all young people in this age group continue learning in either a work or more traditional education setting.

More recently, the government changed its definition so that anyone of any age could undertake an apprenticeship providing they could show they were gaining new skills and/or knowledge. This opened up the opportunity for staff who were already employed and older than 19 to also become an apprentice. Most apprenticeship qualifications were set at levels 2 to 5. **56% of all apprentices are in the 16-18 range, 30% are 19-23, 12% 24-49 and 2% 50 plus.**

In 2017 the government changed this again and introduced apprenticeships up to and including degrees in skills shortage areas and even up to MBA. Now, a senior manager or Chief Executive in an organisation can also be an apprentice.

Funding

In 2017 funding rules changed. The Apprenticeship Levy was introduced. All employers with a payroll in excess of £3m pa have to pay 0.5%pcm into their Digital Apprenticeship Account via HMRC. Organisations then have up to 24 months to spend the money on apprenticeship fees prior to it 'expiring' and being claimed back by the government.

Employers with a payroll less than £3m do not have to contribute to the levy. If they have an apprentice aged 19 or over they pay just 10% of the course fee and the government pays the rest; if the apprentice is aged 16 to 18 the apprenticeship fees are fully funded by the government.

Organisations and companies are therefore referred to as either 'levy paying' or 'non levy paying' employers.

Providers

Companies that provide apprenticeship training, such as Tendring District Council under the name of Career Track are referred to as 'Providers'. Until recently, Career Track operated as a sub-contracted provider under the auspices of Colchester Institute.

In 2017 the government changed the criteria for providers to be allowed to deliver apprenticeships. Under the new rules, Career Track was no longer eligible to operate as a sub-contractor of Colchester Institute. To secure its future, the decision was made to apply, through the national tender process, for Career Track to gain Approved Provider status on the national Register of Approved Training Providers (RoATP). The tender application was successful.

However, government rules meant that organisations on the RoATP could only deliver apprenticeships to levy paying employers. The government ran a secondary tender process for providers to apply to deliver apprenticeships to non-levy paying employers. This secondary tender was only open to providers who delivered a specific number of apprenticeships in a specific year. Unfortunately Career Track did not meet this criteria. Consequently, Career Track can only currently provide apprenticeships to levy paying

employers.

As an Approved Provider, Career Track is audited by ESFA (Education and Skills Funding Agency) and is inspected by Ofsted.

CURRENT POSITION

The loss of opportunity to support non levy paying employers with apprenticeships within Tendring has had an impact on Career Track over the past twelve months. This has resulted in an estimated total loss of £60,000 revenue. Perhaps more importantly and sadly it has meant that many long standing working relationships with small local businesses have now been lost. Local employers who have approached Career Track based on its long established and successful track record have had to be turned away and referred to larger institutions.

This has also resulted in a dip in apprentice numbers as Career Track has had to identify new levy paying employers who are prepared to choose Career Track as their apprenticeship provider. Tendring does not have a large number of levy paying employers within the district. It also takes longer to secure a contract with a larger employer.

Nonetheless, new employers have come on board and more are joining. As well as supporting Tendring District Council, Career Track now also supports Colchester Borough Council, Maldon District Council, Ellison's Solicitors and Silverton Aggregates. Discussions are ongoing with a number of other employers.

At the time of writing Career track is supporting **24 apprentices within the organisation. 64% of all the apprentices in the Council are with Career Track.** It is also supporting **12 apprentices in other organisations.** A further **eleven apprentices** are expected to start within the coming two months as advertised apprentice vacancies are filled, with opportunities for **17 apprenticeships in three other organisations being discussed.**

For Tendring District Council, the annual levy payment of around £48K pa is spent on apprenticeship fees with Career Track so no levy is unspent.

Current success rates are 92%. Between 1st August 2018 and 30th April 2019, 23 apprentices completed their programme and all 23 gained employment. 100% of all apprentices who completed their programme achieved their qualifications.

In the last six years 20 Career Track apprentices have gone on to University following their achievement of an apprenticeship.

One Tier 3 Manager and three Tier 4 managers currently employed in Tendring started their career as a Career Track apprentice.

Sixteen Tendring staff have undertaken Foundation Degree Apprenticeships with Career Track in the last three years.

13% of Tendring's current staff were once an apprentice.

In November 2017 Career Track had an audit visit from ESFA, no improvement measures were required. Recent inspection visits from Pearson (the awarding body for the qualifications) have also given a 100% report with no improvements required. At the time of writing an Ofsted inspection has not taken place but a monitoring visit is expected anytime in 2019. An invitation to re-apply to continue to provide apprenticeships via the ESFA RoATP is due in June 2019.

The following are extracts of feedback from apprentices with Career Track.

“Apprenticeships allow you to get your foot in the door to a business. I never thought I would ever have the knowledge and skills to be able to work for local government but becoming an apprentice allowed me to learn and gain the skills required to be successful.

Without the apprenticeship I would never have had the opportunity to be able to apply for my current job role as it was only posted internally within the Council and now I am finally in a job that I love that can also offer me career progression should I want to move up the ladder. Gaining a qualification at the end of all that hard work makes it all worth it too to know that you are now open to more opportunities and you earned it. It is a great feeling.

I would advise you go for it and stick with it. It can be a struggle working full time and not getting a full wage but it is one year out of your whole life where you get to learn new things and take the first steps into a real career that seemed like a farfetched idea before. Be patient because all that hard work will be worth it in the end.”

Cheyenne, TDC

“I completed my Level 3 NVQ in March 2018 so I am now ready to go onto a construction course to further my education and gain my dream job.

Apprenticeships are great to get you into the working environment whilst gaining professional qualifications. They give you an idea of where you would like to end up... I never thought I'd be aiming towards being a building surveyor!

If it wasn't for the apprenticeship programme I don't know what I'd be doing now. It was definitely the best decision I have made and wouldn't change a thing!”

Annie, TDC

PROJECTS AND PRIORITIES

The following sets out details of specific priorities:-

Increase the number of apprentices to a total of 70 by the end of 2019.

Develop new marketing and promotion materials and strategy and increase digital presence by August 2019

Prepare for Ofsted inspection, target to gain 'Good' grading by December 2019

Re-apply to ROAPT for continued 'Main Provider' status in June 2019

Conclusion

This report provides an overview of the work of Career Track. The projects identified above will continue to form the subject of regular updates to the Senior Management Team and Members.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

None

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Key Decision Required:	No	In the Forward Plan	No
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CABINET

14 JUNE 2019

REPORT OF CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

A.5 REVIEW OF THE REGISTRATION OF AN ASSET OF COMMUNITY VALUE: ARDLEIGH HALL LEISURE AND SQUASH CLUB
 (Report prepared by Andy White and Gill Burden)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To review the listing of Ardleigh Hall Leisure and Squash Club under the Localism Act 2011 (“the Act”) and the Assets of Community Value (England) Regulations 2012 (“the Regulations”) following a request for review by Ardleigh Hall LLP the owner of the Ardleigh Hall Squash Club which is registered with title number EX489331 at HM Land Registry.

EXECUTIVE SUMMARY

In January 2015 a valid nomination to register an asset of community value was received from Ardleigh Parish Council in respect of Ardleigh Hall Leisure and Squash Club Dedham Road Ardleigh Colchester Essex CO7 7LG.

In February 2015 Cabinet resolved to add Ardleigh Hall Squash and Leisure Club to the list of Assets of Community Value, having taken into account the evidence provided that the site met the criteria set out in Section 88 of the Act.

On 1st February 2018 planning application 16/00878/FUL was granted for the demolition of all existing buildings forming Ardleigh Hall Leisure and Squash Club and construction of 7 No. 4 bedroom detached houses and associated garages (the properties) and diversion of existing footpath public right of way.

The properties are nearing completion and the owner wishes to sell the properties but the sale would trigger a moratorium period because of the Asset of Community Value Listing attached to the site and previous buildings which have now been demolished by the owner. The owner has requested a review of the listing asking that their land is removed from the Asset of Community Value List.

RECOMMENDATION(S)

That Cabinet -

- (a) Notes the change in circumstances at the former Ardleigh Hall Squash and Leisure Club since its decision in January 2015;**
- (b) Agrees that it is not realistic that the original land nominated including the buildings subsequently demolished will further the social wellbeing or social interests of the local community in the future; and**
- (c) Subsequently concludes that the criteria required in Section 88 Localism Act 2011 is no longer satisfied and that the land should be removed from the List of Assets of Community Value.**

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Assets of Community Value exist in a range of forms and functions. Individual properties

may contribute in different ways across the spectrum of Council priorities. Particularly here the new dwellings which are being built following the grant of planning permission will contribute to delivering a quality living environment and local regeneration.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

There are circumstances where the Council may be required to pay compensation as set out in the Regulations – particularly Regulation 14. The key criteria in this case would be any loss incurred by the owner as a result of delayed sales caused by the listing. It is hard to quantify the level of risk and it is therefore not proposed to make a specific allocation. The Advice Note issued by Department of Communities and (“DCLG”) states that if compensation exceeds £20,000 in any one financial year support can be requested through their burdens funding scheme although that funding scheme may have limited funds remaining.

Risk

There is always some risk that the decision in relation to the listing will be controversial but having reviewed the evidence submitted by the owner the Council has concluded that it is appropriate to review the listing as requested having regard to Section 92 of the Act and Schedule 2 of the Regulations.

LEGAL

If a local authority receives a valid nomination, it must determine whether the land or building nominated meets the definition of an asset of community value as set out in Section 88 of the Localism Act 2011:

- (1) A building or other land in a local authority’s area is land of community value if in the opinion of the authority —
 - (a) an actual current use of the building or other land that is not an ancillary use furthers the social wellbeing or social interests of the local community, and;
 - (b) it is realistic to think that there can continue to be non-ancillary use of the building or other land which will further (whether or not in the same way) the social wellbeing or social interests of the local community.

Section 88(2) of the Act extends this definition to land which has furthered the social wellbeing or social interests of the local community in the recent past, and which it is realistic to consider will do so again during the next five years.

Section 91 of the Act allows for entries to be removed from the register and if a decision is made to do so, reasons must be given and notices given.

Under Schedule 2 of the Local Authorities (Functions and Responsibilities) Regulations 2000, as amended, the determination of an appeal against any decision made by or on behalf of the authority can be made by the Executive or another Committee. It is considered that as Cabinet will be the decision maker of the outcome of the nomination, any review received should be considered and referred to the Community Leadership Overview and Scrutiny Committee, which already includes within its terms of reference review of Cabinet decisions. Referral to the Overview and Scrutiny Committee is only relevant when a review is requested at the time of original nomination, if Cabinet wishes to review its own decision following a change in circumstances; it is free to do so.

The Regulations provide procedural detail to give effect to the assets of community value scheme and the recommendations to Cabinet have been following consideration of the Act and the Regulations.

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.

Assets of Community Value exist in a range of forms and functions. Individual properties may contribute in different ways across the spectrum of implications. The Act and Regulations are intended to increase public engagement.

Area or Ward Affected

Ardleigh and Little Bromley

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The Act and Regulations, also collectively known and described as Community Right to Bid place a duty on local authorities in England and Wales to maintain a list of land in their areas that is land of community value as nominated by the local community.

The local authority must consider only if the nominated asset meets the criteria set out in Section 88 Localism Act 2011 in that it is satisfied:

- (a) the actual use, not an ancillary one, that furthers social wellbeing or social interest of the local community; and
- (b) that there can continue to be a non-ancillary use, which will further the social well-being or social interests of the local community.

The Council must maintain:

- A list of assets that are held to be of community value; and
- A list of assets identified in unsuccessful nominations.

If land or buildings are placed on the list of assets of community value:

- They remain on the list for five years;
- They are subject to a local land charge;
- If the owner wishes to sell (some exemptions apply) the asset they must notify the Council;
- The Council must notify the nominator and publicise the potential sale;
- All community groups have a six week window to register their intent to bid for the asset;
- If no registration of intent is received the owner may then sell the asset as they see fit (subject to any normal legal processes);
- If intent is registered community groups are then allowed a further 20 weeks (strictly 6 months from the date of the owner's notice) to raise money, reach agreement or otherwise bid for the asset;
- The owner may sell to a community group at any time but is never obliged to do so;
- If no community bid is made or accepted within the six months the owner may then sell the asset as they see fit;
- No further bid or moratorium can be made for a period of 18 months from the owner's notice; and
- If the owner suffers financial loss as a result of the imposition of either moratorium the Council must compensate the owner.

The provisions of the community right to bid does not:

- Restrict who the owner of a listed asset can sell their property to, nor at what price;
- Confer a right of first refusal to community interest groups,
- Enable a community group to trigger disposal of a site;
- Place any restriction on what an owner can do with their property, once listed, if it remains in their ownership.

Only the owner of the land has the right to seek a review of the decision to include any land on the list in accordance with Section 92 of the Localism Act 2011. This must be done in writing within 8 weeks of the written notice of inclusion of the land in the list.

The table below, based on guidance produced by the Public Law Partnership sets out an overview of what the Act and Regulations intend to constitute as an Asset of Community Value”.

Section 91 of the Act allows for entries to be removed from the register and if a decision is made to do so, reasons must be given and notices given.

The Act intends to apply to Land and Buildings Where:

1. The main use of the land or building **furtheres the social wellbeing or social interests of the local community** at the present time AND it is realistic to think that this can continue into the near future (even if the type of social use or benefit might change), or;
2. The main use of the land or building **furthered the social wellbeing or social interests of the local community** in the recent past AND it is realistic to think that this could again happen **in the next five years** (even if the type of social use or benefit might change).

The Act does not intend to apply to land where:

1. The main use of the land or **building furthered the social wellbeing or social interest of the local community some years ago** but is not presently in use for a social purpose, or;
2. The land or building has **not recently been, and is not currently, in use for a primarily social purpose**, or;
3. The land or building has been **empty or derelict** for many years and remains so today.

In their Guidance Public Law Partnership provide some helpful interpretation of these terms:

“This could apply to a broader set of activities and not just cultural, recreational and sport interests as provided by the Act. Working with local communities it could include: any land or building where the main purpose is for the provision of public services for education, health and wellbeing or community safety e.g. nurseries, schools, children’s centres, health centres, surgeries, hospitals, day care centres, and residential care homes. Sport, recreation & culture e.g. parks and open green spaces, sports and leisure centres, libraries, theatres, museums and heritage sites, cinemas, swimming pools. Community services e.g. community centres, youth centres, and public toilets. Any economic use which also provides important local social benefits e.g. village shops, pubs, markets.

“What does it mean “realistic to think that this can continue into the near future”? For the use which is **currently ongoing**, the working assumption should be that the present use can continue into the future, unless the local authority is able to identify evidence that is unlikely to be the case. In other words where the asset is presently in social use there should be a **presumption of continued viability**, unless clear evidence suggests otherwise. For a **social use which has lapsed** and needs to be re-established the local authority will need to take a view on the realism of re-establishing this. A new approach can help to re-establish services that were previously not viable.

CURRENT POSITION

In January 2015 a valid nomination to register an asset of community value was received from Ardleigh Parish Council in respect of Ardleigh Hall Leisure and Squash Club Dedham Colchester Essex CO7 7LG.

The Nomination stated that the building had until recently (at that time January 2015) been operating as a leisure and squash club and in addition it included a swimming pool used by local primary schools as well as a Dance Studio and School. The Council was required to consider only whether the asset met the criteria set out in Section 88 of the Act and taking into account the above it was recommended to Cabinet and agreed that the building met the criteria and should be listed as an Asset of Community Value in February 2015.

On 1st February 2018 planning application 16/00878/FUL was granted for the demolition of the buildings and construction of 7 No. 4 bedroom detached houses and associated garages and the diversion of an existing footpath public right of way. There was no requirement for s106 contribution as this application was for less than 10 properties.

The above properties are nearing completion and the owners have set out their reasons for seeking removal of the property from the list of Assets of Community Value as follows:

1. The property was previously used as a squash club when it was designated as an asset of community value. The property is no longer a squash club;
2. The property cannot be considered as asset of community value because its existing use falls outside the definition of 'an asset of community value' as set out by section 88 of the Localism Act 2011 (i.e. because the property use is no longer for the furtherance of social wellbeing and it is unrealistic to think that the property will be used as a squash club in the future);
3. The property has not been used as a squash club for some time;
4. Planning permission was granted by the local authority for the demolition on the squash club and the construction of seven residential properties in its place;
5. The squash club has been demolished, which was completed prior to the end of 2018, and;
6. The seven new residential properties are currently under construction and nearing completion.

It is understood the swimming pool and dance studio, referred to in the initial application for listing, have also been demolished in accordance with the planning permission.

Taking account of the above it would be unrealistic to assume that the area could return to its previous use therefore it is recommended that the criteria for the listing are no longer met and that the land should be removed from the list of Assets of Community Value.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

None

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