



CABINET

DATE:	Friday, 21 February 2020
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 & Corporate Finance and Governance Portfolio Holder
Councillor P Honeywood	- Housing Portfolio Holder
Councillor McWilliams	- Partnerships Portfolio Holder
Councillor Newton	- Business and Economic Growth Portfolio Holder
Councillor Porter	- Leisure and Tourism Portfolio Holder
Councillor Talbot	- Environment and Public Space Portfolio Holder

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

DATE OF PUBLICATION: FRIDAY, 14 FEBRUARY 2020

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 24 January 2020.

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 - Homelessness Reduction and Rough Sleeping Strategy (Pages 11 - 14)**

To enable Cabinet to consider a recommendation made by the Community Leadership Overview & Scrutiny Committee in relation to the above.

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

There are none on this occasion.

9 **Cabinet Members' Items - Report of the Corporate Finance and Governance Portfolio Holder - A.2 - Performance Report: October - December 2019 (Quarter 3) (Pages 15 - 62)**

To present the deliverables and measurable outcomes for the Cabinet's agreed Priorities and Projects 2019/20, as well as reporting the current position as at Quarter Three (October to December 2019).

10 **Cabinet Members' Items - Report of the Corporate Finance and Governance Portfolio Holder - A.3 - Financial Performance Report - In-Year Performance against the Budget at end of the Third Quarter 2019/20 and Long Term Financial Forecast Update (Pages 63 - 110)**

To provide an overview of the Council's financial position against the budget as at the end of December 2019 and to present an updated long term forecast.

11 Management Team Items

There are none on this occasion.

12 Exclusion of Press and Public

The Cabinet is asked to consider the following resolution:

“That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 13 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, as amended, of the Act.”

13 Exempt Minute of the Meeting held on Friday 24 January 2020 (Pages 111 - 112)

To confirm and sign as a correct record the exempt minute of the meeting of the Cabinet held on Friday 24 January 2020.

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. 13 is likely to be considered in private for the following reason:

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

Exempt Minute of the Meeting held on Friday 24 January 2020

Information for Visitors

ESSEX HALL **FIRE EVACUATION PROCEDURE**

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Your calmness and assistance is greatly appreciated.

**MINUTES OF THE MEETING OF THE CABINET,
HELD ON FRIDAY, 24TH JANUARY, 2020 AT 10.32 AM
ESSEX HALL - TOWN HALL, STATION ROAD, CLACTON-ON-SEA, CO15 1SE**

Present: Councillors Neil Stock OBE (Leader of the Council) (Chairman), Joy Broderick (Independent Living Portfolio Holder), Paul Honeywood (Housing Portfolio Holder), Lynda McWilliams (Partnerships Portfolio Holder), Mary Newton (Business and Economic Growth Portfolio Holder), Alex Porter (Leisure and Tourism Portfolio Holder) and Michael Talbot (Environment and Public Space Portfolio Holder)

Group Leaders Present by Invitation:

Councillors Terry Allen (Leader of the Tendring First Group), Jayne Chapman (Leader of the Independent Group), Ivan Henderson (Leader of the Labour Group), Michael Bush (Deputy Leader of the Tendring Independents Group) and Ann Wiggins (Deputy Leader of the Liberal Democrats Group)

Also Present: Councillor Gina Placey

In Attendance: Ian Davidson (Chief Executive), Paul Price (Corporate Director (Operational Services)), Ewan Green (Corporate Director (Planning and Regeneration)), Richard Barrett (Head of Finance, Revenues and Benefits Services & Section 151 Officer), Keith Simmons (Head of Democratic Services and Elections), Tim Clarke (Head of Housing and Environmental Health), Ian Ford (Committee Services Manager & Deputy Monitoring Officer) and William Lodge (Communications Manager)

95. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Carlo Guglielmi (the Deputy Leader of the Council and Portfolio Holder for Corporate Finance & Governance), Gary Scott (the Leader of the Liberal Democrats Group) and Mark Stephenson (the Leader of the Tendring Independents Group).

96. MINUTES OF THE LAST MEETING

It was **RESOLVED** that the Minutes of the meeting of the Cabinet held on Friday 20 December 2019 be approved as a correct record and be signed by the Chairman.

97. DECLARATIONS OF INTEREST

Councillors Allen, Bush, Chapman, I J Henderson, McWilliams, Stock, Talbot and Wiggins each declared a personal interest in respect of report A.4 insofar as they were all elected members of a parish or town council within the District and insofar as that report referred to this Council's local council tax subsidy grant to parish/town councils.

98. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

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

Sophie Floyd

"I would like to congratulate one of our very own apprentices, Sophie Floyd, for her recent success with the Public Services People Managers Association (PPMA). Sophie, a Career Track Apprentice in the HR team who has just begun her level 3 apprenticeship, took part in the PPMA 2020 Apprentice of the Year event.

This event is designed to test candidates' personal qualities, while also building their confidence and resilience – all to help talent shine, and showcasing the tremendous breadth and depth of that emerging talent within the public sector.

In total 13 people took part in this national event, and Sophie was given the Spirit of the Programme Award.

Sophie is a fantastic talent within the People, Performance and Projects department here at Tendring District Council, a role which sees her supporting a lot of corporate work right across the authority, and she is heavily involved with the team.

This award is justly deserved, and I think reflects not only a celebration of Sophie's own fantastic talent, but is also a wider statement on the success of our Career Track team and the 'grow your own' ethos we have here at Tendring.

Well done Sophie. And well done to the HR and Career Track teams as well."

Brexit

Councillor Stock referred to the UK's imminent departure from the European Union (EU) on 31 January 2020 and noted that there would be no drastic changes on 1 February 2020 due to the Withdrawal Agreement. However, he stated that this might not be the case if no trade agreement was reached with the EU by the end of the transition period on 31 December 2020.

Councillor Stock then responded to a question from Councillor I J Henderson in relation to this Council's budgetary and practical preparations for Brexit.

99. ANNOUNCEMENTS BY CABINET MEMBERS

There were none on this occasion.

100. MATTERS REFERRED TO THE CABINET BY THE COUNCIL

There were none on this occasion.

101. MATTERS REFERRED TO THE CABINET BY A COMMITTEE

There were none on this occasion.

102. LEADER OF THE COUNCIL'S ITEMS - A.1 - TENDRING4GROWTH

The Cabinet gave consideration to a report of the Leader of the Council (A.1) which sought its endorsement of proposed actions to develop and deliver the corporate plan theme Tendring4Growth as a catalyst for sustainable economic growth across the District, supporting businesses and communities.

It was reported that Tendring4Growth (T4G) would be a catalyst to create growth through partnership and investment across the District. T4G would bring together partners, local businesses and communities to ensure growth in the District was sustained and that it benefited all who lived and worked in Tendring.

It was felt that Tendring4Growth would underpin and support delivery of the following Corporate Plan (2020-2024) priorities:

- Develop and attract new businesses
- Support existing businesses
- More and better jobs
- Promote Tendring's tourism, cultural and heritage offers
- Maximise our coastal and seafront opportunities

Cabinet was informed that T4G would underpin actions and services delivered by the Council and it was a brand through which Tendring could be promoted both locally and nationally. The success of T4G would be dependent on both internal and external factors which focused on the services and support offered and the way in which those were delivered. This was dependent on T4G becoming embedded into the culture of the Council and having a positive impact both internally, with staff and elected Members, and externally with local businesses and residents.

Members were made aware that, whilst local businesses and stakeholders had had some degree of exposure to the T4G there was a requirement for further investment in branding & promotion, T4G Business Week and the provision of dedicated business support activity (a 3 year external commission) in order to help stimulate and sustain business growth. Those activities would help to bolster business growth rates; support new start-ups and attract inward investment. In total a budget of £90,000 was sought in 2019-20 to deliver Tendring4Growth activity.

Cabinet was advised that the report now before it set out how Tendring4Growth could be used as a means of drawing together activities, projects and initiatives within the Council that are linked to the objectives in the Corporate Plan, the Local Plan and other key place shaping strategies for the District such as Housing; Economic Growth; Creative & Cultural; Tourism; and Heritage.

It was considered that T4G needed to be a Council wide philosophy that underpinned the organisation's strategic thinking and its operational activity to ensure long term success. T4G would be embedded corporately within the culture of the organisation at all levels (Members and Officers) and this would be achieved by developing linked principles and values (leadership tools; typically including strategies and policies) and then reinforcing those through practices and processes (management tools) including communications, training and delivery of services.

It was reported that actions to support delivery would be developed as part of annual Departmental Service Plans. In order to track progress and impact a set of "Success

Measures” would be established for T4G, including outputs and outcomes from activities, and this would be reported to Members through an Annual Report.

Following matters raised by the Leader of the Tendring First Group (Councillor Allen) and echoed by the Leader of the Council (Councillor Stock OBE), the Chief Executive (Ian Davidson) undertook to include the topic of Section 106 Legal Agreement monies and how they were allocated and spent by this Council on the agenda for a future All Members’ Briefing.

Having considered the proposals contained in the Leader’s report:-

It was moved by Councillor Stock OBE, seconded by Councillor McWilliams and:-

RESOLVED that –

- a) the overall approach to Tendring4Growth, as outlined in the report of the Leader of the Council, be approved;
- b) the allocation of £60,000 of agreed Section 106 funds to commission a 3 year business support service be approved;
- c) the allocation of £30,000 from the Regeneration and Investment Budget to deliver actions for 2020-21, be approved;
- d) the actions to deliver Tendring4Growth will be developed as part of annual Departmental Service Plans is duly noted; and
- e) an Annual Report on Tendring4Growth activity will be produced is duly noted.

103. CABINET MEMBERS' ITEMS - REPORT OF THE BUSINESS AND ECONOMIC GROWTH PORTFOLIO HOLDER - A.2 - NORTH ESSEX ECONOMIC STRATEGY

The Cabinet gave consideration to a detailed report of the Business and Economic Growth Portfolio Holder (A.2) which sought its approval of the North Essex Economic Strategy.

Members were informed that the North Essex Economic Strategy 2040 had been developed through a partnership of Braintree District, Colchester Borough, Essex County, Tendring District and Uttlesford District Councils. Those Councils had recognised that the challenges and opportunities affecting North Essex would best be addressed through a collaborative approach to achieving inclusive and sustainable economic growth. The shared ambition was to promote, plan and deliver sustainable, strategic growth at scale and over the long-term; providing the housing, employment, necessary supporting infrastructure and innovations required in order to ensure the best outcomes for both the current and future communities of North Essex.

Cabinet was made aware that the Strategy provided a platform for strategic intervention at a scale which would achieve transformation in the overall economic prosperity of the North Essex area (and complimented local economic activity which the partner councils delivered). The partnership between the five Councils was set within a structure which brought the required leadership from Members and senior officers together with technical input from economic growth teams. The North Essex Economic Board, made

up of Portfolio Holders from each of the Partners, had led the development of the Strategy.

It was reported that the ideas and priorities set out in the North Essex Economic Strategy would contribute to both the Essex Prosperity Prospectus and the South East Local Enterprise Partnership (SELEP) Local Industrial Strategy. The Strategy would also form the basis for the continued promotion of North Essex to Government, key national agencies and industry.

Members were advised that the Strategy had been articulated through an overall Vision and four related Missions, namely:-

The Vision:

“North Essex is a high-value, productive and sustainable economy. People choose to live and work locally, in new and established communities that are well connected and inspire innovation and creativity”

The Missions:

1. Driving innovation and technology adoption
2. Developing a skilled and resilient workforce
3. Creating a network of distinctive and cohesive places
4. Growing a greener, more sustainable economy

Cabinet was informed that, alongside this Strategy a rolling ‘action plan’ would also be developed, owned by the North Essex Economic Board, through which business cases for interventions could be identified, scoped and further developed. This would enable the Board to consider options in relation to each proposed action, identify lead partners and consider potential risks, with a view to working collectively on shared objectives. The action plan would be subject to annual review and would be monitored and updated over the initial five years of this Strategy. It was being proposed that each Partner would contribute £20,000 in order to create a development budget of £100,000 which would be used to undertake feasibility studies and to develop business cases for interventions arising from the Action Plan.

Having considered the proposals set out in the Portfolio Holder’s report:-

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

RESOLVED that –

- a) the North Essex Economic Strategy be approved;
- b) the Strategy’s priorities will contribute to the Essex Prosperity Prospectus and the SELEP Local Industrial Strategy is duly noted;
- c) the partnership structures which are in place to facilitate the Strategy are duly noted;
- d) an Action Plan will be developed to guide delivery of key actions is duly noted;
- e) the Council contributes £20,000 as development funding be approved; and

f) a process for reporting progress will be established by the partners is duly noted.

104. CABINET MEMBERS' ITEMS - JOINT REPORT OF THE HOUSING PORTFOLIO HOLDER AND THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER - A.3 - FREEHOLD PURCHASE OF TWO RESIDENTIAL PROPERTIES

The Cabinet gave consideration to a joint report of the Housing Portfolio Holder and the Corporate Finance and Governance Portfolio Holder (A.3) which sought its approval, in principle, for the freehold purchase of two residential properties in Clacton-on-Sea.

Cabinet was informed that it was proposed to purchase two vacant freehold three bedroomed houses. The properties were currently vacant and were owned by a Registered Housing Association. Members were aware that, for a number of years the Council had had a strong demand for three bedroomed houses.

It was reported that, in October 2019 Portfolio Holder approval had been obtained to initiate the Council's Property Dealing Procedure, in order to obtain an independent valuation of the properties and to negotiate a price with the owners. Those market valuations had now been obtained and the negotiations with the owners had been completed satisfactorily,

In order to enable the house purchases to be progressed to their conclusion and ensure that those properties remained available for social housing:-

It was moved by Councillor P B Honeywood, seconded by Councillor McWilliams and:-

RESOLVED that the freehold purchase of the two properties be authorised, in principle, subject to Cabinet's decision on terms and the necessary authorisations to the Head of Governance and Legal Services to enter into a contract and transfer deed to complete the purchase of the properties to be taken later in the meeting when it considers the related private and confidential report.

105. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.4 - LATEST FINANCIAL FORECAST / FINAL BUDGET PROPOSALS FOR 2020/21

Earlier in the meeting Councillors Allen, Bush, Chapman, I J Henderson, McWilliams, Stock, Talbot and Wiggins had each declared a personal interest in respect of this item insofar as they were all elected members of a parish or town council within the District and insofar as the report referred to this Council's local council tax subsidy grant to parish/town councils.

The Cabinet gave consideration to a comprehensive report of the Corporate Finance and Governance Portfolio Holder (A.4) which sought its approval of the latest financial forecast and final General Fund budget proposals for 2020/21 (including Council Tax proposals) for onward recommendation to full Council on 11 February 2020.

It was reported that, since the Cabinet's last meeting held on 20 December 2019, additional changes had been required to the Financial Forecast, primarily as a result of new, or revised, information becoming available which included the Government's Financial Settlement announcements. Those required changes had resulted in a surplus for 2020/21 of £0.461m, a change of £0.484m compared to the £0.023m deficit

presented to Cabinet in December 2019. The updated forecast had now been translated into detailed estimates which were set out in Appendix D to the Report of the Corporate Finance and Governance Portfolio Holder.

Cabinet was made aware that this figure might change as further adjustments might be required as part of finalising the budget for presenting to Council on 11 February 2020, with a delegation included in the Portfolio Holder's recommendations to reflect this.

Cabinet was informed that the forecast surplus of £0.461m in 2020/21 had been contributed to the Forecast Risk Fund in accordance with the long-term forecast principles.

Cabinet was advised that taking all of the changes into account, the Council Tax requirement was £8.354m, which was based on a £5 increase for this Council's services in 2020/21 with a Band D council tax of £172.64.

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

It was reported that although Prudential Indicators were set out in the report, the approval of the associated Treasury Strategy for 2020/21 for consultation with the Resources and Services Overview and Scrutiny Committee was recommended to be delegated to the Portfolio Holder for Corporate Finance and Governance. This repeated the approach taken the preceding year.

Cabinet was aware that, in accordance with the Constitution, the Resources and Services Overview and Scrutiny Committee had been consulted on the Updated Financial Forecast. That Committee had met on 16 December 2019 and 6 and 8 January 2020 and its comments back to Cabinet were set out in the Corporate Finance and Governance Portfolio Holder's report together with his responses thereto.

Having considered the information in the report and in order to allow the financial forecast and final General Fund budget proposals for 2020/21 to go forward to full Council in accordance with the requirements of the Council's Constitution and legislation:

It was moved by Councillor Stock OBE, seconded by Councillor McWilliams and:-

RESOLVED that Cabinet approves:-

- (a) the latest financial forecast set out in Appendix A;
- (b) that if the financial position changes prior to Council considering the budget on 11 February 2019, delegation be given to the Chief Executive to adjust the forecast / budget, including the use of Reserves, in consultation with the Corporate Finance and Governance Portfolio Holder;
- (c) that in consultation with the Leader of the Council and the Corporate Finance and Governance Portfolio Holder, the Chief Executive reports directly to Council in respect of the formal draft resolutions necessary to implement the Cabinet's budget

proposals along with any late information or notifications received from the Ministry for Housing, Communities and Local Government etc.;

- (d) that the Resources and Services Overview and Scrutiny Committee be thanked for the work they have undertaken, and continue to undertake, in supporting the development of the forecast / budget and agrees the comments of the Corporate Finance and Governance Portfolio Holder in response to those of the Committee as set out in this report;
- (e) that in respect of the Treasury Strategy 2020/21, delegation be given to the Portfolio Holder for Corporate Finance and Governance to approve the Strategy for consultation with the Resources and Services Overview and Scrutiny Committee.

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

- (a) that the detailed budgets as per Appendix D of this report be approved which provide for a Council Tax Requirement for 2020/21 of £8.354m (excluding parish precepts);
- (b) that the Council agrees and formally approves:
 - (i) the specific recommendations, calculations and other matters in respect of the Council's requirements – Appendix F; and
 - (ii) the Council Tax for this Council's services – Appendix I.

106. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.5 - HOUSING REVENUE ACCOUNT BUDGET PROPOSALS 2020/2021

There was submitted a joint report by the Portfolio Holder for Housing and the Portfolio Holder for Corporate Finance and Governance (A.5), which sought Cabinet's approval of the final Housing Revenue Account (HRA) budget proposals for 2020/21, including the movement in HRA balances; the level of fees and charges and the HRA Capital Programme.

Cabinet was aware that, at its meeting held on 20 December 2019, it had considered, inter alia, the initial Housing Revenue Account Budget Proposals for 2020/21. The budget proposals at that time provided for a surplus of £0.363m that was to be contributed to the HRA Capital Programme.

It was reported that the initial budget proposals had been subject to consultation with the Resources and Services Overview and Scrutiny Committee which had met on 6 and 8 January 2020 to consider them and that Committee's comment was set out in this joint report along with the response thereto from the Housing Portfolio Holder.

Members were advised that, since the Cabinet's meeting held on 20 December 2019, only a very limited number of changes had been required, primarily as a result of new or revised information becoming available.

Cabinet was made aware that the changes required resulted in a revised surplus for 2020/21 of £0.281m, a change of £0.082m compared to the £0.363m surplus presented to Cabinet in December 2019. Appendix A to the joint report provided further details across the various lines of the HRA budget. That figure could change as further adjustments might be required as part of finalising the budget for presenting to Council on 11 February 2020, with a delegation included in the Portfolio Holders' recommendations to reflect this.

It was reported that the revised forecast surplus of £0.281m in 2020/21 had remained as a contribution to the Capital Programme (as originally set out in December 2019), albeit at a lower amount. The proposed HRA Capital Programme for 2020/21 therefore now totalled £3.457m and continued to provide for a range of schemes and projects as set out within Appendix C to the joint report.

Members were informed that the average weekly rent remained unchanged to the figure reported in December at £82.42, an increase of 2.7% over the comparable figure of £80.25 for 2019/20.

Cabinet was advised that all other figures presented to it in December 2019 remained unchanged and included the following:

- 1) the HRA general balance was forecast to total £5.029m at the end of 2020/21, which retained a strong financial position against which the Housing Strategy and associated HRA 30 year Business Plan could be developed.
- 2) HRA debt continued to reduce year-on-year as principal was repaid with a total debt position at the end of 2020/21 forecast to be £38.442m (a reduction of £1.664m compared with the figure at the end of 2019/20).

Having considered the information provided in the joint report:

It was moved by Councillor P B Honeywood, seconded by Councillor McWilliams and:-

RESOLVED that –

- (a) if the financial position changes prior to Council considering the HRA budget on 11 February 2020, the Chief Executive be authorised, in consultation with the Housing Portfolio Holder, to adjust the forecast / budget, including the use of reserves; and
- (b) Cabinet thanks the Resources and Services Overview and Scrutiny Committee for the work they have undertaken, and continue to undertake, in supporting the development of the forecast / budgets and agrees the comment of the Housing Portfolio Holder in response to the one comment made by the Committee as set out in this joint report.

RECOMMENDED TO COUNCIL that a 2.7% increase in dwelling rents in 2020/21, along with the detailed HRA Budget proposals for 2020/21, as set out in Appendices A to D of the Joint Report be approved.

107. **MANAGEMENT TEAM ITEMS**

There are none on this occasion.

108. EXCLUSION OF PRESS AND PUBLIC

It was moved by Councillor Stock OBE, seconded by Councillor McWilliams 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 16 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, as amended, of the Act.

109. EXEMPT MINUTES OF THE MEETING HELD ON FRIDAY 20 DECEMBER 2019

It was **RESOLVED** that the Exempt Minutes of the meeting of the Cabinet held on Friday 20 December 2019 be approved as a correct record and be signed by the Chairman.

110. CABINET MEMBERS' ITEMS - JOINT REPORT OF THE HOUSING PORTFOLIO HOLDER AND THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER - B.1 - TERMS FOR THE FREEHOLD PURCHASE OF TWO RESIDENTIAL PROPERTIES

RESOLVED that –

- (a) the terms for the freehold purchases of two properties in Clacton-on-Sea be approved; and
- (b) the Head of Governance and Legal Services be authorised to enter into a contract and transfer deed to complete the purchase of the property on the agreed terms and subject to such other terms that she considers necessary.

The Meeting was declared closed at 11.44 am

Chairman

CABINET

21 FEBRUARY 2020

REFERENCE REPORT FROM COMMUNITY LEADERSHIP OVERVIEW AND SCRUTINY COMMITTEE OF 13 JANUARY 2020

A.1 HOMELESSNESS REDUCTION AND ROUGH SLEEPING STRATEGY

(Report prepared by Katie Sullivan)

BACKGROUND

At the meeting of the Community Leadership Overview and Scrutiny Committee held on 13 January 2020 (Minute 85 refers) the Committee had had before it the Council's draft Homelessness Reduction and Rough Sleeping Strategy 2019 – 2024 and accompanying Briefing Note.

Councillor Paul Honeywood, Portfolio Holder for Housing, was welcomed to the meeting for this item.

At that meeting Members were informed that the draft Homelessness Reduction and Rough Sleeping Strategy 2019-2024 had been approved by the Housing Portfolio Holder to go out to public consultation and that the consultation period had been running since 6 January 2020 and would run for six weeks. As part of the consultation process, it had been suggested that the draft strategy be presented to the Community Leadership Overview & Scrutiny Committee.

Members were further informed that Section 1 Homelessness Act 2002 required the Council to carry out a review of homelessness in the District and to formulate and publish a homelessness strategy based upon the conclusions in that review and predicted future levels of homelessness in the District. The Council was required to comply with the provisions of the Housing Act 1996 (as amended by the Localism Act 2011 and subsequently the Homelessness Reduction Act 2017) in assessing, preventing and tackling homelessness in the District.

The Homelessness Reduction & Rough Sleeping Strategy had been drafted following the introduction of the Homelessness Reduction Act 2017. That Act had initiated the most significant change to homelessness administration and legislation since the first homelessness legislation was passed in 1977. The strategy had been developed to reduce homelessness and rough sleeping in the District at a time when homelessness was increasing locally and nationally with associated social and financial costs.

The strategy set out the national and local strategic setting for homelessness and the

causes and demographics of homelessness and rough sleeping in the District. It also set out the challenges the Council faced in tackling homelessness and rough sleeping locally and how homelessness was an issue that needed to be tackled in partnership with other agencies. The Council, as a community leader, could facilitate earlier prevention and better partnership working.

The strategy identified four key strategic priorities to reduce homelessness and rough sleeping in the District as follows:

- Earlier Intervention and Education
- Better Partnership and Holistic Working
- Increasing the Supply of Suitable Accommodation
- Exploring New Ways to Prevent and Tackle Rough Sleeping.

Once the consultation period expired, the Council would produce an action plan to deliver the priorities identified in the strategy.

Following the information provided, Members were given the opportunity to ask questions which were responded to by Peter Russell (Executive Projects Manager (Housing)), Tim R Clarke (Head of Housing and Environmental Health) and Councillor Honeywood. Officers agreed to re-examine the section of the Strategy referencing the levels of deprivation in the area. A typographical error on page 27 of the report was also highlighted to officers.

COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET

Following discussion, it was moved by Councillor Davidson, seconded by Councillor Davis and **RECOMMENDED TO CABINET** that the various housing delivery methods available to the Council be looked into and that a detailed presentation be provided to all Councillors by Housing Officers and the Portfolio Holder for Housing in order to discuss the range of options available.

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

"I would like to thank the members of the committee for considering the content of the draft Homelessness and Rough Sleeping Strategy. If we are to have a positive impact on reducing the number of people threatened with homelessness we must

influence an increase in the number of truly affordable homes that are available in the district. To this end Cabinet has agreed in principle to a house building and acquisitions programme with the ambition to bring 200 additional homes into our own housing stock.

There are a number of ways in which the Council can finance and deliver these additional homes and a report on each proposed scheme will be brought to Cabinet for final approval. Given the complex nature of some delivery methods I do not see merit in providing a presentation to all Councillors at this stage, especially when some of these methods may well not prove to be viable for technical or legal reasons.

I, along with officers from the Housing and Finance teams, am considering which options are the most advantageous to the Council and our residents and it may well be that a combination of delivery methods are used to achieve the 200 home target. Once an option has been assessed as viable and robust I will provide full details to Cabinet for consideration.”

Recommendation to Cabinet

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

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

21 FEBRUARY 2020

REPORT OF THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

A.2 PERFORMANCE REPORT OCTOBER – DECEMBER 2019 (Q3)

(Report prepared by Anastasia Simpson & Katie Wilkins)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

This report presents the deliverables and measurable outcomes for the Cabinets agreed Priorities and Projects 2019/20, as well as reporting the current position as at Quarter Three (October – December 2019).

EXECUTIVE SUMMARY

The Performance Reports (*Resources & Services & Community Leadership*) set out the detailed actions and targets for the delivery of the Council's priorities throughout the year.

Current Performance

The Performance Reports include both the Council's Corporate Plan 2020/24 and Priorities and Projects 2019/20.

The Quarter 3 position demonstrates that of the 22 indicators and projects where performance is measured, 21 (95%) are on, or above, their expected target, 1 (5%) is not currently in line with 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.

The respective report/s will be presented to the Resources and Services Committee: 17 February 2020 and Community Leadership Committee: 6 April 2020.

TRANSFORMING TENDRING

The Transformation Team has made some significant progress during the Quarter:

- Work in Pier Ave and Barnes House is complete, bar some snagging work.
- At Pier Ave: Construction works are practically complete including handover of all first and ground floor areas. A handful of snagging and completion issues are being worked on.
- Northbourne Depot: Work to create offices is complete and the new offices are occupied. Planning challenges and some staffing changes have led us to review the need for replacement kennels.
- Westleigh House: The new car park area is open to the public.
- Town Hall: Phase 1 is complete and phase 2 is due to complete in January 2020. A fixed term site manager to co-ordinate detailed work on further phases is due to start on 20 January 2020. A snag was hit in the new (old) Committee Room: the Conservation officer requested an additional Listed Building consent application for details of work in the room. It has now been prepared and submitted but work is on hold until it is approved.
- Re-designing of the IT Network and move onto the cloud is advanced with all user emails transferred but with some data storage and public accounts to follow.
- Training on the new Firmsteps Interface and resolution of some teething issues is progressing well with a small number of applications live and more are close to release.

Phase 3 applications will be developed from March 2020 onwards including some RBS and Housing functions.

- A lot of progress on Scanning and Digitisation was made by the team. The staff have now moved entirely onto the digitisation of microfiche records. Within service units the digitisation of paper records continues using the specific scanners provided.

RECOMMENDATION

It is recommended that Cabinet notes the current position for each performance measure as at Quarter Three (October – December 2019).

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

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

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

FINANCE, OTHER RESOURCES AND RISK

Resources

The priorities highlighted within the Performance Reports for the period October – December 2019 (Quarter Three) 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

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

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

The implications of individual projects will need to be fully and properly assessed and approved prior to commencing.

APPENDICES

Appendix A: Performance Report (Resources and Services) October – December 2019 (Quarter Three).

Appendix B: Performance Report (Community Leadership) October – December 2019 (Quarter Three).

PERFORMANCE REPORT

(RESOURCES AND SERVICES)

Quarter 3 (October - December 2019)

APPENDIX A

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Introduction





The following pages include the Council's Corporate Plan 2020 - 2024 and Tendring District Council's Priorities and Projects 2019/20. 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

	A Growing and Inclusive Economy		Building Sustainable Communities for the future
✓	<u>Tendring for Growth</u> <u>Developing New Businesses</u> <u>Supporting Existing Businesses</u> <u>Creating Job Opportunities</u> Page 6	✓	<u>Garden Communities</u> Page 9
Page 18	<u>Enhancing our Great Tourism Offers</u> Pages 7 & 8	✓	<u>Jaywick Sands</u> Page 10
Page 18	<u>Exploring the Opportunities of Brexit</u> (Detailed in the Community Leadership Report under Influencing & Lobbying for Tendring)	✓	<u>Delivering the Local Plan</u> Page 11
		✓	<u>Creating Vibrant Town Centres</u> Page 12
		✓	<u>Residents Feeling This is a Great Place to Live</u> Page 13
		✓	<u>Housing Strategy</u> Page 14
		✓	<u>Manningtree Underpass</u> Page 15

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	
No Data	

Introduction

The following pages include the Council's Corporate Plan 2020—2024 and Tendring District Council's Priorities and Projects 2019/20. 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

	Delivering High Quality Services		Strong Finances and Governance
✓	<u>Cliff Stabilisation (Protecting our Coastline)</u> Page 16	-	Budget (Reported in the Corporate Budget Monitoring Report)
✓	<u>Waste Contract</u> Page 17	✓	Maximising Our Assets Page 24
✓	<u>Leisure Facilities Review</u> Page 18	-	10 Year Financial Plan (Reported in the Corporate Budget Monitoring Report)
✓	<u>Creating a Quality Environment for our Staff</u> Office Accommodation Customer Services People Digital Pages 19, 20 & 21	✓	Clear Political Leadership and Effective Governance Page 25
✓	<u>Building and Managing our own Homes</u> Page 22		
✓	<u>Carbon Neutrality</u> Page 23		

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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	!
No Data	●

Introduction





The following pages include the Council's Corporate Plan 2020 - 2024 and Tendring District Council's Priorities and Projects 2019/20. 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:-

TARGETS

Page 20		Fly Tipping Page 26		
		Missed Bin Collection Page 27		Miscellaneous Indicators
		Recycling Rate Page 27	-	Sickness and Authorised Covert Surveillance Page 29
		Proactive Planning Approach Page 28		Complaints Page 30

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	
No Data	

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.

Delivering High Quality Services

- 24 hour a day digital services – My Tendring
- Modern, high quality buildings and facilities for customers and staff
- Minimise waste; Maximise recycling
- Proactive Planning Service
- Public spaces to be proud of in urban and rural areas
- Effective regulation and enforcement
- Carbon Neutral by 2030

Tendring District Council Corporate Plan 2020-2024



INVESTORS IN PEOPLE | Gold

Community Leadership Through Partnerships

- Joined up public services for the benefit of our residents and businesses
- Health and wellbeing - for effective services and improved public health
- Education - for improved outcomes
- Law and Order - for a safer community
- Sport England and Active Essex- for physical activity and wellbeing
- Influence and lobby - for Tendring's future

Community Leadership Tendring4Growth

Building Sustainable Communities for the Future

- North Essex Garden Communities
- Jaywick Sands - more and better housing; supporting the community
- Vibrant Town Centres
- Building and managing our own homes
- Effective planning policies

Strong Finances and Governance

- Balanced annual budget
- 10 year financial plan
- Effective and positive Governance
- Strong and focused leadership
- Use assets to support priorities

A Growing and Inclusive Economy

- Develop and attract new businesses
- Support existing businesses
- More and better jobs
- Promote Tendring's tourism, cultural and heritage offers
- Maximise our coastal and seafront opportunities

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** with partners, including supporting the Essex wide vision and ambitions

PRIORITIES AND PROJECTS 2019/2020

Chief Executive

Strategic Community Leadership

- Health
- Education
- Law and Order

Deputy Chief

Executive

(Corporate Services)

- Budget
- Maximising our assets
- 10 year financial plan
- Clear political leadership and effective governance
- Creating a quality environment for staff
 - ◆ People
 - ◆ Office accommodation
 - ◆ Digital
 - ◆ Customer Services

Corporate Director

(Planning and Regeneration)

- Tendring4Growth
- Developing new businesses
- Supporting existing businesses
- Creating job opportunities
- Delivering the local plan
- Creating vibrant town centres
- Proactive planning approach
- Garden Communities
- Manningtree underpass
- Improving digital connectivity
- Exploring the opportunities of Brexit
- Influencing and lobbying for Tendring (proactive and reactive)

Corporate Director

(Operational Services)

- Enhancing our great tourism offers
- Jaywick Sands
- Cliff stabilisation
- Waste contract
- Leisure facilities review
- Residents feeling this is a great place to live
- Housing Strategy
- Customer services
- Building and managing our own homes
- Sport England
- Carbon Neutrality

Tendring4Growth: Developing New Businesses, Supporting Existing Businesses & Creating Job Opportunities

(A Growing and Inclusive Economy)



“We aim to encourage and facilitate economic growth through recognising, and supporting, the ambitions of the diverse range of businesses and sectors across the District. Working with Partners across Tendring, and the wider North Essex area, we will deliver business support and infrastructure to achieve this”.

Management Team Lead: Ewan Green – Corporate Director

Business and Economic Growth Portfolio Holder

Lead Officer: Tom Gardiner

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, to support economic growth across the District. As part of a review of the Council’s business support activities, we have developed a range of business led events which promote growth opportunities, these include development of key sectors, bespoke business advice and business networking events.

Activity	Current Position	To be Completed
Work in partnership with Braintree, Colchester and Essex Councils, to develop a North Essex Economic Strategy.	The Strategy is being developed to maximise the economic benefits of the North Essex A120 corridor, recognising that a collaboration will deliver outcomes at a scale and impact which will support economic growth. The Strategy has been drafted and will be the subject of a report to Cabinet in January 2020.	Dec 19 *Revised 24 Jan 20
Develop and Deliver Tendring Business Week w/c: 30.09.19:- To include Jobs Fair and Blue Ribbon Awards.	The Tendring4Growth Business Week took place in the week 30 September 2019 to 4 October 2019. The schedule of events (which included the annual Jobs and Careers Fair and Blue Ribbon Business Awards) were well supported by the Council's public sector partners as well as by local and regional businesses.	Complete Oct 19
Hold 10 Business Engagement Events aimed at supporting growth of Small Medium Enterprises.	The Regeneration, Inward Investment and Growth Team has facilitated a range of networking events and business seminars during the course of 2019, and has plans to host further events during the remainder of the financial year.	Mar 20
Support 10 businesses through the Small Medium Enterprise Growth Fund programme.	The programme budget has been fully allocated following assessment of applications received - funding agreements have now been finalised. A full update will be provided for Members in January 2020.	Nov 19 *Revised Jan 20

Enhancing our Great Tourism Offers

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(A Growing and Inclusive Economy)

“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.”



Management Team Lead: Paul Price – Corporate Director

Business and Economic Growth Portfolio Holder and Leisure and Tourism Portfolio Holder

Lead Officer : Michael Carran

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.

Activity	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"> Open Christopher Jones’ house to the public. Develop and install a Mayflower Trail in Harwich. Stage the Illuminate Festival as part of the international launch of Mayflower 400. Develop and open a Mayflower Visitor Centre. 	<p>The Tourism and events team are working to deliver the Mayflower projects with partners and contractors. Each project is progressing well and aimed at delivering a high quality outcome. The Illuminate Festival took place on 29 and 30 November 2019 as part of the international launch for Mayflower 400. The event comprised of a projection mapping show on Harwich Quay with live entertainment and a twilight flight. The event attracted around 6,000 people and generated local, regional and national publicity. Work to develop the Visitor Centre and Christopher Jones’ house is at the creative stage and the proposals are considered exciting, interactive and will use new technologies. The house is due to open at the beginning of March 2020 and the Visitor Centre at the beginning of April. The trail will compliment the other attractions and the Council is working with local historians, academics and partners to develop the historic text. A Living Willow Mayflower replica will be planted on Harwich Green as part of that trail. The trail is due to be installed at the beginning of April 2020. An exciting events programme which will include a Mayflower Half Marathon in April 2020, a visit of the Mayflower Steam Train in June 2020 and a sculpture trail in the summer is being developed with partners. This will culminate in the 2020 Illuminate Festival being held in November 2020. This will include a 'national moment' in conjunction with the other Mayflower destinations.</p>	<p>Open</p> <p>Nov 19</p> <p>Nov 19</p> <p>Feb 20</p>
<p>Car Rally:- Work with Chelmsford Motor Club (CMC) to improve communications and promotion of the event, which is now part of the British Rally Championships. Manage Safety Advisory Group to ensure that the event is run safely and meets the needs of local people.</p>	<p>A communications plan has been worked up with CMC to improve communications for the rally and attempt to provide all the District's residents with information about the event. This will include an information leaflet being sent out with Council Tax bills, so every household has a knowledge of the event. The organisers are working up details for an additional stage, which will take place on the Saturday evening on the lower Clacton Promenade. The Safety Advisory Group process will commence in February for the 2020 event.</p>	<p>Apr 20</p>
<p>Tour de Tendring:- Organise and stage the Tour de Tendring and associated events to maximise the number of riders and increase exposure/promotion of the district as a tourism destination in the Mayflower commemoration year.</p>	<p>The Council is working with the host organiser (Bike Events) to develop the event for 2020 and brand the event under the Mayflower banner. It is envisaged that there will be other facets to the event in 2020, to capitalise on the brand awareness of Mayflower 400 and increase the number of riders.</p>	<p>Jun 20</p>

Enhancing our Great Tourism Offers Continued...

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(A Growing and Inclusive Economy)



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Activity	Current Position	To be Completed
Beside the Seaside:- Organise and stage the series of Beside the Seaside events for 2020 to maximise visits and wider promotion of the district.	Early preparations are taking place for the 2020 events and in particular looking at fresh ideas for the event in Clacton. A communications plan is being developed and the dates for Beside the Seaside will be announced shortly. An operational planning meeting is taking place in January 2020, after which full preparations will commence.	Aug 20
Clacton Airshow:- Deliver the Clacton Airshow to maximise the benefit of the event on the local economy, this is to include financial sustainability, increasing visitor numbers and the wider promotion of the district as a tourist destination.	Business planning for the 2020 event is well underway and the bids for Military Flights have been submitted. The dates for the 2020 event have been announced and a full communications plan will be completed shortly, for implementation early in the New Year. The multi agency planning process for the event will commence in May 2020.	Aug 20
District Wide Tourism Strategy:- Develop a District wide tourism strategy to guide and direct development, decision making and the management of resources over the next five years.	Prior to the report being considered by Cabinet, the Strategy was presented to an All Member Briefing in October 2019. This will form part of the consultation process which will be rolled out, if approved by Cabinet. Due to Purdah, the report will now progress to Cabinet in February 2020 (previously October 2019). This has moved from January 2020, to allow some additional information to be included from the latest 'impact of tourism' report.	Cabinet 21 Feb 20 All Member Briefing Oct 19
Princes Theatre:- Work towards continual service improvements of the Theatre under a regime of self-sufficiency and impact on the local tourism offer.	Very successful pantomime with the new Production Company – Anton Benson Productions. Ticket sales were very good and income was up on last year. Further figures will be reported in next months report. The theatre’s concessions were also up on previous years and we now have the rights to sell programmes and merchandise too. The reviews for the pantomime from customers were numerous and very complimentary. We are looking forward to next year’s show Jack and The Beanstalk.	On-going

Garden Communities

(Building Sustainable Communities for the future)



“Innovative joint work with Colchester Borough Council (CBC), Braintree District Council (BDC) and Essex County Council (ECC) to develop 3 new sustainable communities in North Essex based on Garden Community principles.”

Management Team Lead: Ewan Green – Corporate Director

Leader, Deputy Leader & Corporate Finance and Governance Portfolio Holder

Lead Officer: Catherine Bicknell

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 the 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.

Activity	Current Position	To be Completed
Deliver the A120 / A133 Link Road and Rapid Transit Scheme. Preferred Route announcement Planning Application submission Tender process Construction	Housing Infrastructure Fund bid was successful with £99.9m awarded for the A120-A133 Link Road and a Rapid Transit scheme. Public consultation on the route options is now underway.	Mar 24 Spring 2020 Winter 2020 2021 Spring 2022 to Spring 2024
Develop a proposal and seek agreement for a sustainable North Essex Garden Communities Delivery Vehicle.	A range of delivery models are being explored for the delivery of the garden communities. This includes the potential for a locally led Development Corporation to be established. Further work will be progressed by the NEGC partners prior to further consideration by the Council.	Feb 20
Work with partners to develop a 3 year business plan for NEGC Ltd. 2019-2022	An Interim Business Plan for 2019-2020 and Council funding contribution of £350,000 was agreed by Cabinet in September 2019. A Business Plan for 2020-23 is being developed.	Mar 20

Jaywick Sands

(Building Sustainable Communities for the future)



“Deliver at Least 10 houses in Jaywick Sands by April 2020 and develop long term strategic goals.”

Management Team Lead: Paul Price – Corporate Director

Housing Portfolio Holder

Lead Officer: Tim. R. Clarke

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. Work with Planning to develop urban design layout.

Activity	Current Position	To be Completed
Deliver 10 units by end 2019.	Piling and build up to first floor complete. Modern Methods of Construction units constructed and piling mat to be installed for crane, completed.	Complete Dec 19
Development vehicle/mechanism agreed.		Currently on hold
Examine options for next phase of development.	Spatial plan being developed and Integrated steering group have identified potential early build sites—still awaiting EA Flood Risk Modelling.	Dec 19 *Revised Apr 20
Identify funding mechanisms.	Decision regarding potential commitment of HRA funding towards 100 new homes taken at Cabinet in October 2019 - details of funding arrangements to be brought back on phased basis.	Ongoing
Develop local lettings (and sales) plan.	Draft completed.	Ongoing
Place Plan and Infrastructure Assessment completed by end 2019.	On target. Decision taken to undertake consultation on Supplementary Planning Document (SPD) in late Spring 2020.	Dec 19 *Revised Jul 20
Development of new employment space and training opportunities.	Ongoing work with ECC.	Ongoing

Delivering the Local Plan

(Building Sustainable Communities for the future)



“Develop a new Local Plan to guide sustainable development and growth across the Tendring District”

Management Team Lead: Ewan Green – Corporate Director

Leader

Lead Officer: Catherine Bicknell

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. 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 2019; examination of Section 2 in Spring 2020 and adoption of the Local Plan in Winter 2020/21.

Activity	Current Position	To be Completed
Section 1:- Examination Public Outcome (Joint plan with Braintree and Colchester).	Consultation on additional evidence undertaken August/ September 2019. Results were submitted to Inspector on 4 October 2019 and examination expected to resume for two weeks commencing 14 January 2020. Preparation for the hearing sessions is underway.	Winter 19/20
Section 2:- Examination in Public (Tendring sites and policies).	Early preparation for the examination of Section 2 is underway, including reporting of updated evidence and national policy to the Planning Policy and Local Plan Committee.	Spring 20
Assessment of Community Infrastructure Levy (CIL) implications/opportunities.	To be considered formally once policies and development proposals are certain, following adoption of Local Plan.	On-going
Local Plan adopted.	Adoption of Local Plan on target but subject to scheduling of Examination in Public.	Winter 20/21

Exception: Dates for resumed Section 1 Hearing sessions confirmed by the Planning Inspector for mid January 2020 - one month behind the anticipated schedule. Overall timetable broadly on schedule.

Creating Vibrant Town Centres

(Building Sustainable Communities for the future)



“We will develop and deliver a range of strategic interventions aimed at supporting a sustainable and vibrant future for town centres across Tendring”

Management Team Lead: Ewan Green – Corporate Director

Business and Economic Growth Portfolio Holder

Lead Officer: Tom Gardiner

Delivery Mechanism: The Council will work with public, private and community sectors to deliver this project. This will be underpinned by opportunities from Government and national agency funding opportunities. The Dovercourt Town Centre Masterplan is in place and will guide delivery of projects, with an initial focus on the Starlings and Milton Road Car Park. The Clacton Action Plan outlines a range of short term projects for delivery and technical / feasibility studies required to progress major, transformational projects.

Activity	Current Position	To be Completed
Dovercourt Town Centre Masterplan:- Seek Cabinet approval.	The masterplan was approved by Cabinet in July 2019.	Complete Jul 19
Dovercourt Town Centre Masterplan:- Completion of Starlings and Milton Road Development scheme.	The project was agreed by Cabinet in September 2019 and has moved into the next stage of development. This will include the assessment and acquisition of sites, the assembly of land, the appointment of a Professional Team and the preparation of detailed designs prior to securing the required statutory consents and permissions to proceed. Richard Jackson (Engineers) we appointed in November 2019 to undertake site investigations prior to the Council's acquisition of the sites required. Draft Heads of Terms agreed with vendors for the acquisition of the sites required.	Mar 21
Dovercourt Town Centre Masterplan:- Develop outline proposals for Station Plaza and Kingsway Public Realm.	These projects were agreed by Cabinet, as part of the Masterplan and will be developed to outline stages over the next 6 months.	Mar 20
Harwich Historic Town Project:- Develop project proposals to maximise opportunities for both the Harwich conservation area and for external funding (e.g. Heritage Lottery).	A first draft of this project has been completed and will be further developed (in line with funding opportunities) over the next 6 months.	Mar 20
Clacton Town Centre:- Deliver Short Term Actions and submit bid to High Street Futures Fund.	Collaborative work underway with ECC and local businesses to work up proposals for action in Clacton town centre. Outline Future High Street Fund bid is being progressed with stakeholders.	Sept 20

Residents Feeling this is a Great Place to Live.

(Building Sustainable Communities for the future)



“Develop options to enhance resident and visitor experience of the Council’s managed Public Spaces.”

Management Team Lead: Paul Price - Corporate Director Business and Economic Growth Portfolio Holder/Environment & Public Space Portfolio Holder

Lead Officer: Ian Taylor

Delivery Mechanism: Take the necessary action (outlined below) to contribute/support Tendring to be a great place to live (over and above Tendring’s Influencing Role).

Activity	Current Position	To be Completed
Street Sweeping:- Ensure streets and pavements are clean and tidy.	Additional resources and equipment have been put in place to address this, the new waste contract arrangements are already showing lower litter levels in urban streets.	On-going
High Quality Public Toilets:- Put in place a planned refurbishment programme for the Councils public conveniences.	The putting in place of a planned refurbishment programme for the Council’s public conveniences is on target. Additional resources will need to be identified to accelerate the programme.	Mar 20
Retaining and increasing green and blue flags for our public spaces.	Green flag work is on or ahead of schedule.	Re-assessment Blue Flags: Feb 20 Green Flags: Summer 20
Develop proposals to increase provision of motor vehicle charging points across the district.	Work is ongoing with the climate change working party to establish requirements for Council vehicles and motor vehicle charging points across the District. Proposals will be developed before March 2020.	Mar 20

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Housing Strategy

(Building Sustainable Communities for the future)



“Revised and updated Housing Strategy; work programme to include, evaluation of options for delivery of housing via trading company and associated Homelessness Strategy.”

Management Team Lead: Paul Price – Corporate Director

Housing Portfolio Holder

Lead Officer: Tim. R. Clarke

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

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Activity	Current Position	To be Completed
Develop draft Housing Strategy. *Housing Green Paper, will inform strategy.	Completed.	Complete Jun 19
Seek Cabinet approval (Housing Strategy).	Cabinet approved 19 July 2019.	Complete Jul 19
Public Consultation.	Housing strategy consultation has been extended to end of January 2020 to allow presentations to interested groups.	Commenced: Oct 19 End: Dec 19 *Revised Jan 20
Sheltered Housing review.	Timetable to be drawn up.	Timetable to be agreed once Strategy is finalised.
Develop associated Homelessness Strategy.	Draft Homelessness Reduction and Rough Sleeping Strategy goes out to consultation on 13 January 2020 for six weeks. Strategy being presented to Community Leadership Overview & Scrutiny Committee on 13 January 2020.	Dec 19 *Revised Jan 20
Seek Cabinet approval (Homelessness strategy).	As above.	Dec 19 *Revised Jan 20

Manningtree Underpass

(Building Sustainable Communities for the future)



“Support proposals for road and rail crossing improvements at Manningtree”.

Management Team Lead: Ewan Green – Corporate Director

Leader, Deputy Leader & Corporate Finance and Governance Portfolio Holder

Lead Officer: Ewan Green

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

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Activity	Current Position	To be Completed
Work with partners to support the development of outline proposals for improvements <i>(to include; the economic, social and environmental needs and benefits)</i> and lobby for Government support.	A Stakeholder Board has been established to oversee progress in the development of options to improve the station access and road congestion. This will focus on short, medium and longer term solutions. A Technical Group with representation from Councils and Network Rail has been established to develop detail for these.	TBC

Exception: At present the Council’s main role is to influence and facilitate delivery of improvements. ECC as the highways authority are the lead public body for delivery along with Network Rail.

Cliff Stabilisation (Protecting our Coastline)

(Delivering High Quality Services)

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

Management Team Lead: Paul Price – Corporate Director

Leisure and Tourism Portfolio Holder

Lead Officer: Damian Williams & James Ennos



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.

Activity	Current Position	To be Completed
Completion of ground stabilisation works.	Ground works completed in July 2019.	Complete Jul 19
Complete works to ‘re-instate’ site for use by the public and residents.	All areas reinstated and open to the public ahead of schedule in August 2019.	Complete Aug 19
Project 3	A feasibility study is currently being carried out for stage 3, this includes drawings, costings, and Ecology for project area 3, opposite Russell Road in Clacton underway. Ecology surveys completed on October 19.	Complete Dec 19
Project 3 Funding	Estimated costs have been received and the current budget is insufficient to carry out the works, other sources of funding are being investigated.	April 20
Phase 1 & 2 Maintenance Period	12 month maintenance period started December 19.	Dec 20
Settle final accounts and reporting of financial position.	Final accounts for project areas 1&2 ongoing, due for completion in December 2020.	Dec 20

Waste Contract

(Delivering High Quality Services)

“Manage wheeled bins rollout and variation of contract service from Summer 2019.”

Management Team Lead: Paul Price – Corporate Director

Environment & Public Space Portfolio Holder

Lead Officer: Damian Williams & Jonathan Hamlet



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

P 34 Activity	Current Position	To be Completed
Extend and vary existing contract to commence from Summer 2019.	Completed.	Complete Summer 19
Procurement of wheeled bins for roll out (dependent upon agreement of extension of contract).	Completed within timescales set.	Complete Jul 19
Delivery of 58,000 bins to households over a 10 week period.	Initial 10 week roll out completed 16 August 2019, with further missed bins delivered during first week of September 2019.	Complete 16 Aug 19
Review performance targets post implementation of new service.	June 2019 recycling data 33.32%, July 2019 recycling data 36.05%, August 2019 recycling data 39.42%, First full month under the new waste collection service is September: September 2019 recycling data 41.82%.	Feb 20

Leisure Facilities Review

(Delivering High Quality Services)

“Develop a new commercial structure for Leisure Services.”

Management Team Lead: Paul Price – Corporate Director

Leisure & Tourism Portfolio Holder

Lead Officer: Michael Carran



Delivery Mechanism: Undertake a review of the Council’s Leisure Facilities in the district and explore asset improvement programme for each site.

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

Activity	Current Position	To be Completed
Develop a 10 year Sports Facilities Strategy to explore options to achieve financial self-sufficiency.	An overview of the 10 year strategy was presented to the Resources and Services Committee in October 2019 and the final report will be considered by Cabinet in March 2020. This is later than initially timetabled, to ensure more detailed information can be included in relation to the delivery plan. The strategy will set out proposals for how the service will be managed and delivered and cover financial sustainability.	Resources and Services Committee Oct 19 Cabinet Mar 20
Develop a business plan for asset improvements to Clacton Leisure Centre:- Once approved, the work will be tendered, procured and delivered by Spring 2020.	The Business Plan for refurbishment was approved by Cabinet in October 2019 and the procurement process will commence shortly. It is envisaged that the work will now start in September 2020 due to the later than anticipated approval date and delay in finalising the tender documents. This has taken longer than anticipated due to a new collective way of managing projects and additional attention has been applied to the preparation of documents, with far more input from other services than would have taken place previously.	Mar 20 *Revised Sept 20

Creating a Quality Environment for our Staff

(Delivering High Quality Services)

“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.”



Management Team Lead: Andrew White—Head of Property Services

Deputy Leader & Corporate Finance and Governance

Office Accommodation—Lead Officer: Andrew White

Activity	Current Position	To be Completed
Westleigh House:- Site in use as car park.	Surfacing was completed on 29 November 2019. At the time of writing the car park is open and in use. Some temporary fence remains on the pavement pending the installation of benches and planters.	Complete Nov 19
Bath House/Pier Ave:- Extension and works complete.	Extension work and associated roofing work have all been practically completed and the compound and fencing has been removed. Some furniture and redecoration of existing areas remains to be completed separately.	Complete 8 Nov 19
Town Hall:- Works to Committee Room complete.	The area has been completely stripped out and work to relocate and reinstate services is advancing. A further Listed Building application for the detail of the reinstatement works has been requested and submitted. Further works suspended pending the outcome of the new Listed Building application.	Feb 20 *Revised Apr 20
Weeley:- Agree terms for disposal of site.	Revised terms are currently under discussion. Potential Best Consideration and alternative options to be explored by external valuer prior to decision.	Jan 20 *Revised Apr 20

Customer Services—Lead Officer: Mark Westall

Deputy Leader & Independent Living Portfolio Holder

Activity	Current Position	To be Completed
Complete digitalisation of customer interface to ensure 24/7 access of customer services:- To include system testing and staff training, ready to roll out to initial services.	Work Programme 3 should start at end of January 2020 (Revs & Bens, Rents, & Housing Repairs).	Jan 20
Back scanning and secure disposal of existing documentation.	The technical issues with equipment have been resolved. Microfiche scanning now progressing well.	Jul 20

Exception: Revised dates for Committee Room reflect the requirement to obtain a further Listed Buildings consent. Weeley revisions reflect a softening of the offer form to the potential purchaser and the need to seek further advice on Best Consideration Reasonably Obtainable.

Creating a Quality Environment for our Staff

[Back to Top](#)



(Delivering High Quality Services)

“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.”

Management Team Lead: Andrew White—Head of Property Services Deputy Leader & Corporate Finance & Governance Resources Portfolio Holder

People - Lead Officer: Anastasia Simpson		
Activity	Current Position	To be Completed
'Transformation' Manager training programme to be delivered across the organisation. 'Transformation' Staff training programme to be delivered across organisation.	Requests for specific training being delivered. Over 300 staff have undertaken the Independence Training. No outstanding queries from UNISON regarding staffing matters. Managers/HR working with Officers on an individual basis if additional support/guidance required.	On-going
IIP Gold:- Maintaining and improving our performance in accordance with IIP Standards.	Council re-assessed as an IIP Gold organisation in January 2019, next mid- term assessment July 2020.	On-going
Equality Impact Assessments (EQIA):- Prepared across services. <ul style="list-style-type: none"> Revised policy agreed. Training delivered. Equality Impact Assessments prepared and kept under regular review across services. 	Inclusion & Diversity action plan for August- December 2019 drafted by Executive Projects Manager and Organisational Development Manager. Staff Handbook updated in August 2019 to incorporate changes recommended by Inclusive Employers. Bespoke webinar hosted by Inclusive Employers held during National Inclusion week in September 2019 to initiate the launch of a TDC Inclusion Influencers network. Upload to Learning Zone of additional materials provided by Inclusive Employers commenced in December 2019 to increase resources available to managers and staff. Further drama-based learning provided by Inclusive Employers and facilitated discussions with TDC's Inclusion Influencers provisionally scheduled for Spring 2020, discussions to be finalised in January 2020. December 2019 Outhouse East LGBT+ workshop cancelled by provider and rescheduled for March 2020. Operational Development Manager and Executive Projects Manager to attend.	On-going
People Initiatives	No. of staff completed Independence Training 400+. No. of staff remote working 50+. Evaluation exercise undertaken.	On-going

Creating a Quality Environment for our Staff

(Delivering High Quality Services)

“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.”



Management Team Lead: Andrew White—Head of Property Services

Deputy Leader & Corporate Finance & Governance Resources Portfolio

Digital—Lead Officer: John Higgins

Activity	Current Position	To be Completed
Events App:- Including on-going development.	The Events App was launched in August 2019 and is now live. The content and administration is now being managed by the Events team. On the basis of continual improvement, additional staff training is being planned to maximise usage of the available functionality and promotional opportunities. Liaising with website support contractors 'Plan Alpha' regarding access to Test App so that further updates can be tested effectively.	Complete Go Live Aug 19 Administration and further enhancements are continuing
Town Hall & Pier/ Barnes network:- low level design (cabled & Wi-Fi) completed and implementation commenced.	Cabling works are continuing. Phase 2 of the Town Hall is in progress. Network engineers are due on site week commencing 13 January 2020 to continue with cable connections to the new cabinet. New Meraki Wi-Fi is now live in all locations with the exception of the Weeley offices.	On-going
Compliance* achieved against Public Services Network (PSN):- Annual audit/renewal. <i>*Includes on-going Cyber Awareness Training and security initiatives for staff.</i>	On the 21 November 19 we successfully passed our annual Public Services Network (PSN) National Cyber Security Centre assessment and have been awarded our new PSN compliance certificate. We continue to strengthen our new Firewalls cyber security through implementing features on a phased basis, plus taking advantage of Microsoft cloud based security solutions as part of being in the cloud. We have undertaken a Local Government Association cyber security self assessment resulting in an Amber/Green rating, which is a robust result overall (65%-79%). We have analysed the assessment results and identified areas for improvement and commenced an improvement action plan.	On-going
Completion of integration to Customer Services Portal:- Website, IDOX, Northgate and E Payment systems.	MyTendring is live on our website. Council departments are submitting requests for services to be implemented into the MyTendring portal on an ongoing basis. We have successfully migrated the Northgate servers and associated products to the cloud and are working on resolving any residual issues with Northgate. A replacement document management system for Northgate is being developed internally. E-Payments – We have achieved a successful implementation of e-payments into the My Tendring portal and additional services requiring payment options are being added as each service is implemented.	Feb 20
Cloud migration programme:- Project planning complete & 40% of services migrated by April 2020.	Exchange email is now complete for the majority of users. The migration of the small number of remaining mailboxes and public folders is in progress. The upgrades for the Remote Leisure Centre communications links have now been ordered and are scheduled for implementation to begin in January 2020. Installation to the first site (Brightlingsea) is scheduled for week commencing 13 January 2020. New firewalls have already been installed to all the sites. We are migrating from our onsite contact centre solution (Mitel) to the cloud based offering from Five9's (Company name). Go live has been subject to a slight delay and we're currently agreeing a new date for going live. All remaining works have been reviewed during w/c 6 January 2020 and are on schedule.	Apr 20

Building & Managing our Own Homes (Delivering High Quality Services)



“Develop new Council house building programme; increase the stock of new affordable/Council homes.”

Management Team Lead: Paul Price – Corporate Director

Housing Portfolio Holder

Lead Officer: Tim R Clarke

Development Mechanism: The project will seek to establish a delivery mechanism, financial and practical, to build 200 new Council homes to add to the existing Council housing stock. 100 new homes to be built in Jaywick sands and 100 to be built on other Housing Revenue Account (HRA) sites in areas of housing need elsewhere across Tendring.

Update:
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Activity	Current Position	To be Completed
Develop a new build approach; commence with report to Cabinet outlining proposals.	Financial evaluation being undertaken with large pension provider to work alongside TDC delivery so as to maximise economies of scale both within Jaywick sands and elsewhere across the District.	Complete Oct 19

Exception: The Council’s draft Housing Strategy includes a commitment to the delivery of 200 additional council owned homes in the district and Cabinet have agreed this “in principle” with individual schemes to be approved by Cabinet before they go ahead. Much of the background and delivery options are set out in the report presented to Cabinet in October 2019.

Carbon Neutrality

(Delivering High Quality Services)



“To respond to the Council decision to declare a Climate Emergency and to be Carbon Neutral by 2030.”

Management Team Lead: *Tim R Clarke—Head of Housing and Environmental Health*

Leader

Lead Officer: *Tim R Clarke*

Development Mechanism: Commission research to establish the Council’s Carbon footprint and, working with UK Government and local MP’s, develop associated action plan to meet the aspiration of achieving carbon neutrality by 2030, and encourage others to do the same.

Activity	Current Position	To be Completed
Commission research to establish the Council’s Carbon footprint.	APSE Energy have been appointed and have started. Data capture is underway.	Complete Oct 19
Prepare an Action Plan for agreement by the Council, consisting of two elements <ul style="list-style-type: none"> · Actions for the Council to take to achieve Carbon Neutrality by 2030. · Community Leadership actions to encourage partners to do the same. 	As above – part of the consultancy support.	Mar 20
Allocate funding to achieve the activities identified in the Action Plan.	As above.	On-going
Establish a cross Group Working Party to progress the above.	Group established and held inaugural meeting in September 2019. Three meetings have now been held.	On-going



Maximising our Assets (Strong Finances and Governance)

“Explore options to expand and increase the financial performance and energy efficiency of the Councils Assets .”

Management Team Lead: Andrew White—Head of Property Services Deputy Leader & Corporate Finance & Governance Resources Portfolio

Lead Officer: Andrew White

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.

Activity	Current Position	To be Completed
Submit a review of the Community Asset Rent Offsetting (CAROS) scheme for Cabinet consideration.	A draft Cabinet report has been withdrawn pending the consideration of wider support for community groups. Budget proposals, including the continuation of CAROS, have been approved by Cabinet.	Nov 19 *Revised Aug 20
Prepare planning applications and disposal material in relation to a tranche of three minor disposal sites.	The first application was submitted in December 2019 and is pending validation. Two further applications are ready to submit pending review of any queries related to the first.	Mar 20
Gain approval for works at Martello E and present options for future use of site to Cabinet.	Initial meetings and investigation with Historic England have been successful. Consent for removal of dangerous render has been granted. A specification for urgent works has been prepared by a specialist surveyor and tenders were returned on 12 December 2019. Scheduled Ancient monument Consent for the urgent works has also been secured. A bid for Heritage Lottery Horizons Funding was unsuccessful. A bid for Historic England Development Funding is being prepared. A Cabinet report outlining options for future uses and seeking approval and match funding for urgent works has been prepared and will be presented to the Cabinet following consideration of the cultural Strategy in February 2020.	Dec 19 *Revised Mar 20
Explore options and develop proposals to expand service at Weeley Crematorium.	Early discussions on the possible options are underway. More detailed scoping will take place in January 2020 with a view to reporting options and proposals before end of March 2020.	Mar 20

Exception: CAROS: It is proposed to establish a working party to review the scheme and wider support for community organisations. Martello E: Report to be considered following the adoption of the Cultural Strategy.

Clear Political Leadership and Effective Governance (Strong Finances and Governance)



“Ensure governance arrangements are robust enough to satisfy both Internal and External Audit and Audit opinion is positive.”

Management Team Lead: Various Heads of Service Deputy Leader & Corporate Finance & Governance Resources Portfolio

Lead Officer/s: Anastasia Simpson, Lisa Hastings & Keith Simmons

Delivery Mechanism: Review and strengthen arrangements for promoting good standards and governance across the Council.





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Activity	Current Position	To be Completed
Develop proposals for new Corporate Plan, including Consultation with Partners and adoption by Full Council.	Corporate Plan 2020-2024 will be reported to Full Council in January 2020.	Cabinet: Sept 19 Start Consultation: Sept 19 End Consultation: Oct 19 Scrutiny: Oct 19 Cabinet (following consultation) December 19 Final proposals to Full Council: Jan 20
Annual Governance Statement:- Complete together with the Statement of Accounts, as required, demonstrating delivery against agreed Action Plan. (Note: performance is reported to and monitored by Audit Committee throughout the year)	An update against the Annual Governance Statement for 2018/19 was included and detailed in the Update Report to Audit Committee at its meeting in September 2019. To date there are no significant issues arising from the actions, with work remaining in progress, performance against which is reported quarterly.	May 20
Census 2021:- Work with partners to support delivery of associated work programme.	Assistant Census Liaison Manager attended Office for National Statistics presentation to Essex Local Authorities in December 2019.	On-going

TARGETS

REFUSE & RECYCLING SUMMARY

Key:

Above target	
On target	
Below target	
No Data	

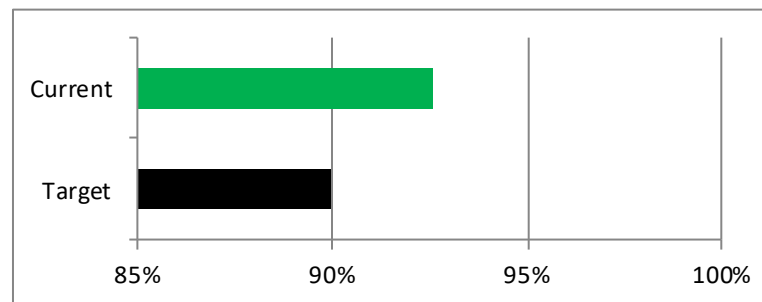
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	19/20 Q1	19/20 Q2	19/20 Q3
Recycling Rate (Target 29%)	33%	42%	No Data
Flytipping (Target 90%)	87.5%	94.6%	92.6%
Missed Bins (Target 95%)	No Data	No Data	97%

Fly Tipping (Delivering High Quality Services)

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

Monthly Performance Data



Data does not include asbestos fly tipping which is outsourced to a specialist contractor (PHS) and is not subject to 72 hours clearance. Fly tipping data excludes vehicles, caravans or asbestos; all of which have to be removed by specialist contractors.

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

Month	A	M	J	J	A	S	O	N	D	J	F	M
No. of incidents	81	89	80	72	85	113	132	109	95			
No. r' mvd <72hrs	80	83	70	65	79	107	127	107	88			
Performance (%)	98.7%	93.2%	87.5%	90.2%	92.6%	94.6%	96.2%	98.2%	92.6%			

All recorded incidents are currently being investigated by an officer before passed to Veolia for removal; the 72 hours starts once passed on to Veolia. Fly tipping performance does not include fly tipping which includes asbestos of which there were 0 reports and required a specialist contractor (Biffa) or incidents involving trailers/ caravans of which there was 1 incident which also required a specialist contractor (NMR).

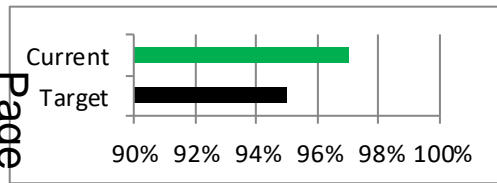
Missed Bin Collection

(Delivering High Quality Services)

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

With approximately 70,000 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



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	98.1%	95.5%	No Data				94%	97%				

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Garden waste missed collections are now reported direct to the authority and recorded on Uniform. Total of 28 missed collections for December 19 recorded on Uniform; 5 for Red Box of which 0 outside 24 hours, 2 for Green box of which 0 outside 24 hours, 2 for food waste of which 0 outside of 24 hours, 19 for refuse of which 1 outside 24 hours and 57 for garden Waste of which 2 outside of 24 hours. The majority of missed collections are now reported via the Firmsteps portal and these number 458 for December, however this information cannot be interrogated to provide statistics and this piece of work is currently being worked upon.

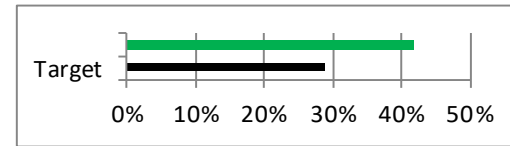
Recycling Rate

(Delivering High Quality Services)

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	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%
Performance	28%	30%	33%	36%	39%	42%	41%					

Target figures are provisional, subject to Waste Contract Review. Recycling rate will differ month to month slight decrease on October data compared to September due to slight increase in residual waste tonnage (2160 compared to 2014 tonnes) and reduction in Glass waste (189 compared to 129 tonnes). On a positive note all the kerbside recycling products have increased from September to October: Paper/card 373 up to 452 tonnes, food waste 340 up to 369 tonnes and plastic 129 up to 141 tonnes.

Proactive Planning Approach

(Building Sustainable Communities for the future)

Ewan Green – Corporate Director

Leader



Handling of Planning Applications : Speed			
To ensure that the following types of planning application are processed during the assessment period as follows:			
2021 Assessment Period (01.10.18 - 30.09.20)			
Major 60% within 13 weeks		Non-Major 70% within 8	
Major	69.91%	Non-Major	86.41%

Handling of Planning Applications : Quality			
Decisions Overturned On Appeal.			
2021 Assessment Period (01.04.18 - 31.03.20)			
Major <10%		Non-Major <10%	
Major	1.29%	Non-Major	0.58%

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.

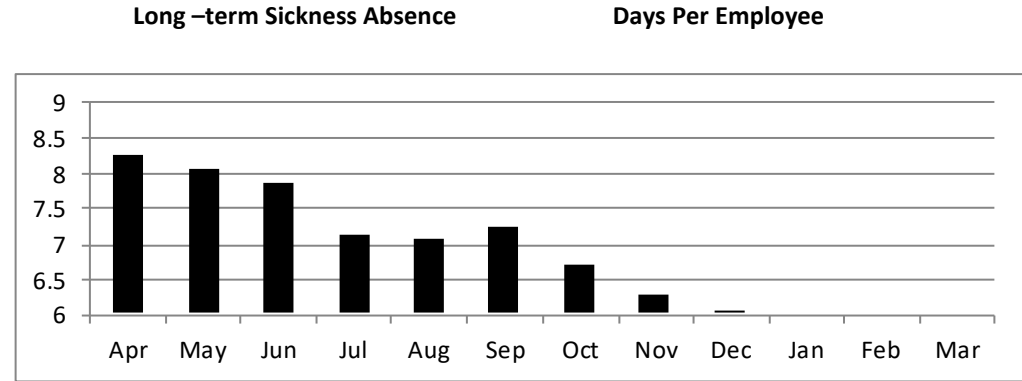
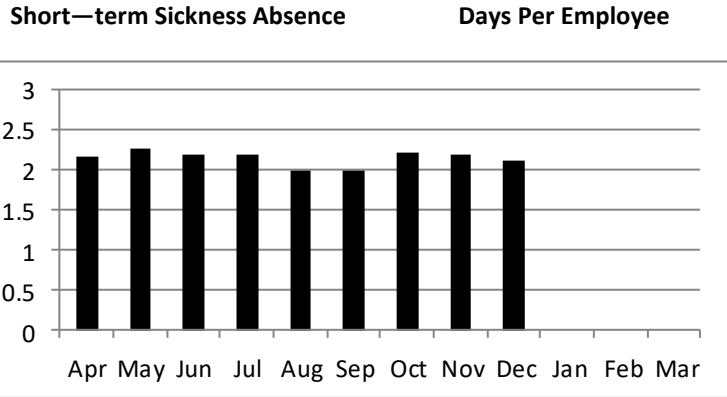
Note : This figure is updated monthly but some information that contributes to the calculation is only available periodically and so the figure may not be wholly accurate.

Exception: The Council's ability to demonstrate a 5 year supply of housing land is regularly challenged by promoters of development sites who object to the use of the alternative method and question the deliverability of some sites. The Council's success as defending this position through appeals has been mixed.

Sickness (Delivering High Quality Services)

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	2.18	8.27
May	2.26	8.07
Jun	2.20	7.86
Jul	2.20	7.13
Aug	1.99	7.06
Sep	1.99	7.23
Oct	2.21	6.70
Nov	2.19	6.26
Dec	2.12	6.03
Jan		
Feb		
Mar		



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

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

Authorised Covert Surveillance (Council and Community)

Record of number of approved surveillances under the Regulation of Investigatory Powers Act 2000 (RIPA). **It is important to note that this does NOT apply to all enforcement activity and therefore, it is likely that nil or low returns will be recorded.** Council officers are in the course of investigating frauds and certain regulatory

criminal offences within the district may be required to undertake covert monitoring operations to gather evidence to present to a court. In doing so, those officers must comply with the relevant legislation i.e., the Regulation of Investigatory Powers Act 2000 (RIPA) and the associated regulations and codes of practice. RIPA provides a strict authorisation mechanism for public authorities to undertake covert surveillance in compliance with the Human Rights Act 1998. Lawful interference with Article 8 (right to respect for private and family life) rights is only permissible, if it is necessary and proportionate to do so, therefore can only be undertaken in accordance with the Council's Policy and Procedures, approved by an Authorising Officer and the Magistrates' Court. The Council is required to report the number of authorisations granted on an annually basis to the Office of Surveillance Commissioners.

Type of Surveillance	Number of Approved Authorisations											
	Monthly											
	A	M	J	J	A	S	O	N	D	J	F	M
Directed Surveillance	0	0	0	0	0	0	0	0	0			
Covert Human Intelligence Source	0	0	0	0	0	0	0	0	0			

Complaints (Delivering High Quality Services)

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.	12	4	9	12	45	46	43	28	10			
% Time	100%	100%	100%	83%	82%	50%	56%	86%	90%			

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**Stage 2
Complaints
Performance**

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
No.	2	3	1	2	1	2	0	3	3			
% Time	100%	100%	100%	100%	100%	100%	100%	100%	100%			

Exception: The high level of complaints received from August 19 to date can mainly be attributed to the introduction of the new waste service, whilst the service was 'bedding in'. Current figures show a decline in the number of complaints received and those not responded to within timescale. There were no ombudsman complaints for December 19.

Complaints (Delivering High Quality Services)

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.



Q3 October 19 - December 19	Stage 1	Stage 2	Ombudsman
Governance & Legal			
Finance, Revenues & Benefits	2	1	
Property			
People, Performance & Projects			
IT and Corporate Resilience			
Public Realm	2		
Customer and Commercial	2		
Sport & Leisure	1		
Housing & Environmental	8	2	
Building and Engineering	62	1	
Planning & Regeneration	4	2	
Leadership Support			
Total	81	6	0

PERFORMANCE REPORT

(COMMUNITY LEADERSHIP)

Quarter 3 (October - December 2019)

APPENDIX B

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Introduction

The following pages include the Council's Corporate Plan 2020 - 2024 and Tendring District Council's Priorities and Projects 2019/20 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:-

	Community Leadership Through Partnerships
	<u>Health</u> Page 4
Page 50	<u>Education</u> Page 5 & 6
	<u>Law and Order</u> Page 7, 8 & 9
	<u>Influencing & Lobbying for Tendring</u> <u>(Proactive & Reactive)</u> Page 10
	<u>Improving Digital Connectivity</u> Page 11
	<u>Sport England</u> Page 12

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.

Delivering High Quality Services

- 24 hour a day digital services – My Tendring
- Modern, high quality buildings and facilities for customers and staff
- Minimise waste; Maximise recycling
- Proactive Planning Service
- Public spaces to be proud of in urban and rural areas
- Effective regulation and enforcement
- Carbon Neutral by 2030

Tendring District Council Corporate Plan 2020-2024



INVESTORS IN PEOPLE | Gold

Community Leadership Through Partnerships

- Joined up public services for the benefit of our residents and businesses
- Health and wellbeing - for effective services and improved public health
- Education - for improved outcomes
- Law and Order - for a safer community
- Sport England and Active Essex- for physical activity and wellbeing
- Influence and lobby - for Tendring's future

Community Leadership Tendring4Growth

Building Sustainable Communities for the Future

- North Essex Garden Communities
- Jaywick Sands - more and better housing; supporting the community
- Vibrant Town Centres
- Building and managing our own homes
- Effective planning policies

Strong Finances and Governance

- Balanced annual budget
- 10 year financial plan
- Effective and positive Governance
- Strong and focused leadership
- Use assets to support priorities

A Growing and Inclusive Economy

- Develop and attract new businesses
- Support existing businesses
- More and better jobs
- Promote Tendring's tourism, cultural and heritage offers
- Maximise our coastal and seafront opportunities

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** with partners, including supporting the Essex wide vision and ambitions

PRIORITIES AND PROJECTS 2019/2020

Chief Executive

Strategic Community Leadership

- Health
- Education
- Law and Order

Deputy Chief

Executive

(Corporate Services)

- Budget
- Maximising our assets
- 10 year financial plan
- Clear political leadership and effective governance
- Creating a quality environment for staff
 - ◆ People
 - ◆ Office accommodation
 - ◆ Digital
 - ◆ Customer Services

Corporate Director

(Planning and Regeneration)

- Tendring4Growth
- Developing new businesses
- Supporting existing businesses
- Creating job opportunities
- Delivering the local plan
- Creating vibrant town centres
- Proactive planning approach
- Garden Communities
- Manningtree underpass
- Improving digital connectivity
- Exploring the opportunities of Brexit
- Influencing and lobbying for Tendring (proactive and reactive)

Corporate Director

(Operational Services)

- Enhancing our great tourism offers
- Jaywick Sands
- Cliff stabilisation
- Waste contract
- Leisure facilities review
- Residents feeling this is a great place to live
- Housing Strategy
- Customer services
- Building and managing our own homes
- Sport England
- Carbon Neutrality

Health (Community Leadership Through Partnerships)

“Seek to influence and assist partners in the delivery of improved health and wellbeing outcomes for residents and visitors to the area.”

Management Team Lead: Paul Price — Corporate Director

Leader & Partnerships Portfolio Holder

Lead Officer/s: Anastasia Simpson & John Fox

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

Activity	Current Position	To be completed
Work with and influence the Strategic Transformation Partnership (STP) as it moves to becoming a fully Integrated Care System (ICS).	Attended the Integrated Care System November Board representing the North Essex Authorities. December Board not attended due to the elections. The ICS Five Year Plan is currently in draft form and was delayed due to the elections.	On-going
Effectively engage with the North East Essex Alliance to deliver Memorandum of Understanding (MOU).	The MOU has now been signed.	Complete
To maximise opportunities for funding for health related projects through the Alliance Transformation Fund.	Approved funding for Great Bentley Wellbeing Hub roll out - £245,000 and mental health support from the mental health trust for £180,000 to support staff who come across clients who have mental health issues to ensure effective referral occurs and is due to start in February 2020. Future funding will be based on the Alliance work streams and currently Tendring shares the domain lead for 'Be Well' which seeks to empower people to make healthy lifestyle choices and covers obesity, activity, smoking, alcohol and drugs, loneliness and housing.	On-going
Effectively engage with the Clinical Commissioning Group (CCG).	Tendring are working closely with the Clinical Commissioning Group and the wider Health Alliance and are represented on the Alliance Board. We have been providing representation at the Senior Responsible Officer meetings, the Prevention and Community Model of Care work streams and acting as a domain lead for 'Be Well' under the Live Well work stream.	On-going
Essex and Tendring Health and Wellbeing Boards.	The Tendring Local Health and Wellbeing Board took place on 7 October 2019 with key topics including updates on the County Board, heritage and health, carers, Tendring Community Transport and the Sport England Local Delivery Pilot, along with a workshop to identify the local contributions to the Joint Health and Wellbeing Strategy. The next meeting is due to take place on 27 February 2020.	On-going
Healthy New Towns.	Site map for North Essex Garden Communities has been agreed. Two learning and implementation workshops have been held including a range of partners. These will lead to develop a shared health vision and consideration of how to achieve the vision through the garden community development.	On-going

Education

(Community Leadership Through Partnerships)

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“Seek to influence and assist partners in the delivery of the agreed plan to improve educational attainment and aspiration in Tendring.”

Management Team Lead: Ian Davidson – Chief Executive

Leader & Partnerships Portfolio Holder

Lead Officer/s: Anastasia Simpson & Rebecca Morton

Delivery Mechanism: As a community leader, there are a number of education work streams that underpin this which are to be delivered in 2019/20 via the Tendring Education Improvement Group.

Activity	Current Position	To be Completed
<p>Start Well:- 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>Outline proposals for Education Strategic Board agreed with ECC and date for first meeting confirmed as 31 January 2020. Tendring Education Strategic Improvement Board aims to:-</p> <p>Champion educational improvement and raising aspirations for all pupils across the Tendring District.</p> <p>Capture and disseminate best practice across the area groups within Tendring and work collaboratively with schools to possibly include improving educational attainment, and teacher recruitment and retention (priorities to be agreed).</p>	<p>On-going</p>
<p>Stay Safe:- Children and young people feeling safe in their community. Links to Community Safety initiatives.</p>	<p>See Law & Order.</p>	<p>On-going</p>
<p>Mental Health & Emotional Wellbeing:- Bid submission for roll out of Wellbeing Hub model in Tendring/Colchester primary schools to Alliance Investment Fund.</p> <p>Enjoying Good Mental Health and Wellbeing: - Well-being Football, regular weekly sessions in place and running.</p> <p>Marathon Kids, programme launched in 7 primary schools in Tendring, work ongoing to grow programme in 2019/20.</p>	<p>Work commenced to recruit to a Project Manager role (funding for 2 days per week, 2yrs fixed term appointment).</p> <p>Executive Projects Manager working with the charity Kids Run Free to further promote grant opportunities for primary schools. Will also explore the opportunity to link work of this charity to Tendring Local Delivery Pilot. Meeting planned early January 2020.</p>	<p>Bid successful. Project planning to commence with immediate effect.</p> <p>On-going</p>

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Education

(Community Leadership Through Partnerships)

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“Seek to influence and assist partners in the delivery of the agreed plan to improve educational attainment and aspiration in Tendring.”

Management Team Lead: Ian Davidson – Chief Executive

Leader & Partnerships Portfolio Holder

Lead Officer/s: Anastasia Simpson & Rebecca Morton

Delivery Mechanism: As a community leader, there are a number of education work streams that underpin this which are to be delivered in 2019/20 via the Tendring Education Improvement Group.

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.	See Start Well.	On-going
School Places:- Work with Essex County Council (ECC) to support School Places 10 year plan and ensure sufficient school places for Tendring’s young people.	Potential Members Briefing with Education theme, to provide update on school places - date to be agreed.	On-going
Positive Futures:- Support IntoUniversity and Teach First to enhance their reach in the Tendring district.	IntoUniversity - new team leader commenced in post. IntoUniversity also to be invited to Education themed Members Briefing - date to be agreed. Planned meeting with Teach First January 2020.	On-going
Memorandum of Understanding (MOU) with Colchester Institute.	Agreed. Event for official sign off to be agreed.	Event for official sign off to be agreed

Law and Order (Community Leadership Through Partnerships)

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

Management Team Lead: Ian Davidson – Chief Executive

Leader & Partnerships Portfolio Holder

Lead Officer/s: Anastasia Simpson & Leanne Thornton

Delivery Mechanism: The Community Safety work plan 2019/20 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process and working together, in partnership via the Community Safety Hub.

Activity	Current Position	To be Completed
<p>Tackling Anti-Social Behaviour (ASB) and Acquisitive Crime:-</p> <p>Identifying and supporting repeat and vulnerable victims.</p> <p>Identifying hotspot locations and / or increases in crime trends.</p> <p>Improving perceptions and facilitating local problem solving to address issues.</p>	<p>ASB Officer:</p> <p>46 Hours = Foot Patrol</p> <p>18 Hours = Admin</p> <p>1 = ASB Meeting</p> <p>1 = ASB Verbal Warning Given</p> <p>75 = Town Centre Engagements with members of the public</p> <p>36 = Town Centre Engagements with Businesses</p> <p>11 = Other engagements</p> <p>7 = Public Spaces Protection Orders (PSPO) Powers Used</p>	<p>On-going</p>

Law and Order (Community Leadership Through Partnerships)

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

Management Team Lead: Ian Davidson – Chief Executive

Leader & Partnerships Portfolio Holder

Lead Officer/s: Anastasia Simpson & Leanne Thornton

Delivery Mechanism: The Community Safety work plan 2019/20 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process and working together, in partnership via the Community Safety Hub.

Activity	Current Position	To be Completed
<p>To reduce harm to and safeguard vulnerable victims (including Children) from Domestic Abuse, with a specific emphasis on tackling the root causes of Domestic Abuse.</p> <p>Sexual Offences.</p> <p>Serious Organised Crime.</p>	<p>North Essex Stay Safe Safeguarding event - Planning meeting.</p> <p>Attended Corporate Enforcement meeting- working with Safer Communities Officer (Enforcement) to embed enforcement processes across the Council.</p> <p>Attended Safeguarding Leads Officer Meeting - County wide.</p> <p>Attended Suicide Prevention Training.</p> <p>Facilitated the Multi Agency Co-ordination Panel - meeting by Essex Police - 20 different agencies, taking a multi agency approach to problem solving - case specific.</p> <p>Met with Cllr and local residents concerned about the exploitation of a family through county lines and cuckooing.</p> <p>Supported the launch of the new Tightrope project.</p> <p>Visited two families that were experiencing ASB, with a Cllr.</p> <p>Met with a victim of hate crime, and formulated a support plan across TDC, partners and police.</p> <p>Met with two partner agencies regarding proposed knife crime projects.</p> <p>Attended a Coffee with Cops session.</p> <p>Site visit to establish location of sign that was being partial obstructed and causing concern to local police teams.</p> <p>Supported the launch of the new Tightrope project.</p> <p>Held a Street Action Day in Pier Ward, with more than ten partners.</p> <p>Attended the Integrated Offender Management (IOM) meeting.</p>	<p>On-going</p>

Law and Order (Community Leadership Through Partnerships)

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

Management Team Lead: Ian Davidson – Chief Executive

Leader & Partnerships Portfolio Holder

Lead Officer/s: Anastasia Simpson & Leanne Thornton

Delivery Mechanism: The Community Safety work plan 2019/20 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process and working together, in partnership via the Community Safety Hub.

Activity	Current Position	To be Completed
Reducing Violence and Knife Crime:- Work with partner agencies to raise awareness of Knife Crime across the district, with a specific emphasis on County Lines and Drug / Alcohol related violence.	ASB Officer - Knife Sweeps = 10	Complete

Influencing & Lobbying for Tendring (Proactive & Reactive)

(Community Leadership Through Partnerships)

“To work with Partners and Stakeholders to champion Tendring at national and regional level in order to ensure that opportunities are maximised and challenges addressed”.

Management Team Lead: Ian Davidson – Chief Executive

Leader & All Portfolio Holders

Lead Officer: Ewan Green

Delivery Mechanism: 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.

Activity	Current Position	To be Completed
Road, Rail and Digital Infrastructure: Lobbying for investment to improve and upgrade:- Road A120 to Harwich. Manningtree Station Underpass and Road Access. Jaywick Sands A133 Link Road. Rail Improved rail connectivity to London. Digital Deployment of 5G connectivity for Tendring.	Engagement with key partners (e.g. Essex County Council) is ongoing to establish a position in relation to each priority.	On-going
Exploring the Opportunities of Brexit.	The present focus is predominantly on managing EU Exit but emerging proposals to support new opportunities have been outlined (e.g. business support programmes to encourage exporting).	On-going
Carbon Neutrality:- Prepare an Action Plan for agreement by the Council, which includes Community Leadership actions to encourage partners to achieve Carbon Neutrality by 2030 (see also Resources & Services Report).	Tenders have been evaluated and a consultancy appointed.	On-going

Improving Digital Connectivity (Community Leadership Through Partnerships)

“To work with all parties to boost digital connectivity across the Tendring district for the benefit of residents and business. This work includes a multi-million pound contract with BT Group as part of the Superfast Essex programme.”

Management Team Lead: Ewan Green – Corporate Director

Deputy Leader & Corporate Finance & Governance Portfolio Holder

Lead Officer: Tom Gardiner

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. The work will take place in parallel to existing fibre broadband rollout plans by Superfast Essex.

Activity	Current Position	To be completed
<p>The Council entered into a contract with Essex County Council (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.</p> <p>This programme will ensure that over 98% of the district has access to a superfast broadband service. TDC will monitor delivery through six monthly progress reports from Superfast Essex.</p>	<p>The end date for Open Reach's Phase 3 network build in Essex has had to be extended by six months and this means that work in Tendring District is now due to complete in September 2020 (rather than March 2020). This is due to the increasingly complex nature of the fibre network build, which has resulted in it taking longer than originally anticipated to complete the work. For Tendring, the timescale change applies only to work planned under the Phase 3.3 contract, and will impact some of the 2,000 premises in the remaining deployment under this contract. The revised end date reflects when all of the work will be complete. Open Reach have already completed the installations for nearly 2,000 premises and are expecting to reach a significant number of the remaining premises (circa 2000) by March 2020. Open Reach have confirmed that they will make every effort to reduce the 6 month delay.</p>	<p>Mar 20</p> <p>*Revised Sep 20</p>
<p>To develop proposals, and lobby Government for support, to provide 5G coverage across Tendring as part of a wider North Essex corridor programme.</p>	<p>Initial discussions on this have been progressed with Superfast Essex.</p>	<p>Mar 20</p> <p>*Revised Apr 20</p>

Sport England (Community Leadership Through Partnerships)

“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”

Management Team Lead: Paul Price – Corporate Director

Partnerships Portfolio Holder & Leisure & Tourism Portfolio Holder

Lead Officer: John Fox

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

Activity	Current Position	To be completed
Sport England Local Delivery Pilot (LDP). Page 61	A Tendring Leadership Group has also been formed to help deliver locally which has representatives from the community and voluntary sector and other organisations and partners which match the focus areas of children and families, those with poor mental health and older people but also the wider system settings as well. Delivery plan being developed for funding with 5 micro grants now fully approved and one deferred for further updating and resubmitting. Bid writing course attended to ensure effective production of bids. Meeting with Adult Social Care to start to understand how activity can be fed into their work.	On-going
Produce a long term, sustainable programme around Sport England grant funding, based on evaluation undertaken.	Following the drafting of the Local Plan for Tendring for the Local Delivery Pilot, a delivery plan of activities is now being drawn up with the support of the local LDP Leadership Group. Micro grants now approved and wider work being undertaken to continue ‘Sport for Confidence’ at Clacton Leisure Centre and ‘Holiday Hunger’ within Tendring. A bid is being developed with Community Voluntary Services Tendring to capacity build, up to 30 organisations they represent and working with the Big Lottery to help deliver a youth offer which includes activity within Jaywick Sands.	Mar 20
Initial applications completed.	Five micro grants approved, Sport for Confidence and Holiday Hunger schemes being worked up.	2020/22
Measuring long-term impact.	The long term impact is to be evaluated via an evaluation contract with a consortium led by Essex University who will evaluate all projects across the wider LDP. The evaluation partner has been active in Jaywick Sands to obtain initial information and speaking to lead officers for the LDP in Tendring	On-going

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Key Decision Required:	Yes	In the Forward Plan:	Yes
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CABINET

21 FEBRUARY 2020

REPORT OF CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER

A.3 FINANCIAL PERFORMANCE REPORT – IN-YEAR PERFORMANCE AGAINST THE BUDGET AT END OF THE THIRD QUARTER 2019/20 AND LONG TERM FINANCIAL FORECAST UPDATE

(Report prepared by Richard Barrett)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide an overview of the Council’s financial position against the budget as at the end of December 2019 and to present an updated long term forecast.

EXECUTIVE SUMMARY

- These regular finance reports present the overall financial position of the Council by bringing together in-year budget monitoring information and timely updates on the development of the long term forecast.
- Therefore the report is split over two distinct sections as follows:
 - 1) *The Council’s in-year financial position against the budget at the end of December 2019*
 - 2) *An updated long term financial forecast*

In respect of the in-year financial position at the end of December 2019:

- The position to the end of December 2019, as set out in more detail within the appendices, shows that overall the General Fund Revenue Account is underspent against the profiled budget by **£2.864m**. As has been the case in previous quarters, the variance to date primarily reflects the timing of expenditure and income although any significant issues arising to date have been highlighted and comments provided as necessary.
- In respect of other areas of the budget such as the Housing Revenue Account, capital programme, collection performance and treasury activity, apart from additional details set out later on in this report, there are no major issues that have been identified to date.
- Any emerging issues will be monitored and updates provided in future reports which will include their consideration as part of updating the on-going long term financial forecast.
- Some necessary changes to the budget have been identified which are set out in **Appendix H**, with an associated recommendation included within this report. The net impact of all of the budget adjustments is a surplus of **£0.446m**.

- In addition to the adjustments included within **Appendix H**, it is also proposed to fund the cost of the changes to the Members' scheme of allowances that was agreed at Full Council on 21 January 2020. The total cost is **£0.041m** in 2019/20 and it is proposed to fund this from the net surplus of **£0.446m** highlighted above.
- After taking the above into account, the net budget surplus at the end of December 2019 is revised to **£0.405m**, which is proposed to be contributed to the Forecast Risk Fund.
- Subject to the recommendations set out below, as at the end of the third quarter a total of **£0.335** would have been contributed to the fund over the course of the whole year. This is **£0.165m** short of the required target of **£0.500m** set out in the long term forecast, which hopefully is a gap that can be closed over the remaining quarter of the year, especially in light of the comment immediately below.
- As in previous years, it is recognised that a number of smaller variances within services emerge over the course of the year that would not necessarily be specifically highlighted or discussed within the in-year finance reports. It is still therefore possible that a range of smaller variances may remain at the end of the year and contribute to the overall outturn position. Also a number of budgets that relate to schemes / initiatives or earmarked for specific purposes may not be fully spent by the end of the year and may be subject to end of year processes such as carry forward requests and therefore remain committed. However at this stage and after taking into account the current position and information available it is anticipated that any adverse issues will be offset by favourable variances elsewhere within the overall budget at the end of the year.

In respect of the updated long term financial forecast:

- The most up to date position for 2020/21 was considered by Full Council on 11 February 2020 as part of agreeing the detailed budget.
- The long term financial forecast has been reviewed based on the position considered by Full Council and is attached as **Appendix J**. Although the figures set out within the appendix will change as part of updating the forecast on a regular basis during 2020/21, there have been no issues that significantly increase the risks in future years with the forecast position remaining broadly in-line with original expectations.
- A review of risks associated with the long term approach to the forecast is also subject to on-going review and is separately reported within **Appendix K**.
- As mentioned during the year, it is important to continue to deliver against the new longer term approach to the budget as it continues to provide a credible alternative to the more traditional short term approach which would require significant additional savings to be identified much earlier in the financial cycle.
- As highlighted later on in this report, the long term forecast and on-going base budget continues to reflect support to external organisations, such as those who benefit from the CAROS scheme. As included in the recommendations, this commitment will remain in place but may need to be revisited in the later years of the forecast as is the case with all other budget lines.

- Although the detailed budget for 2020/21 was considered by Full Council on 11 February, the forecast remains an on-going task going into 2021/22 and beyond with work therefore remaining on-going across the 5 key work strands of:
 - 1) Increases to underlying income
 - 2) Controlling expenditure / inflationary increases
 - 3) The identification of savings / efficiencies
 - 4) Delivering a positive outturn position each year
 - 5) The mitigation of cost pressures wherever possible

RECOMMENDATION(S)

That in respect of the financial performance against the budget at the end of December 2019, it is recommended that:

- (a) The position be noted;**
- (b) the proposed adjustments to the budget, that include a contribution to the Forecast Risk Fund of £0.446m, as set out in Appendix H be agreed; and**
- (c) subject to (b) above, agrees to use £0.041m of the contribution to the Forecast Risk Fund of £0.446m to fund the cost in 2019/20 of the changes to the Members' Scheme of Allowances agreed at Full Council on 21 January 2020.**

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

- (a) The updated forecast be agreed, which includes the commitment to on-going support to external organisations within the principles set out within this report; and**
- (b) That subject to a) above, the Resources and Service Overview and Scrutiny Committee be consulted on the updated long term forecast.**

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

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

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

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

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

Risk

In respect of the position at the end of December 2019, a number of variances will be subject to change as the year progresses although at this stage it is expected that any adverse

position can be managed within the overall budget. The budget position will be monitored and reviewed as part of both the future budget monitoring arrangements and Financial Strategy Processes.

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

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

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

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

- 1) To date it is estimated that **£3.253m** will have been set aside by the end of 2019/20 within the Forecast Risk Fund to support the budget in future years. This money is available to be drawn down if the timings within the forecast differ in reality and the net position is unfavourable compared to the forecast in any one year.
- 2) The forecast will remain 'live' and be responsive to changing circumstances and it will continue to be revised on an on-going basis. If unfavourable issues arise that cannot be mitigated via other changes within the forecast then the forecast will be adjusted and mitigating actions taken. Actions to respond will therefore need to be considered but can be taken over a longer time period where possible. In such circumstance the Council may need to consider 'topping' up the funding mentioned in 1) above over the life of the forecast if required. This may impact on the ability to invest money elsewhere but will need to demonstrate that its use is sustainable in the context of the ten year forecast.

Set against the above foundations, the original long term forecast was based on the need to identify on-going savings of **£0.300m** each year. Due to changes to the forecast such as an unexpected increase in on-going costs pressures in 2020/21 to a level significantly above the **£0.150m** 'allowance', this savings figure has been increased to **£0.450m** per year. This increase is required to ensure that an annual surplus can still be delivered over the life of the forecast.

This savings 'target' will still need to remain flexible and react as a counterbalance to other emerging issues as it is accepted that this figure may need to be revised up or down over the life of the forecast.

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

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

In addition to the above it is important to note that the Council has already prudently set aside money for significant risks in the forecast such as **£1.758m** (Business Rates Resilience Reserve) and **£1.000m** (Benefits Reserve), which can be taken into account during the period of the forecast if necessary. The Council also holds **£4.000m** in uncommitted reserves which supports its core financial position.

To support the forecast, sensitivity testing has been undertaken which is set out in more detail later in this report.

LEGAL

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

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

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

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

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

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

OTHER IMPLICATIONS

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

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

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

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

PART 3 – SUPPORTING INFORMATION

SECTION 1 – IN YEAR FINANCIAL PERFORMANCE AGAINST THE BUDGET AT THE END OF THE THIRD QUARTER OF 2019/20

The Council's financial position against the approved budget has been prepared for the period ending 31 December 2019.

This is the third such report on the Council's financial position against the budget for 2019/20, and expenditure or income trends are now clearer, with comments provided below where necessary against the following key areas:

- General Fund Revenue and Proposed Changes to the budget
- HRA Revenue
- Capital Programme – General Fund
- Capital Programme - HRA
- Collection Performance
- Treasury Activity
- Garden Communities / NEGC Project

GENERAL FUND REVENUE

The position to the end of December 2019, as set out in more detail in the Executive Summary attached, shows that there is an overall net underspend of **£2.864m**.

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

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

- Income achieved to date remains ahead of the profile in areas such as investment income (**£0.092m**), parking (**£0.128m**), planning (**£0.146m**), Building Control (**£0.019m**) and at the crematorium (**£0.036m**). This income position is offsetting areas of reduced income such as across cemeteries (**£0.061m**) and the career track service (**£0.053m**). Where necessary, adjustments to the budget have been included within **Appendix H** to reflect these latest income positions.
- Similarly to the position at the end of quarter 2, additional costs of responding to planning appeals / inquiries continue to be incurred. In addition to the total adjustment of **£0.313m** made in 2019/20 so far to date, a further budget adjustment of **£0.130m** is proposed at the end of the third quarter. This adjustment is included within **Appendix H** along with an associated adjustment to the planning income budget mentioned above to offset this continuation of increased costs.

In addition to the items highlighted above, **Appendix H** also sets out a number of other proposed budget adjustments that respond to both favourable and adverse issues that have emerged over the third quarter of the year along with supporting new initiatives, with some highlights as follows:

- The provision of additional staff capacity within the Waste and Recycling Team along with the purchase of additional recycling boxes / bins to respond to customer demand – total cost **£0.105m** met from the new homes bonus previously set aside to support the roll out of the new service.
- The establishment of a new Urban and Rural Infrastructure Fund – total amount set aside of **£1.184m** met from the 2019/20 New Homes Bonus grant.
- The establishment of a new Tendring Community Fund in 2020/21 – total amount set aside of **£0.500m** met from the 2020/21 New Homes Bonus grant.
- Proposed Contribution to the Women’s Cycling Tour 2020 - **£0.100m** is proposed to be set aside subject to a separate report.
- Increased recycling credit income of **£0.050m**, reflecting increased recycling rates from the operation of the new waste and recycling service.
- Business Rate Income – net additional income of **£0.383m** is expected to be receivable, primarily as a result of the Council’s membership of the Essex Business Rates Pool.

The net overall position set out in **Appendix H**, which includes vacancy savings accruing to date of **£0.108m**, results in a proposed net contribution to the Forecast Risk Fund of **£0.446m**.

At its meeting on 21 January 2020, Full Council agreed a number of increases to the Members’ Scheme of Allowances in 2019/20 and resolved that:

The implementation of the proposed amendments will remain subject to identifying the necessary funding of £0.041m, which will be considered as part of the Financial Performance Report for Quarter 3 2019/20

Given the overall favourable position set out in **Appendix H** and the associated contribution to the Forecast Risk fund of **£0.446m**, the cost of the increases in Members’ allowances of **£0.041m** can be accommodated within this overall budgetary position. Therefore a recommendation is set out above that reflects this adjustment, which results in the net contribution to the Forecast Risk Fund reducing to **£0.401m**.

HRA REVENUE

An overall position is set out in the Executive Summary with further details included in **Appendix C**. At the end of December 2019, the HRA is showing a small net underspend of **£0.005m**. Although not standing out within the overall figures set out in the appendices, rental income is currently under recovered by **£0.091m**. This is an estimated figure as information was unable to be extracted from the housing rents system for the period to the end of December due to software issues that the relevant supplier is being consulted on. However, the position will be monitored over the remainder of the year with updates provided to Members as necessary.

CAPITAL PROGRAMME – GENERAL FUND

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

As at the end of December 2019 the programme is broadly on target against the profiled position, although a highlight is the office rationalisation project where the timing of expenditure is different to that initially anticipated. Detailed comments are provided within the appendix against this scheme along with the other projects where necessary.

One net neutral change to the budget relates to the purchase of additional recycling boxes / bins as previously highlighted, which is set out in **Appendix H**.

CAPITAL PROGRAMME – HOUSING REVENUE ACCOUNT

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

As at the end of December 2019 the programme is behind profile by **£0.428m**.

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

In respect of the New Build Initiatives / Acquisitions Scheme and the new homes in Jaywick Sands, both of these schemes are being supported by the use of 'one for one' capital receipts that the Council is able to retain from right to buy sales. As mentioned earlier in the year, there is currently a three year deadline imposed by the Government by which Local Authorities have to spend the money retained under the 'one for one' scheme, but the Government are considering extending this to as much as five years. Notwithstanding this, 'spend by dates' are included in **Appendix D**, which the Council needs to remain alert to. For completeness and to support the financial monitoring process, a new table setting out further details of the 'one for one' receipts received and the important milestones has now been included within the same appendix. Wherever possible, the receipts will be targeted towards a more strategic approach, but the option of purchasing properties on the open market remains a fall-back position to ensure the money retained from right to buy sales stays in the district and not paid over to the Government.

COLLECTION PERFORMANCE

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

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

TREASURY ACTIVITY

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

There are no significant matters to highlight at the present time with investment and borrowing activity on-going in line with the Treasury Strategy and associated practices / requirements. However, as set out in **Appendix H** it is proposed to increase the investment income budget for 2019/20 by a further **£0.100m** that reflects the treasury performance achieved to date.

GARDEN COMMUNITIES / NEGC PROJECT

In following on from the information provided within the financial performance report at the end of the second quarter, a summary of the financial position relating to the NEGC Project is set out in **Appendix I**. This has now been expanded to include more detail along with the associated income position. This will remain subject to further updates as part of future financial performance reports and within separate reports associated with this major project as it continues to develop.

SECTION 2 – UPDATED LONG TERM FORECAST

The detailed budget for 2020/21, which was based on the most up to date financial forecast was considered and agreed by Full Council on 11 February 2020.

Although the budget for 2020/21 has now been agreed, the forecast for 2021/22 and beyond remains an on-going process with the latest position set out in **Appendix J**.

The only changes to date reflect a 're-basing' of the forecast to take account of the agreed budget for 2020/21, against which the 2021/22 forecast and beyond will be developed.

The risk assessment of each line-of the forecast has also been reviewed (**Appendix K**) and it is recognised that there remains a number of potential adverse issues that the Council could face going into 2021/22 and beyond, not least the outcome from the Government's fair funding review and associated changes to the business rates retention model.

Given the increased funding required to meet unavoidable cost pressures in 2020/21, it may signal the need to increase the cost pressure 'allowance' in future years. This will remain under review and will need to be balanced against the annual savings target also built into the forecast.

The forecast remains based on responding to cost pressures relating to the Council's assets outside of the 'base' revenue position by utilising the associated fund of **£1.134m** that has been set aside for this purpose.

It is also proposed to deal with one-off projects and initiatives that support the Council's priorities outside of the 'base' revenue position by using one off money and/or the reprioritisation of existing budgets where necessary. The above approach will also be supported by the Council's newly adopted business case / project initiation processes, which will include the consideration of maximising the use of existing resources or external funding where possible.

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

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

At present, the next updated forecast will be presented to Members at the end of the first quarter of 2020/21. However if anything significant emerges before then, the position will be reported to Members accordingly.

Delivering a favourable Outturn Position

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

In respect of 2017/18 and 2018/19 the requirement to contribute **£0.500m** to the Forecast Risk Fund was delivered.

In respect of 2019/20 to date, net contributions to the Forecast Risk Fund total **£0.335m**, made up of:

- **£0.077m** contributed to the fund as reported at end of June 2019.
- **£0.147m** contribution from the fund as reported at the end of September 2019.
- **£0.405m** proposed contribution to the fund at the end of December 2019 as set out in **Appendix H** and after taking into the account funding of the increase in Members' allowances highlighted earlier in the report.

The shortfall to date in 2019/20 of **£0.165m** remains subject to the outturn position for 2019/20, where it may be possible to identify the required net underspends to meet this cost. If not, then the final position for the year will need to be reflected in the revised forecast going into 2020/21 and beyond.

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

Year	Net Overall Position as Set out in the Updated Forecast (at the end of September 2019)	Latest Net Overall Position
2021/22	£0.935m (Deficit)	£0.842m (Deficit)
2022/23	£0.651m (Deficit)	£0.509m (Deficit)
2023/24	£0.365m (Deficit)	£0.172m (Deficit)
2024/25	£0.076m (Deficit)	£0.169m (Surplus)
2025/26	£0.215m (Surplus)	£0.515m (Surplus)
2026/27	£0.507m (Surplus)	£0.867m (Surplus)

Although subject to changes in future years, the forecast moves to an annual surplus position from 2024/25, slightly ahead of the forecast presented earlier in the year, primarily due to estimated increases in underlying funding growth and the overall favourable position reflected in the 2020/21 budget.

Appendix J also sets out the annual change in the Forecast Risk Fund with positive and increasing balances on this reserve estimated over the life of the forecast. However this position has benefited from the increased collection fund estimated performance in 2020/21. The level of this reserve will need to be considered in light of this and set against the savings target currently built into the forecast.

The approach to the forecast continues to be undertaken within a robust risk management framework which includes the regular reporting of a 'live' forecast as set out within these reports that enables timely action to be taken in response to any adverse issues that may

emerge. It is also important to highlight that the continuing delivery of the long term forecast provides confidence to the revised approach being taken.

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

In terms of a longer term rolling forecast, it is proposed to review the current position in 2023 and consider extending the forecast period out beyond 2026/27.

2020/21 represents year 4 of the 10 year long term financial plan, which set out to protect as far as reasonable possible the Council's front line services. It is also important to highlight that although further investment in the Council's corporate priorities will be considered in the first half of 2020/21, the long term plan has enabled the Council to continue to deliver good quality affordable services as well as continue to provide support to external organisations such as the CAB and those in receipt of a grant from the CAROS scheme.

The remaining 6 years of the forecast continues to reflect such support to external organisations, and in respect of the CAROS Scheme it will continue on the following key principles:

- Those currently in receipt of a CAROS grant will continue to receive support.
- Those now occupying TDC property but not currently in CAROS will be eligible to join the scheme until 2023.
- No new properties will be able to make applications and all existing outstanding leases will need to be agreed by 2023.
- No organisation can benefit from both a CAROS grant and stepped / tapered rent. The most beneficial option to the external organisation will be applied.
- The scheme to continue based on the existing condition of offsetting the rent payable to £500 or 25% (whatever is the greater)
- For organisations to be considered for support as part of any future review, there must be a valid lease in place.

As mentioned earlier, it is proposed to review the long term forecast in 2023 which would see 3 to 4 years to go until the end of the original 10 year plan. This will provide an opportune time to review the Council's financial position going forward, including key budgets such as the support to external bodies set against the financial position of the Council at that time.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

RELATING TO SECTION 1 OF THE REPORT

Front Cover and Executive Summary

Appendix A – Summary by Portfolio / Committee

Appendix B – General Fund Budget Position by Department

Appendix C – Housing Revenue Account Budget Position

Appendix D – Capital Programme

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

Appendix F – Treasury Activity

Appendix G – Income from S106 Agreements

Appendix H – Proposed Adjustments to the Budget

Appendix I – NEGC Project - Financial Summary

RELATING TO SECTION 2 OF THE REPORT

Appendix J – Updated Long Term Financial Forecast

Appendix K – Risk Analysis of Each Line of the Forecast

Tendring District Council



Appendices Included:

Executive Summary	A summary of the overall position.
Appendix A	A summary of the overall position by Portfolio/Committee split by GF and HRA
Appendix B	An analysis by Department of all General Fund Revenue budgets.
Appendix C	An analysis of Housing Revenue Account Revenue budgets.
Appendix D	The position to date for General Fund and HRA capital projects.
Appendix E	Collection Performance
Appendix F	Treasury activity.
Appendix G	Income from S106 Agreements.
Appendix H	Proposed Adjustments to the Budget
Appendix I	NEGC Project - Financial Summary

Financial Performance Report In-Year Performance as at end of:

December 2019

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

Financial Performance Report - Executive Summary as at the end of December 2019

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

General Fund - Summary by Department Excluding Housing Revenue Account

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
Office of the Chief Executive	175,890	131,918	129,448	(2,469)
Corporate Services	(23,020,360)	(7,922,426)	(9,688,780)	(1,766,355)
Operational Services	16,179,160	7,218,307	7,120,322	(97,985)
Planning and Regeneration	6,665,310	2,278,430	1,280,900	(997,530)
Total General Fund	0	1,706,229	(1,158,110)	(2,864,339)

Housing Revenue Account

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
Total HRA	0	(6,149,347)	(6,154,774)	(5,426)

Capital

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
General Fund	13,767,200	4,485,727	4,739,719	253,992
Housing Revenue Account	6,711,690	4,045,732	3,617,298	(428,433)
Total Capital	20,478,890	8,531,459	8,357,018	(174,441)

Collection Performance

	Collected to Date Against Collectable Amount
Council Tax	82.25%
Business Rates	81.36%
Housing Rents	97.20%
General Debt	88.94%

Treasury

	£'000
Total External Borrowing	40,654
Total Investments	66,494

Revenue Budget Position at the end of December 2019

General Fund Portfolio / Committee Summary

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £
Leader	5,170,650	1,864,045	877,403	(986,641)
Corporate Finance and Governance	2,552,360	2,066,336	976,020	(1,090,316)
Environment and Public Space	7,040,510	3,431,941	2,914,729	(517,212)
Housing	3,287,970	3,321,251	2,473,620	(847,631)
Partnerships	658,090	219,678	244,022	24,344
Business and Economic Growth	2,885,890	457,112	448,965	(8,147)
Leisure and Tourism	6,198,080	1,151,690	1,704,493	552,803
Independent Living	345,170	420,053	423,478	3,425
Budgets Relating to Non Executive Functions	810,730	323,545	427,414	103,869
	28,949,450	13,255,651	10,490,144	(2,765,506)
Revenue Support for Capital Investment	5,621,020	0	0	0
Financing Items	(5,995,220)	(320,746)	(422,645)	(101,900)
Budget Before use of Reserves	28,575,250	12,934,905	10,067,499	(2,867,406)
Contribution to / (from) earmarked reserves	(15,018,680)	0	0	0
Total Net Budget	13,556,570	12,934,905	10,067,499	(2,867,406)
Funding:				
Business Rates Income	(4,469,610)	(4,384,414)	(4,381,448)	2,966
Revenue Support Grant	(421,920)	(287,006)	(286,905)	101
Collection Fund Surplus	(709,650)	(567,720)	(567,720)	0
Income from Council Tax Payers	(7,955,390)	(5,989,536)	(5,989,536)	0
Total	0	1,706,229	(1,158,110)	(2,864,339)

Revenue Budget Position at the end of December 2019

HRA Portfolio Summary

	2019/20 Current Full Year Budget	2019/20 Profiled Budget to date	2019/20 Actual to date	2019/20 Variance to Profile
	£	£	£	£
Housing	(1,756,450)	(6,149,347)	(6,154,774)	(5,426)
	(1,756,450)	(6,149,347)	(6,154,774)	(5,426)
Financing Items	1,756,120	0	0	0
Budget Before use of Reserves	(330)	(6,149,347)	(6,154,774)	(5,426)
Contribution to / (from) earmarked reserves	330	0	0	0
Total	(0)	(6,149,347)	(6,154,774)	(5,426)

Financial Performance Report - General Fund Budget Position at the end of December 2019

Department - Office of Chief Executive

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	170,260	127,695	127,940	245	0	
Transport Related Expenditure	2,820	2,115	1,430	(685)	705	
Supplies & Services	2,810	2,108	78	(2,029)	702	
Total Direct Expenditure	175,890	131,918	129,448	(2,469)	1,407	
Net Direct Costs	175,890	131,918	129,448	(2,469)	1,407	
Total for Office of Chief Executive	175,890	131,918	129,448	(2,469)	1,407	

Department - Office of Chief Executive

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Office of Chief Executive	175,890	131,918	129,448	(2,469)	

Financial Performance - General Fund Budget Position at the end of December 2019

Department - Corporate Services

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	7,124,970	3,954,505	3,771,768	(182,737)	3,099,760	
Premises Related Expenditure	423,400	271,980	247,148	(24,832)	151,420	
Transport Related Expenditure	86,800	81,047	65,395	(15,652)	5,753	
Supplies & Services	8,220,550	2,940,488	2,596,949	(343,539)	5,306,572	
Transfer Payments	46,044,940	30,649,160	30,327,817	(321,343)	15,395,780	
Interest Payments	29,240	15,549	10,132	(5,416)	13,692	
Total Direct Expenditure	61,929,900	37,912,729	37,019,210	(893,520)	23,972,976	
Direct Income						
Government Grants	(50,597,030)	(32,885,420)	(33,763,852)	(878,432)	(17,711,610)	
Other Grants, Reimbursements and Contributions	(1,423,640)	(1,167,720)	(1,062,285)	105,435	(255,920)	
Sales, Fees and Charges	(16,650)	(5,990)	(14,575)	(8,585)	(10,660)	
Rents Receivable	(5,730)	(4,315)	(265)	4,050	(1,415)	
Interest Receivable	(651,580)	(543,034)	(639,404)	(96,370)	(108,546)	
RSG, Business Rates and Council Tax	(13,556,570)	(11,228,676)	(11,225,609)	3,067	(2,327,894)	
Total Direct Income	(66,251,200)	(45,835,155)	(46,705,990)	(870,835)	(20,416,045)	
Net Direct Costs	(4,321,300)	(7,922,426)	(9,686,780)	(1,764,355)	3,556,931	
Net Indirect Costs	(3,680,380)	0	(2,000)	(2,000)	(3,680,380)	
Net Contribution to/(from) Reserves	(15,018,680)	0	0	0	(15,018,680)	
Total for Corporate Services	(23,020,360)	(7,922,426)	(9,688,780)	(1,766,355)	(15,142,129)	

Department - Corporate Services

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Deputy Chief Executive and Administration	(1,100)	179,910	187,115	7,205	
Total for Governance and Legal Services	(850)	239,283	218,130	(21,153)	Please see Appendix H for an adjustment between salary and agency staff budgets to reflect the current use of temporary staff within the service.
Total for Finance, Revenues and Benefits	1,870,040	2,355,412	1,477,252	(878,160)	Although adjusted for as part of the year end subsidy reconciliation process, Housing Benefit payments to claimants are lower than budgeted at the end of December 2019 reflecting a lower caseload following the move to universal credit. In addition, employee costs are lower than budgeted as the service continues to adjust its capacity to respond to this reduction in housing benefit caseload, which will continue over the next few years.
Total for Finance - Other Corporate Costs	2,608,380	(2,922,339)	(3,565,752)	(643,413)	Although the budget has already been adjusted earlier in the year, Investment income has continued to grow over the third quarter of the year and is ahead of the profiled budget by £92k at the end of December. This is in addition to new burdens grant income and business rates grant income (£849k). The increase in investment income is included as an in-year budget adjustment as set out in Appendix H.
Total for Finance - Financing Items	(16,542,700)	202,120	205,828	3,708	

Department - Corporate Services

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
Total for Finance - RSG, Business Rates and Council Tax	(13,556,570)	(11,228,676)	(11,225,609)	3,067	
Total for Property Services	240,180	190,512	201,936	11,423	
Total for People, Performance and Projects	490,600	486,392	531,484	45,092	The position to date primarily reflects the Career Track Service. Following the Government's recent relaxation of the rules about which external organisations can access the Council's Career Track Service, it is hoped that the customer base will grow in the medium term to reach a break-even position. However it is accepted that there will be an interim period where the service may report a net deficit. This will be monitored over the last quarter of the year and going into 2020/21.
Total for IT and Corporate Resilience	758,550	1,673,796	1,277,254	(396,543)	Variations in this service area continue to broadly reflect the timing of the delivery of a number of projects and initiatives associated with various strands of the digital transformation project.
Total for Democratic Services	1,113,110	901,165	1,003,582	102,417	The current position reflects expenditure incurred to deliver the recent Parliamentary election which is reimbursable by the Government.
Total for Corporate Services	(23,020,360)	(7,922,426)	(9,688,780)	(1,766,355)	

Financial Performance Report - General Fund Budget Position at the end of December 2019

Department - Operational Services

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	9,587,050	7,061,189	7,333,791	272,601	2,525,861	
Premises Related Expenditure	3,155,630	2,300,053	2,233,950	(66,103)	855,577	
Transport Related Expenditure	469,870	285,671	334,274	48,604	184,200	
Supplies & Services	4,545,860	2,781,165	3,148,329	367,164	1,764,695	
Third Party Payments	4,895,370	2,840,301	2,843,974	3,673	2,055,069	
Transfer Payments	263,160	199,875	328,729	128,854	63,285	
Total Direct Expenditure	22,916,940	15,468,254	16,223,048	754,794	7,448,686	
Direct Income						
Government Grants	(658,860)	(496,750)	(496,753)	(3)	(162,110)	
Other Grants, Reimbursements and Contributions	(1,362,640)	(810,105)	(996,143)	(186,038)	(552,535)	
Sales, Fees and Charges	(8,240,970)	(6,530,271)	(7,180,542)	(650,271)	(1,710,699)	
Rents Receivable	(318,310)	(248,476)	(268,377)	(19,901)	(69,834)	
Direct Internal Income	(206,780)	(143,165)	(147,862)	(4,697)	(63,615)	
Total Direct Income	(10,787,560)	(8,228,767)	(9,089,677)	(860,911)	(2,558,793)	
Net Direct Costs	12,129,380	7,239,487	7,133,370	(106,117)	4,889,893	
Net Indirect Costs	4,049,780	(21,180)	(13,048)	8,132	4,070,960	
Total for Operational Services	16,179,160	7,218,307	7,120,322	(97,985)	8,960,853	

Department - Operational Services

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Corporate Director and Administration Operational Services	659,680	308,365	281,070	(27,295)	
Total for Public Realm	1,714,470	517,005	255,790	(261,215)	Income from car parks (£128k) and at the crematorium (£36k) are running ahead of the budget at the end of the quarter. However as was the case at the end of the second quarter, this position is offsetting reduced cemetery income of £61k at the end of December. In addition to these income items, expenditure remains behind profile for items such as building repairs and employee costs.
Total for Customer and Commercial Services	511,940	572,620	521,297	(51,323)	
Total for Sports and Leisure	3,145,180	415,154	635,230	220,075	Two items are included in Appendix H that respond to this overall deficit position (increase in utility costs and external income to support the Mayflower celebrations to meet spend already incurred). However, achieving income budgets remains a challenge for the service, with a proposed response currently being considered for reporting to members later in the year as part of the overall Leisure Strategy.

Department - Operational Services

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
Total for Housing and Environmental Health	2,877,800	1,318,616	1,183,136	(135,480)	A significant element of the variance to date relates to underspends against employee budgets along with a contribution receivable from ECC. This does however mask increases in homelessness costs which are now running £44k ahead of the profiled budget, which will be monitored over the last quarter of the year.
Page 85 Total for Building and Engineering	7,270,090	4,086,547	4,243,800	157,252	The primary variance to date (£428k) is due to the in-house Engineering Team undertaking work within the Council (mainly work previously undertaken by the main housing repairs contractor, Roalco, who went into liquidation last year) which has not yet been charged out. Work remains ongoing as part of a number of strands of work within the in-house team to process the recharges on a per job basis. This work needs to be completed by the end of the year to provide an accurate annual position for 2019/20 as part of the wider year end account closedown processes. At the present time it is assumed that the work undertaken will be accommodated within the existing budget in the Housing Revenue Account. In addition to the above, recycling credit income has moved ahead of the budget (£32k) along with income from garden waste (net £77k).
Total for Operational Services	16,179,160	7,218,307	7,120,322	(97,985)	

Financial Performance Report - General Fund Budget Position at the end of December 2019

Department - Planning and Regeneration

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	2,450,370	1,741,795	1,630,772	(111,023)	708,575	
Premises Related Expenditure	28,770	24,580	22,103	(2,477)	4,190	
Transport Related Expenditure	54,690	45,865	24,873	(20,992)	8,825	
Supplies & Services	4,883,823	1,825,030	1,116,727	(708,303)	3,058,793	
Third Party Payments	870	0	0	0	870	
Total Direct Expenditure	7,418,523	3,637,270	2,794,476	(842,795)	3,781,253	
Direct Income						
Government Grants	(52,960)	(52,960)	(52,978)	(18)	0	
Other Grants, Reimbursements and Contributions	0	0	(7,000)	(7,000)	0	
Sales, Fees and Charges	(1,696,983)	(1,261,802)	(1,412,958)	(151,156)	(435,181)	
Rents Receivable	(56,510)	(44,078)	(40,639)	3,439	(12,432)	
Total Direct Income	(1,806,453)	(1,358,840)	(1,513,575)	(154,735)	(447,613)	
Net Direct Costs	5,612,070	2,278,430	1,280,900	(997,530)	3,333,640	
Net Indirect Costs	1,053,240	0	0	0	1,053,240	
Total for Planning and Regeneration	6,665,310	2,278,430	1,280,900	(997,530)	4,386,880	

Department - Planning and Regeneration

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Corporate Director	600	84,315	98,707	14,392	
Total for Planning and Customer Services	22,590	1,144,945	988,970	(155,975)	The variance to date is primarily against employee budgets which are proposed to be used to support the cost of agency staff over the remainder of the year. (See Appendix H)
Total for Planning and Development	1,832,100	(501,102)	(455,309)	45,793	Planning income is running £146k ahead of the profiled budget at the end of the third quarter. It is however masking the continuation of increased costs responding to planning appeals / inquiries. These items have been included as in-year adjustments within Appendix H.
Total for Planning Policy	1,643,580	908,212	47,039	(861,174)	The position to date primarily reflects the timing of expenditure associated with the development of the Local Plan.
Total for Building Control	174,880	20,042	(13,215)	(33,258)	Income continues to remain ahead of the budget at the end of December 2019. (£19k)
Total for Regeneration	2,991,560	622,017	614,709	(7,308)	
Total for Planning and Regeneration	6,665,310	2,278,430	1,280,900	(997,530)	

Financial Performance Report - Housing Revenue Account Budget Position at the end of December 2019

Housing Revenue Account

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	1,090,540	496,560	472,428	(24,132)	593,980	
Premises Related Expenditure	3,533,870	2,443,059	2,439,799	(3,260)	1,090,811	
Transport Related Expenditure	20,370	15,278	23,028	7,751	5,093	
Supplies & Services	524,600	247,641	196,717	(50,924)	276,959	
Third Party Payments	1,030	773	0	(773)	258	
Transfer Payments	17,000	12,750	10,850	(1,900)	4,250	
Interest Payments	1,413,490	685,214	656,886	(28,328)	728,276	
Total Direct Expenditure	6,600,900	3,901,275	3,799,708	(101,567)	2,699,625	
Direct Income						
Other Grants, Reimbursements and Contributions	(8,000)	0	(1,612)	(1,612)	(8,000)	
Sales, Fees and Charges	(533,920)	(396,207)	(378,883)	17,324	(137,714)	
Rents Receivable	(12,843,320)	(9,654,416)	(9,573,987)	80,429	(3,188,905)	
Interest Receivable	(51,600)	0	0	0	(51,600)	
Total Direct Income	(13,436,840)	(10,050,622)	(9,954,481)	96,141	(3,386,218)	
Net Direct Costs	(6,835,940)	(6,149,347)	(6,154,774)	(5,426)	(686,593)	
Net Indirect Costs	6,835,610	0	0	0	6,835,610	
Net Contribution to/(from) Reserves	330	0	0	0	330	
Total for HRA	0	(6,149,347)	(6,154,774)	(5,426)	6,149,347	

Housing Revenue Account

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Finance - Financing Items	1,756,120	0	0	0	
Total for Corporate Director and Administration Operational Services	591,340	52,574	46,129	(6,445)	
Total for Customer and Commercial Services	(47,570)	(84,000)	(66,903)	17,097	
Total for Housing and Environmental Health	(6,217,010)	(8,234,938)	(8,229,876)	5,062	
Total for Building and Engineering	3,917,120	2,117,017	2,095,877	(21,140)	
Total for HRA	0	(6,149,347)	(6,154,774)	(5,426)	

Financial Performance Report - General Fund Capital Programme

Position at the end of December 2019

	Total Budget Allocated to Scheme* £	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
Expenditure						
Business and Economic Growth Portfolio						
SME Growth Fund Capital Grants	43,250	43,250	0	0	0	All funding has now been committed against qualifying projects, with funding to be drawn down by recipients at agreed milestones.
Starlings and Milton Road Redevelopment	1,599,180	1,599,180	6,610	6,608	(2)	Ground investigations are continuing in support of the next significant project milestone, which is the assembly of the necessary land.
Total for Business and Economic Growth Portfolio	1,642,430	1,642,430	6,610	6,608	(2)	
Corporate Finance and Governance Portfolio						
Audit management software	2,230	2,230	0	0	0	
Joint HR and Payroll System	1,780	1,780	0	0	0	
Information and Communications Technology Core Infrastructure	355,210	190,210	41,407	63,903	22,496	This capital sum, together with the IT strategic Investment budget below are now fully committed during 2019/20 to the office transformation network re-design and investment works and essential hardware upgrades, including the Council's security firewalls.

Financial Performance Report - General Fund Capital Programme

Position at the end of December 2019

	Total Budget Allocated to Scheme* £	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
IT Strategic Investment	35,180	35,180	0	20,567	20,567	See Information and Communications Technology Core infrastructure comment re: office transformation network re-design.
Agresso e-procurement	84,000	84,000	0	0	0	
Individual Electoral Registration - Scanning Equipment	1,560	1,560	0	0	0	
Enhanced Equipment replacement - Printing and Scanning	15,860	12,250	9,650	9,652	2	
Office Rationalisation	1,038,440	1,006,680	371,065	550,013	178,948	Expenditure on transformation is running slightly ahead of profile as work at Barnes house and Westleigh House have both completed and work at the Town Hall continues. Payments are likely to slow over the next two months and expenditure will continue reasonably uniformly to the end of the project with an amount of carry forward to be requested to allow for the lag of payments against work and the completion of the project in the next financial year.
Total for Corporate Finance and Governance Portfolio	1,534,260	1,333,890	422,122	644,136	222,013	

Financial Performance Report - General Fund Capital Programme

Position at the end of December 2019

	Total Budget Allocated to Scheme* £	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
Environment and Public Space Portfolio						
Cranleigh Close, Clacton, landscaping works	7,830	7,830	6,000	5,997	(3)	
Environmental Health Database Migration	5,250	5,250	0	0	0	The Service is reviewing this budget as part of the wider Digital Transformation Project.
Public Access Module to CAPS	54,140	54,140	0	0	0	The Service is reviewing this budget as part of the wider Digital Transformation Project.
Laying Out Cemetery	168,470	0	0	640	640	The works element of this project has been profiled to 2020/21.
Crematorium and Cemeteries Road Works	163,000	163,000	131,810	131,811	1	Remaining works to commence March 2020.
Bath House Meadow Play Area, Walton	4,870	4,870	0	0	0	Works finished, with retention due to be paid.
Changing Place Facilities, Walton	1,500	1,500	1,500	1,551	51	Scheme Complete.
Resurfacing Works, Off Valley Road	6,770	6,770	640	635	(5)	Remaining works to be completed by March 2020.

Financial Performance Report - General Fund Capital Programme

Position at the end of December 2019

	Total Budget Allocated to Scheme* £	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
Waste Collection Wheeled Bins	945,870	945,870	945,870	996,738	50,868	Main rollout of wheeled bins complete. Further purchases made to meet the requirement for additional recycling containers and bins with budget adjustment included in App H.
Bath House Meadow Security Measures	20,000	20,000	0	0	0	Project due to commence February 2020.
Factoron Multi-Storey car park repairs	180,000	180,000	0	0	0	This scheme remains under review as costs estimated at more than the budget - opportunities to re-scale the project are being explored.
Public Convenience Works	40,000	40,000	0	0	0	Demolition and Refurbishment works expected to be completed by March 2020.
Total for Environment and Public Space Portfolio	1,597,700	1,429,230	1,085,820	1,137,373	51,553	
Housing Portfolio						
Replacement of High Volume Printers	29,000	29,000	0	0	0	
Replacement debit and credit card payment facility	14,630	14,630	0	0	0	
Replacement Scan Stations	12,000	0	0	0	0	This scheme has been profiled to 2020/21.

Financial Performance Report - General Fund Capital Programme Position at the end of December 2019

	Total Budget Allocated to Scheme* £	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
Housing in Jaywick	498,750	498,750	30,663	30,659	(4)	
Private Sector Renewal Grants/Financial Assistance Loans	325,260	325,260	22,660	22,655	(5)	
Disabled Facilities Grants	7,439,960	5,168,960	1,168,210	1,168,206	(4)	
Private Sector Leasing	75,660	75,660	0	0	0	
Empty Homes funding	164,220	164,220	0	0	0	This project is being reviewed to identify alternative options / opportunities as part of the Council's wider investment plan.
Total for Housing Portfolio	8,559,480	6,276,480	1,221,532	1,221,520	(12)	
Independent Living Portfolio						
Careline - Replacement Telephone System	37,210	37,210	360	356	(4)	
Total for Independent Living Portfolio	37,210	37,210	360	356	(4)	

Financial Performance Report - General Fund Capital Programme

Position at the end of December 2019

	Total Budget Allocated to Scheme* £	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
Leisure and Tourism Portfolio						
Replacement of beach hut supports - The Walings	11,620	0	0	0	0	
Princes Theatre Toilets	40,000	40,000	0	0	0	Project rolled into the main office transformation project with delivery scheduled in 20/21.
Town Centre Fountain	160,000	160,000	0	0	0	Alternative options for this site remain under consideration as part of the Council's wider investment plan and priorities.
Dovercourt Bay Lifestyles CCTV	49,500	49,500	49,500	26,000	(23,500)	The project is under spent by £23K as a cheaper option was procured out of 2 potential camera types. It is proposed to utilise £15K of the under spend to fund the purchase of gym equipment as it would provide a cheaper option than the alternative of leasing it.
CLC - Spa and Wetside Re-development	525,000	525,000	0	0	0	A contract administrator has been appointed. Specification is now being written with a target to send out for tender before the end of the financial year.
Venetian Bridge Clacton	0	0	0	9,620	9,620	Works Complete.
New Beach Huts	64,600	64,600	0	0	(0)	Project awaiting completion of lease agreement before building of huts can commence.

Financial Performance Report - General Fund Capital Programme Position at the end of December 2019

	Total Budget Allocated to Scheme* £	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
Cliff Stabilisation Scheme	2,108,320	2,108,320	1,640,930	1,640,933	3	
Marine Parade West Clacton Cliff Works	49,380	49,380	9,590	9,584	(6)	
Wood Wall, Walton On The Naze	7,590	7,590	5,693	3,500	(2,193)	Works Complete.
Purchase of Street Cleansing Equipment	43,570	43,570	43,570	40,090	(3,480)	
Total for Leisure and Tourism Portfolio	3,059,580	3,047,960	1,749,283	1,729,727	(19,555)	
Total Approved General Fund Capital Programme	16,430,660	13,767,200	4,485,727	4,739,719	253,992	

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

Financial Performance Report - Housing Revenue Account Capital Programme Budget Position at the end of December 2019

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
Improvements, enhancement & adaptation of the Council's housing stock	3,215,410	2,309,060	2,242,832	(66,229)	
IT Upgrade & Replacement	20,000	2,820	3,117	297	
Disabled Adaptations	458,210	326,617	296,003	(30,614)	
Cash Incentive Scheme	60,000	0	0	0	
New Build Initiatives and Acquisitions	1,951,260	525,424	186,733	(338,691)	
Jaywick Sands - New Build/Starter Homes	1,006,810	881,810	888,613	6,803	
Total Housing Revenue Account Capital Programme	6,711,690	4,045,732	3,617,298	(428,433)	

New-Build and Acquisitions - Subject to 1-4-1 Pooling Retained Receipts Regulations

	Required Expenditure to meet MHCLG Target				Remaining Expenditure Required to Meet MHCLG Target
MHCLG Target Date for Expenditure	30 % 1-4-1 Receipts to Retain from MHCLG £	70 % Expenditure Required by TDC £	Total Expenditure Required to Retain Receipts £	Total Actual Expenditure by TDC £	Total Expenditure £
31/12/2019	30,646	71,506	102,152	102,152	0
31/03/2020	124,070	289,496	413,566	413,566	0
30/06/2020	82,820	193,246	276,066	276,066	0
30/09/2020	160,839	375,291	536,130	466,990	69,140
31/12/2020	381,031	889,074	1,270,105	0	1,270,105
31/03/2021	45,057	105,136	150,193	0	150,193
30/09/2022	185,551	432,954	618,505	0	618,505
31/12/2022	113,411	264,626	378,037	0	378,037
Cumulative Expenditure	1,123,425	2,621,329	3,744,754	1,258,774	2,485,980

Collection Performance : Position at the end of December 2019

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

Council Tax			Business Rates																																
<table border="1"> <caption>Council Tax Collection Performance</caption> <thead> <tr> <th>Quarter</th> <th>2018/19</th> <th>2019/20</th> </tr> </thead> <tbody> <tr> <td>Quarter 1</td> <td>29.44%</td> <td>30.64%</td> </tr> <tr> <td>Quarter 2</td> <td>56.09%</td> <td>55.86%</td> </tr> <tr> <td>Quarter 3</td> <td>82.52%</td> <td>82.25%</td> </tr> <tr> <td>Quarter 4</td> <td>96.96%</td> <td></td> </tr> </tbody> </table>			Quarter	2018/19	2019/20	Quarter 1	29.44%	30.64%	Quarter 2	56.09%	55.86%	Quarter 3	82.52%	82.25%	Quarter 4	96.96%		<table border="1"> <caption>Business Rates Collection Performance</caption> <thead> <tr> <th>Quarter</th> <th>2018/19</th> <th>2019/20</th> </tr> </thead> <tbody> <tr> <td>Quarter 1</td> <td>30.48%</td> <td>30.21%</td> </tr> <tr> <td>Quarter 2</td> <td>56.40%</td> <td>55.03%</td> </tr> <tr> <td>Quarter 3</td> <td>81.42%</td> <td>81.36%</td> </tr> <tr> <td>Quarter 4</td> <td>97.92%</td> <td></td> </tr> </tbody> </table>			Quarter	2018/19	2019/20	Quarter 1	30.48%	30.21%	Quarter 2	56.40%	55.03%	Quarter 3	81.42%	81.36%	Quarter 4	97.92%	
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Housing Rents			General Debt																																
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Quarter 4	97.82%		Quarter 4	96.89%																															

Treasury Activity : Position at the end of December 2019

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

TREASURY ACTIVITY

Borrowing	Opening Balance 1 April £'000	Borrowing to date £'000	Borrowing Repaid to date £'000	Balance to Date £'000	Comments
Long Term PWLB Borrowing - GF	306	0	49	257	
Long Term PWLB Borrowing - HRA	41,770	0	1,373	40,397	
TOTAL BORROWING	42,076	0	1,422	40,654	
Investments	Opening Balance 1 April £'000	Investments to date £'000	Investments Repaid to date £'000	Balance to Date £'000	Comments
<i>Investments less than a year</i>					
Investments with UK Government via Treasury Bills/Investments with DMO, and Local Authorities and other public bodies	47,000	214,400	206,600	54,800	Net investments have increased over the reporting period due to the timing of the Council's cash flow such as expenditure budgets behind profile or income being received ahead of expenditure.
Investments with UK financial Institutions (including Money Market Funds)	12,470	33,024	33,800	11,694	At the end of the period, investments were held with 7 counterparties.
Investments with non-UK Financial institutions	0	0	0	0	
Total Investments for less than a year	59,470	247,424	240,400	66,494	
<i>Investments for longer than a year</i>	0	0	0	0	
TOTAL INVESTMENTS	59,470	247,424	240,400	66,494	
Interest Paid / Received	Full Year Budget £'000	Profiled Budget to Date £'000	Actual to Date £'000	Variance to date £'000	Comments
Interest Paid on Borrowing - GF	22	10	10	0	The weighted average rate of interest on the Council's GF borrowing is currently 7.81%. (on an accrued basis).
Interest Paid on Borrowing - HRA	1,413	685	657	(28)	The weighted average rate of interest on the Council's HRA borrowing is currently 3.42%. (on an accrued basis)
Interest Received on Investments	(456)	(359)	(451)	(92)	The weighted average rate of interest being received on the Council's investments is currently 0.84%. (on an accrued basis)
PRUDENTIAL INDICATORS					
	Approved Indicator £'000	Highest amount reached in the period £'000	Comments		
Authorised limit for external borrowing	76,455	42,076	Borrowing has remained within approved limits.		
Operational boundary for external borrowing	67,704				

Income from S106 Agreements

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

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

ALLOCATED / BEING SPENT

Scheme	Amount Committed / Planned to be Spent in 2019/20 (including accrued interest as appropriate) £'000
Capital Schemes	
Cranleigh Close, Clacton - landscaping works	8
Valley Road, Car Park Resurfacing	7
Revenue Schemes and other Contributions	207
TOTAL	222

UNALLOCATED / UNCOMMITTED TO DATE

Permitted Use as per S106 Agreement	Amount Held / 'Spend by' Date			
	Less than 1 Year £'000	1 to 2 Years £'000	2 to 4 Years £'000	4 years + £'000
Regeneration Programme and Other Initiatives	0	0	0	2
Affordable Housing	0	0	0	652
Town Centre Improvements	0	0	0	43
Habitat Protection	0	0	0	3
Open Space*	2	3	43	1,105
TOTAL	2	3	43	1,805

* For schemes with a 'spend by' date of less than one year, this money must be spent as follows
£2,000 by November 2020

Proposed Adjustments to the Budget December 2019

Description	Expenditure Budget £	Income Budget £	Reason for Adjustment
GENERAL FUND REVENUE			
<i>The following items have no net impact on the overall budget</i>			
Grant receivable from Greater Anglia to support the Mayflower celebrations		(45,000)	Grant funding is expected from Greater Anglia to support this major event.
Creation of an expenditure budget for the Mayflower celebrations	45,000		
Planning agency staff	235,000		This adjustment reflects the estimated cost of employing agency staff for the period up to the end of March 2020 to maintain current service levels, given the on-going recruitment and retention issues within this area.
Local Development Framework Budget	(73,000)		
Planning staff vacancies	(162,000)		
To establish 2 additional fixed term contract posts (12 months) within the waste and recycling team to continue to promote recycling and provide administrative support along with allowing for an increase in the 2019/20 Revenue Contributions to the Capital Programme budget to reflect demand for recycling bins / boxes.	105,200		It is proposed to use the existing New Homes Bonus that was originally set aside to support the roll out of the new waste service to provide additional capacity within the team and to provide the necessary budget to provide bins / boxes (£224k would remain within the earmarked New Homes Bonus budget after this proposed adjustment and is in-line with the mitigation of the cost pressure relating to the supply of recycling bins / boxes that was included within the 2020/21 budget)
Use of New Homes Bonus	(105,200)		
Planning Appeals	130,000		Following on from the position reported at the end of the first and second quarters, costs are being incurred to support the Council in defending appeals and responding to inquiries. This cost is proposed to be met from increases in the underlying planning income budget being experienced so far to date.
Planning Income		(130,000)	
Legal Services agency staff	40,000		To reflect the use of temporary staff in the short term to provide the necessary capacity within the service following the recent loss of a permanent member of staff.
Legal Services staff vacancies	(40,000)		

Appendix H

Description	Expenditure Budget £	Income Budget £	Reason for Adjustment
Establishment of a New Urban and Rural Infrastructure Fund	1,184,310		This commits the full New Homes Bonus grant for 2019/20 to projects that link improvements in infrastructure to the unlocking of economic growth. Projects will be considered against this key criteria over the coming months and will be subject to separate reports as necessary.
New Homes Bonus Budget 2019/20	(1,184,310)		
Establishment of a New Tending Community Fund <u>in 2020/21</u>	500,000		This allocation is made from the £1.514m New Homes Bonus receivable from the Government in 2020/21 and aims to support community groups and organisations that in turn support our residents and local communities.
New Homes Bonus Budget <u>in 2020/21</u>	(500,000)		
Total General Fund Revenue with no net impact on the overall budget	175,000	(175,000)	

The following items will be adjusted against the Forecast Risk Fund			
General price increases relating to utility bills	73,440		To reflect price increases over the year which also replicates a cost pressure item built into the budget for 2020/21
Parks Improvement fund	22,710		This represents Government grant funding received in 2018/19 that was not ring-fenced to associated projects with the money being 'lost' within the overall general fund outturn position for that year. However the funding should have been carried forward in line with the grant expectations which this proposed adjustment corrects and enables the associated projects to be delivered this year.
Women's Cycle Tour 2020	100,000		To set aside funding to support the potential hosting of this event in 2020. The use of this funding is subject to a separate PFH report which is also expected to include a wider cycling festival style event.
Investment Income		(100,000)	Investment returns are running ahead of the budget with this proposed adjustment reflecting the estimated increase in income over 2019/20.
Use of waste transfer station along A12	(20,250)		As included within the 2020/21 budget, a saving on the waste contract budget is achievable following ECC agreeing terms for the use of their waste transfer site along the A12.

Description	Expenditure Budget £	Income Budget £	Reason for Adjustment
Increased recycling credit income		(50,000)	To reflect the improvements in the recycling rate and the knock on benefit of increased recycling credit income receivable from ECC.
Council tax benefit recoverable from prior years		(10,000)	This replicates an item built into the 2020/21 budget where income is receivable from adjustments to council tax accounts from the period prior to the introduction of the Local Council Tax Support Scheme.
Increased costs of operating recycling bring bank sites	30,000		This replicates an item already included in the 2020/21 budget that reflects the increase in costs due to the volatility of the recycling market where if the price of materials falls, then the Council has to pay for it to be collected rather than receiving income for it.
Estimated net business rates income for the year		(383,470)	This budget adjustment reflects the most up to date position in terms of income from business rates, including the estimated benefit in 2019/20 of continuing to a member of the Essex wide business rates pool.
Adjustment to Employee budgets	(107,970)		This adjustment reflects vacancies accrued during the year to date along with the most up to date standby and overtime payments and staff restructures.
Net Contribution <u>to</u> the Forecast Risk Fund	445,540		

Description	Expenditure Budget £	Income Budget £	Reason for Adjustment
GENERAL FUND CAPITAL			
Schemes Reprofiled			
None			
Other Changes to General Fund Capital Programme			
Increase in budget for recycling bins/boxes	50,870		Increase to an existing budget reflecting the Revenue Contribution to Capital adjustment set out above.
Total General Fund Capital Adjustment with no net impact on the overall budget	50,870		

HRA REVENUE			
The following items will be adjusted against the HRA General Balance			
None			

HRA CAPITAL			
None			

Financial Performance Report - Budget Position at the end of December 2019

Financial Summary - North Essex Garden Communities Project

	2019/20 Current Full Year Budget £	2019/20 Profiled Budget to date £	2019/20 Actual to date £	2019/20 Variance to Profile £	Comments
<u>Analysis by Type of Spend</u>					
Direct Expenditure					
Employee Expenses	417,166	292,800	295,464	2,664	
Premises Related Expenditure	165,263	142,838	137,666	(5,172)	
Transport Related Expenditure	42,333	60,000	30,167	(29,833)	
Supplies and Services	1,406,434	1,085,128	1,081,714	(3,414)	
Total Direct Expenditure	2,031,196	1,580,766	1,545,011	(35,755)	
Direct Income					
Government Grants	(600,000)	(600,000)	-	600,000	£550k announced in Jan 2020
Other Income	-	-	(3,000)	(3,000)	
Other Grants, Reimbursements and Contributions					
ECC	(150,000)	(150,000)	-	150,000	£150k invoiced in Jan 2020
CBC	(150,000)	(150,000)	-	150,000	
BDC	(350,000)	(350,000)	(350,000)	-	
TDC	(350,000)	(350,000)	(350,000)	-	
Total Direct Income	(1,600,000)	(1,600,000)	(703,000)	897,000	
Use of Reserves	(431,196)	-	(842,011)	(842,011)	
Net Direct Costs	-	(19,234)	-	19,234	
<u>Analysis by Activity</u>					
Local Plan / DPD	1,207,522	955,714	942,496	(13,218)	
Overheads	437,235	328,402	323,346	(5,056)	
Delivery Strategy	386,439	296,650	279,169	(17,481)	
Total Direct Expenditure	2,031,196	1,580,766	1,545,011	(35,755)	

UPDATED LONG TERM FINANCIAL FORECAST

APPENDIX J

Line	Budget 2017/18 £	Budget 2018/19 £	Budget 2019/20 £	Budget 2020/21 £	Estimate* 2021/22 £	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £
Underlying Funding Growth in the Budget										
1	(0.136)	(0.147)	(0.151)	(0.158)	(0.165)	(0.168)	(0.171)	(0.175)	(0.178)	(0.182)
2	(0.090)	(0.086)	(0.082)	(0.079)	(0.077)	(0.074)	(0.071)	(0.067)	(0.064)	(0.060)
3	0.000	(0.131)	(0.110)	(0.110)	(0.136)	(0.138)	(0.141)	(0.144)	(0.147)	(0.150)
4	(0.148)	(0.293)	(0.576)	(0.365)	(0.187)	(0.198)	(0.208)	(0.219)	(0.230)	(0.242)
5	(0.218)	(0.652)	(0.710)	(1.360)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
	(0.592)	(1.309)	(1.629)	(2.072)	(0.665)	(0.678)	(0.691)	(0.705)	(0.719)	(0.734)
Net Cost of Services and Other Adjustments										
6	0.914	0.580	0.648	(0.007)	0.429	0.000	0.000	0.000	0.000	0.000
7	(0.155)	(0.315)	(0.112)	0.013	(0.393)	0.000	0.000	0.000	0.000	0.000
8	(0.020)	0.218	0.652	0.710	1.360	0.100	0.100	0.100	0.100	0.100
9	0.125	0.514	0.635	0.615	0.374	0.378	0.382	0.387	0.391	0.395
10	0.000	0.088	0.221	0.231	0.163	0.167	0.172	0.177	0.182	0.188
11	(0.268)	(0.055)	(0.115)	0.000	(0.090)	0.000	0.000	0.000	0.000	0.000
12	0.000	(0.049)	(0.055)	0.000	(0.036)	0.000	0.000	0.000	0.000	0.000
13	0.000	(0.150)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
14	(0.100)	0.000	0.000	(0.045)	0.000	0.000	0.000	0.000	0.000	0.000
15	0.287	0.374	(0.069)	1.103	0.000	0.000	0.000	0.000	0.000	0.000
16	(0.879)	(0.290)	(0.328)	(0.301)	(0.450)	(0.450)	(0.450)	(0.450)	(0.450)	(0.450)
17	1.046	0.114	0.153	0.884	0.150	0.150	0.150	0.150	0.150	0.150
18	0.000	(0.134)	(0.118)	(1.157)	0.000	0.000	0.000	0.000	0.000	0.000
	0.950	0.895	1.512	2.045	1.507	0.346	0.355	0.364	0.373	0.382
Net Total	0.358	(0.414)	(0.117)	(0.027)	0.842	(0.333)	(0.337)	(0.341)	(0.346)	(0.352)
Add back Use of Reserves / Forecast Risk Fund in Prior Year	0.200	0.558	0.144	0.027	(0.000)	0.842	0.509	0.172	(0.169)	(0.515)
Net Budget Position	0.558	0.144	0.027	(0.000)	0.842	0.509	0.172	(0.169)	(0.515)	(0.867)
Use of Forecast Risk Fund to support the Net Budget Position	(0.558)	(0.144)	(0.027)	0.000	(0.842)	(0.509)	(0.172)	0.169	0.515	0.867

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

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

Outturn b/fwd from prior years	(0.558)	(1.934)	(2.780)	(3.253)	(3.753)	(3.411)	(3.402)	(3.730)	(4.399)	(5.414)
Applied in year as set out in the forecast above	0.558	0.144	0.027	(0.000)	0.842	0.509	0.172	(0.169)	(0.515)	(0.867)
Additional contributions generated in year	(1.934)	(0.990)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)
Balance to Carry Forward	(1.934)	(2.780)	(3.253)	(3.753)	(3.411)	(3.402)	(3.730)	(4.399)	(5.414)	(6.780)

FORECAST SENSITIVITIES	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Totals
	£	£	£	£	£	£	£
Forecast Budget Gap / (Surplus) from table above (BASE Position)	0.842	0.509	0.172	(0.169)	(0.515)	(0.867)	(0.027)
<i>Revised Forecast Budget GAP / (SURPLUS) in the event of the following possibilities</i>							
Council Tax Increase are lower by 1% per annum compared to the base	0.926	0.680	0.434	0.189	(0.059)	(0.308)	1.863
Property Growth does not grow over the life of the forecast	1.029	0.707	0.380	0.050	(0.285)	(0.625)	1.257
Property Growth is lower by 5% compared to the base	0.851	0.527	0.198	(0.134)	(0.471)	(0.814)	0.158
Inflation increases at a rate of +1% faster than the base	1.075	0.753	0.427	0.097	(0.238)	(0.579)	1.536
Inflation decreases at a rate of 1% slower than the base	0.609	0.265	(0.083)	(0.435)	(0.792)	(1.155)	(1.590)
Savings achieved are lower by 10% per annum compared to the base	0.887	0.599	0.307	0.011	(0.290)	(0.597)	0.918
Savings achieved are lower by 20% per annum compared to the base	0.932	0.689	0.442	0.191	(0.065)	(0.327)	1.863
Unmitigated Cost Pressures are greater by 10% per annum compared to the base	0.857	0.539	0.217	(0.109)	(0.440)	(0.777)	0.288
Unmitigated Cost Pressures are greater by 20% per annum compared to the base	0.872	0.569	0.262	(0.049)	(0.365)	(0.687)	0.603

Relevant line of the Forecast	RAG Assessment of Risk	Comments
Underlying Funding Growth in the Budget		
Council Tax Increase 1.99%		Although this is subject to future Government policy, it is expected that an allowable inflationary uplift will always be a feature in the Local Government finance settlement and associated Council Tax referendum principles
Ctax increase by £5 (amounts set out are over and above the 1.99% above)		Although similar to the above, there is less certainty around the level of increase that the Government may allow over and above a 'base' inflationary uplift. However it is expected that such increases will be allowable in the short term without invoking the need to hold a referendum. This will remain subject to on-going review.
Growth in Business rates - Inflation		Similar to Council Tax above, based on the historic trend of inflationary uplifts in the poundage applied to rateable values, modest inflationary increases are relatively certain over the life of the forecast.
Growth in Business rates / council tax - general property growth		Underlying growth in business rates and Council Tax are expected to remain relatively stable and robust over the life of the forecast. The two main risks relate to major economic changes and future Government Policy, especially in relation to business rates where the Government remains active in developing a 75% retention model across the public sector based on a fair funding assessment. This model could see the Government introduce business rate 'resets' which could see income from economic growth being reduced on a cyclical basis as part of a redistribution method nationally. The Government continues to consult on the associated proposals but the risk to the forecast remains significant.
Collection Fund Surpluses b/fwd		Following the latest review of the forecast and using the most up to date figures, collection fund surpluses of £1.360m have been included in the 2020/21 budget. This is expected to return to more modest amounts which are included in future years of the forecast with a high degree of confidence in their delivery. (The forecast excludes any benefit from being a member of the Essex Business Rates Pool as it is accounted for on an actual basis rather than building it into the base budget given its one-off nature and complexities in the overall business rate calculations)
Net Cost of Services and Other Adjustments		
Reduction in RSG		Given the unexpected revenue support grant in 2020/21, it is very unlikely to continue unless there was a further delay in the Government moving to the new business rates retention model. Therefore there is a fair degree of certainty in respect of this line of the forecast.
Remove one-off items from prior year		These are known adjustments
Remove one-off items from prior year - Collection Fund Surplus		These are known adjustments based on the assumptions set out above concerning the year on year change in the collection fund position
Inflation - Employee Costs (including annual review adjustments)		It was initially hoped that the significant increases across 2018/19 and 2019/20 would limit further increases in the short term. However the recent pay claim submitted by the union sets out a figure of 10% for 2020/21. Therefore the inflationary allowance was increased to 2% in 2020/21 and 1.5% from 2021/22 onwards.
Inflation - Other		Although the Government's target CPI inflation is 2%, this is a long term target which will inevitably see fluctuations over short financial cycles. However 2% and 3% remain the basis for calculating an inflationary allowance for contracts and budgets that are based on either CPI or RPI respectively.
First / Second / Third year impact of PFH WP Savings		These are known adjustments which will be delivered in total but is recognised that the timing may differ to that originally anticipated which will be reflected in the forecast. The item included in 2021/22 relates to the annual revenue savings expected from the disposal of Weeley Council Offices
LCTS Grant To Parish Council's		These are known adjustments based on the Council's agreed policy of reducing support in line with it's own reduction in Government funding. The Government have raised the issue of Councils not passporting on the relevant funding which may require the existing policy to be revisited but this is only a limited risk with the total grant reducing to zero from 2021/22.
Specific change in Use of Reserves		Changes in the use of reserves primarily reflect other changes elsewhere in the budget/ forecast so are not a significant risk in isolation.
On-going savings required		This line of the budget fundamentally acts as the 'safety valve' for other changes elsewhere in the forecast and would need to be increased if adverse issues were experienced or estimates were not in line with predictions. Although the long term forecast provides flexibility in the timing of the delivery of such savings, it is important that on-going savings continue to be secured to meet the amounts set out in the forecast.

Relevant line of the Forecast	RAG Assessment of Risk	Comments
Unmitigated Cost Pressures		<p>It is recognised that this line of the forecast presents one of the highest risks, especially given the amount of unavoidable cost pressures included in 2020/21. On-going revenue items remain the most difficult items to respond to. Although one-off items, such as those associated with repairing / refurbishing assets could also have a significant impact on the forecast, one-off funding has been made available elsewhere in the budget to support these costs which therefore contributes to the mitigation of this risk.</p> <p>One of the most significant risks within this line of the budget relates to external income, especially from elsewhere in the public sector where similar financial pressures are being experienced. Such items include the funding from the major preceptors in respect of the Council Tax Sharing agreement, which totals over £700k each year. This has been reflected in the forecast based on ECC's current commitment, but it may need to be increased based on future proposals put forward by ECC.</p> <p>To support the management of risks, the Council continues to resist using one-off money, such as the New Homes Bonus, to support the on-going base budget.</p>

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

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