



## RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

<b>DATE:</b>	<b>Monday, 16 December 2019</b>
<b>TIME:</b>	<b>7.30 pm</b>
<b>VENUE:</b>	<b>Council Chamber - Council Offices, Thorpe Road, Weeley, CO16 9AJ</b>

### MEMBERSHIP:

**Councillor M Stephenson (Chairman)**  
**Councillor Scott (Vice-Chairman)**  
**Councillor Allen**  
**Councillor Barry**  
**Councillor Bray**

**Councillor Codling**  
**Councillor Griffiths**  
**Councillor Morrison**  
**Councillor Turner**

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

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

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

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

**DATE OF PUBLICATION: Thursday, 5 December 2019**

## **AGENDA**

### **1 Apologies for Absence and Substitutions**

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

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

To confirm and sign as a correct record, the minutes of the last meeting of the Committee, held on Monday 14 October 2019.

### **3 Declarations of Interest**

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

### **4 Questions on Notice pursuant to Council Procedure Rule 38**

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

### **5 Recommendations Monitoring Report (Pages 9 - 12)**

To present to the Committee the updated Recommendations Monitoring Report, outlining any recommendations the Committee have sent to Cabinet. The Committee is requested to consider the report and determine whether any further action is required on the recommendations submitted.

### **6 Report of Deputy Chief Executive - A.1 - Performance Report Quarter 2 2019/20 (Pages 13 - 52)**

To enable the Committee to scrutinise the performance monitoring system and whether it is capturing the right level of data to support delivery of the Corporate Plan and its priorities and projects, and to make recommendations thereon. In addition, to scrutinise whether there is performance, as identified in the monitoring data, that warrants scrutiny of an activity and to determine whether and how that scrutiny should take place; including it, as appropriate, in the work programme.

### **7 Report of the Deputy Chief Executive - A.2 - Corporate Budget and Financial Forecast Monitoring 2019/20 Second Quarter (Pages 53 - 110)**

To enable the Committee to undertake scrutiny of the Council's financial position against the budget as at the end of September 2019 and the updated forecast on an on-going basis as part of developing the budget for 2020/21 and beyond.

### **8 Review of the Work Programme (Pages 111 - 118)**

To enable the Committee to consider its current Work Programme 2019/20, and decide whether to make any changes to it.

## **9     Scrutiny of Proposed Decisions (Pages 119 - 120)**

Pursuant to the provisions of Overview and Scrutiny Procedure Rule 13, the Committee will review any new and/or amended published forthcoming decisions relevant to its terms of reference and decide whether it wishes to enquire into any such decision before it is taken.

Matters may only be raised on those forthcoming decisions at Committee meetings where the Member has notified the Committee Services Manager in writing (or by personal email) of the question they wish to ask, no later than Midday, two working days before the day of the meeting.

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

*The next scheduled meeting of the Resources and Services Overview and Scrutiny Committee is to be held in the Town Hall, Station Road, Clacton-on-Sea, CO15 1SE at 9.30 am on Monday, 6 January 2020.*

## **Information for Visitors**

### **FIRE EVACUATION PROCEDURE**

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

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

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

Your calmness and assistance is greatly appreciated.

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE RESOURCES AND SERVICES OVERVIEW  
AND SCRUTINY COMMITTEE,  
HELD ON MONDAY, 14TH OCTOBER, 2019 AT 7.30 PM  
IN THE COUNCIL CHAMBER - COUNCIL OFFICES, THORPE ROAD, WEELEY,  
CO16 9AJ**

<b>Present:</b>	Councillors M Stephenson (Chairman), Scott (Vice-Chairman), Allen, Barry, Bray, Codling, Griffiths, Morrison and Turner
<b>Also Present:</b>	Councillor Michael Bush
<b>In Attendance:</b>	Paul Price (Corporate Director (Operational Services)), Richard Barrett (Head of Finance, Revenues and Benefits Services & Section 151 Officer), Keith Simmons (Head of Democratic Services and Elections), Anastasia Simpson (Head of People, Performance and Projects), Michael Carran (Head of Sport and Leisure), Katie Wilkins (Human Resources and Business Manager) and Charlotte Cooper (Committee Services Officer)

**19. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

There were none on this occasion.

**20. MINUTES OF THE LAST MEETING**

The minutes of the previous meeting held on 29 July 2019 were approved as a correct record and signed by the Chairman.

**21. DECLARATIONS OF INTEREST**

Councillors Allen and Turner declared that, in relation to Agenda Item 6 – Scrutiny of Proposed Decisions, they were Town Councillors on Frinton and Walton Town Council which was due to consider the ‘Spendells’ site and would submit views thereon to this Council in the near future.

**22. QUESTIONS ON NOTICE PURSUANT TO COUNCIL PROCEDURE RULE 38**

On this occasion no Councillor had submitted notice of a question.

**23. RECOMMENDATIONS MONITORING REPORT**

The Committee had before it the current Recommendations Monitoring Report. The Committee were aware that this report outlined any recommendations it had made to the Cabinet, the Cabinet’s response and any relevant updates.

The report outlined one update to an item considered previously at the last meeting of the Committee on 29 July 2019 (minute 13 refers) with regards to two empty properties of the Council (Honeycroft and Spendells). In early August 2019, the Members of the

Committee had been advised it had been intended to demolish Honeycroft at the same time as another large building (which was identified as the Mermaid Building in Jaywick Sands). The advice in early August had also been that a proposal from a partner agency for the Spendells site had been at too early a stage to divulge the detail of the partner agency. The Corporate Director Operational Services advised the Committee at the meeting that the discussions with the partner agency had since been discontinued.

The Committee were further updated in respect of the unsuccessful recruitment exercise for the building surveyor/project manager role identified in the response from the Cabinet. Consequently, the Council's Building and Engineering Manager was now considering outsourcing the bulk of the process, whilst retaining overall monitoring within the department given the complexity of the demolition process. It was anticipated that a report would be submitted to this November's Cabinet meeting.

After some deliberation it was **RESOLVED** that the Committee notes the contents of the report. The issue was now marked as completed within the Recommendations Monitoring Report.

#### **24. SCRUTINY OF PROPOSED DECISIONS**

Pursuant to the provisions of Overview and Scrutiny Procedure Rule 13, the Committee reviewed any new and / or amended published forthcoming decisions relevant to its terms of reference with a view to deciding whether it wished to enquire into any such decision before it was taken. The relevant forthcoming decisions were before the Committee. The Committee was advised that the report referenced the lead Officers rather than the decision maker. The Committee was advised that rather than the officers identified in the report, the decisions would actually be taken by Cabinet in a meeting or by the relevant Portfolio Holder.

The list of proposed decisions include one for "The future use of Spendells House, Walton-on-the-Naze". In respect of this item Councillors Allen and Turner declared that this would be discussed at a Frinton and Walton Town Council Meeting and the recommendations of that Town Council would be sent to this Council in the near future.

After some deliberation it was **RESOLVED** that the Committee noted the list of forthcoming decisions. It did not amend its work programme to include any item on the list.

#### **25. PERFORMANCE REPORT QUARTER 1 2019/20**

The Committee had before it a report of the Deputy Chief Executive which presented the Performance Report for Quarter One (April – June 2019) ("Q1") including the Corporate Plan and Priorities and Projects 2018/19.

Appendix A to that report contained details of the 17 indicators and projects. Where performance was measured, 10 (59%) were on or above their expected targets. 5 (29%) were not currently in line with the expected performance and for 2 (12%) there was currently no data available.

Members were informed that any feedback they had from this report would be presented to a future meeting of the Cabinet as a separate reference report.

The Council's Human Resources & Business Manager (Katie Wilkins) gave the Committee an update in respect of the indicators and projects with particular focus on those indicators that were currently listed as "Behind Target".

Several Members of the Committee referenced the absence of data for 'Missed Bin Collections' and for 'Recycling Rate' in the Targets section of the Performance Report. Albeit that this was for Q1 of 2019/20, and therefore prior to the roll out of the new wheeled bin based waste collection service, Members expressed concerned that the data was not available given that it was now Q3 of that year. Although the Committee did not have Q2 data before it, there were several comments about the new wheeled bin based waste collection service rolled out in Q2. The Corporate Director (Operational Services) referenced the extent to which teething problems with the new service had occurred and he also reported on specific issues currently being faced by Veolia, the Council's waste and recycling collection contractor. In particular, the level of recycled material being collected by Veolia was proving difficult to accommodate in the separate weekly rounds that took place in the District on Thursdays. The Corporate Director confirmed that for the performance data the Council used verified data received from Essex County Council and it was the absence of data from the County Council that meant that this had been reported as unavailable in the Q1 performance report submitted to the Committee. There was therefore no guarantee that he could give that this data would be available for the Q2 and subsequent reports.

Consideration was also given to the element of the report on Jaywick Sands which recorded the targets there as "Behind Target" and indicated that several milestones of the target were 'currently on hold'. The Corporate Director (Operational Services) advises the Committee that a key issue in respect of this was an updated flood risk assessment currently being undertaken by the Environment Agency to take account of climate change predictions. This was anticipated in 2-3 weeks and would be used to develop a spatial plan for the area. This spatial plan was critical to avoid poorly co-ordinated piecemeal development that did not maximise the opportunities of development to revitalise the area. Officers agreed to seek a response to a Member's question on this issue.

In respect of the target of achieving 'Cloud migration' planning and for 40% of services to be migrated (within the aim of Creating a Quality Environment for our Staff), a question was asked about the use of Microsoft Office 365 and there was a concern expressed that this was a more costly option when compared with other options.

After some deliberation by the Committee it was **RESOLVED** that the Committee notes the contents of the Performance Report Quarter 1 2019/20; records its thanks for the staff of the Council in respect of the work undertaken as recorded in the Performance Report and determines that it shall for the time being continue to seek an update in these Performance Reports on the project 'Transforming Tendring'.

## 26. CORPORATE PLAN

With the approval of the Committee, the Chairman identified that Agenda item 10 – Corporate Plan, would now be considered at this point in the meeting.

The Committee had before it a Report of the Deputy Chief Executive – New Corporate Plan 2020-24, which sought that the Committee note the new Corporate Plan 2020-24 and determined whether it has any comments or recommendations it wishes to put forward to the relevant Portfolio Holder or Cabinet.

The report to this Committee also included the report to the Cabinet meeting on 13 September 2019 (minute 34 referred) in respect of the Draft Corporate Plan, Corporate Plan Timetable and Consultation Proposals.

The Council's Head of People Performance and Projects was in attendance and presented to the Committee key elements from the above. This presentation was then circulated to the Committee after the meeting.

After some deliberation it was **RESOLVED** to note that the deadline for consultation responses on the emerging Corporate Plan was 21 October 2019.

It was then further **RESOLVED** that this Committee recommends to Cabinet that the content of the emerging Corporate Plan 2020-2024 should be supported.

## **27. REVIEW OF THE WORK PROGRAMME**

The Committee had before it an updated Work Programme 2019/20 that outlined the scrutiny to be undertaken by this Committee in the remainder of that Municipal Year. It had been expanded from that originally approved following discussions undertaken by the Head of Democratic Services and Elections with officer colleagues. Scrutiny must be Member led and as such the Committee was asked to consider the detail now submitted and confirm or amend the scope of the reviews in the work programme; including the expectations of this Committee for the scrutiny reviews. This detail would be further expanded to include whether the relevant Portfolio Holder and others were to be invited to give evidence as part of those reviews.

The Committee also had referred to it the decision of the Community Leadership Overview and Scrutiny Committee on 5 August 2019 (Minute 64 referred) that this Committee scrutinise the budget arrangements for the delivery of 200 homes agreed by Cabinet at its meeting on 19 July 2019, and as part of that exercise to examine the financial deliverability of building up to 500 new homes, as suggested in the statement by the Leader of the Liberal Democrat Group, and where this number of new council homes could actually be accommodated.

After some deliberation it was **RESOLVED** that:

- (1) The Work Programme for the Committee be amended to accommodate an interim scrutiny of the implementation of the new waste and recycling collection service at the meeting of the Committee scheduled for 28 November 2019. Veolia (the contractor undertaking the service) and the Portfolio Holder for Environment and Public Space are to be invited to this meeting to provide information on that implementation and to respond to questions thereon.

- (2) Further to (1) above, the Chairman of the Committee be authorised to seek the views of all District Councillors on the implementation of the new waste/recycling service and possible, the experiences of the residents of their Wards and possible questions for Veolia's representatives and the Portfolio Holder with a view to these being collated and assist the Committee in its interim scrutiny.
- (3) The Chairman of the Committee and the Head of Democratic Services and Elections be requested to consider arrangements for the annual budget scrutiny, currently scheduled in the Work Programme for 16 December 2019 and 8 January 2020 (commencing at 9.30am on both days) with a view to developing proposals to conduct that scrutiny (and that therefore may change the arrangements in the Work Programme); the proposals would then be submitted to the members of this Committee for consideration.

## **28. NORTH ESSEX GARDEN COMMUNITIES JOINT SCRUTINY PANEL**

The Committee were aware that at its meeting on the 29 July 2019 (minute 15 referred) it was resolved to create a new North Essex Garden Communities (NEGC) Joint Scrutiny Panel with the Community Leadership Overview and Scrutiny Committee.

At the meeting the Council's Head of Democratic Services and Elections provided the Committee with a verbal update on the decisions taken by the Chairmen of the two Overview and Scrutiny Committees following a process of considering the membership of the Panel. The two Chairmen proposed that the membership of the Joint Scrutiny Panel should compromise of;

Councillor M Stephenson (Chairman)  
Councillor Bush  
Councillor Griffiths  
Councillor Steady  
Councillor Turner

Notice of the above had been submitted to the Committee in an email of 3 October 2019 from the Head of Democratic Services and Elections on behalf of the Chairmen of the Council's two Overview and Scrutiny Committees.

It was also announced that the NEGC Joint Scrutiny Panel would be holding its first meeting on 16 October 2019.

It was **RESOLVED** that the Committee endorses the decision of the Chairmen of this Committee and the Community Leadership Overview and Scrutiny Committee on the membership of the new NEGC Joint Scrutiny Panel.

## **29. CORPORATE BUDGET AND FINANCIAL FORECAST MONITORING 2019/20 FIRST QUARTER**

The Committee had before it a report of the Deputy Chief Executive – Financial Performance Report – in Year Performance against the budget at end of First Quarter 2019/20 and Long Term Financial Forecast Update, which provided an overview of the Council's financial positions against the budget as at the end of June 2019 and to

present an updated forecast on an on-going basis as part of developing the budget for 2020/21 and beyond.

The report invited the Committee to consider the in-year financial position of the Council as at the end of June 2019 and determine whether it had any comments or recommendations it wished to make or put forward to the relevant portfolio holder or Cabinet; and that it considered the updated long-term financial forecast update and determines whether it has any comment or recommendations it wished to make to Cabinet as part of the financial strategy consultation process.

The Committee was made aware that on 13 September 2019 Cabinet had considered a Financial Performance Report, which was attached as Appendix A to the report to this Committee. It was reported that Cabinet had resolved:

- (1) In respect of the financial performance against the budget at the end of June 2019:
  - (a) The position be noted; and
  - (b) The proposed in-year adjustments to the budget, as set out in Appendix H to the report, be approved, with the additional requirement that the fund of £1.134million set aside for investment in the Council's property assets be spent in such a way as to reduce future cost pressures and to contribute to the Council's commitment to carbon reduction.
- (2) In respect of the Updated Long Term Financial Forecast, the updated forecast be agreed and that the Resources and Services Overview and Scrutiny Committee be consulted on the latest position.

In response to individual questions of Members, the Head of Finance, Revenues & Benefits Services reported:

- The first three years of the 10 year financial plan had seen significant savings be achieved. The reason why the increase in the annual target for savings was rising from £300K to £450K over the remaining 7 years of that plan was a reflection on cost pressures that had arisen following the commencement of the 10 year plan.
- The payments to the Council in respect of the former M&S store in Clacton Town Centre amounted to approximately £200K per year.
- If a major emergency were to occur and the Council needed to respond it would seek to recover costs incurred under the Bellwin scheme. This scheme provided for government emergency financial assistance to reimburse local authorities for costs incurred on, or in connection with, their immediate actions to safeguard life and property or to prevent suffering or severe inconvenience as a result of a disaster or emergency in their area.
- The funds held by the Council for Disability Facilities Grants were released for those in private sector housing in response to an assessment by the Essex County Council Occupational Therapist of the facilities needing to be installed.
- The Capital Scheme for Clacton Multi Storey Car Park was to reflect the fact that the expected life of the current structure had now been fulfilled. While there was no reason to consider there was an imminent need to replace the structure it was appropriate to include the full sub to replace it and to continue to inspect/monitor the structure.

- The Capital Scheme for Bath House Meadow Security Measures was a scheme to deter unauthorised use of that meadow.
- While the complete figures as to financial support of £2.25m for the North Essex Garden Communities company (NEGC Ltd) and the approved use of £905K of that sum were not in the report submitted to Cabinet and this Committee, he intended to adjust the reports to report these details in the future.

Further to the discussion at the meeting of the Committee held on 29 July 2019 (Minute 14 refers), the demand for DFGs arising from the demographic profile of the area was commented upon together with measures to address demand locally.

During the discussion of this item there were suggestions about potential income generation ideas (involving the building and selling of Beach Huts), the extent to which the reserves of the Council were appropriate and otherwise could be made to work for the Council while the projects they were there to fund were not requiring expenditure, the extent to which savings had been made that then resulted in a need for spending authorised by way of 'one-offs'.

After some deliberation it was **RESOLVED** that:

- (1) The Committee notes the contents of the report;
- (2) Requests that, for its meeting on 28 November, it should have submitted to it a complete list of reserves and provisions; and
- (3) Amends the Committee's Work Programme to identify that it intends to look at income streams for the Council to contribute towards the savings target of £450K per year in the Revenue Budget.

### **30. REVIEW OF THE BUSINESS CASE FOR THE FUTURE OF PUBLICLY OWNED LEISURE CENTRES WITHIN THE DISTRICT**

The Council's Head of Sport and Leisure was in attendance to present to the Committee a verbal update on the development of the proposed Business Case for the future of publicly owned leisure centres within the District. He advised the Committee that later in this Calendar Year there was intended to be consideration by Cabinet of a 10 year Strategy for Sports facilities in the District as provided by the Council. The underpinning themes of the new Strategy were reported as:

- (1) Securing the financial sustainability of the Council's leisure and sports facilities.
- (2) Seeking to harness the work being undertaken with Sport England to break the cycle of inactivity and consequential health problems and design services that will align with the outcomes of the project.
- (3) Adjusting the service offer and pricing policy to respond to the changing market in leisure facility provision nationally and attract more users.

He also pointed out that the agreement for joint use facilities in Brightlingsea, Harwich and Manningtree had a term that would come to an end in the next 2-3 years.

The Committee was also advised that the Football Foundation had identified the appropriateness of 3<sup>rd</sup> generation artificial pitches (3G pitches) in Clacton, Harwich and

Walton and the Council would work with partners to respond to the Foundation's assessment.

Each project under the intended Business Case for the future of publicly owned leisure centres within the District would need to be separately assessed and approved in the same way as the project for asset investment for Clacton Leisure Centre had when it was considered by Cabinet on 11 October 2019. For reference, the Committee had before it a report of the Portfolio Holders for Corporate Finance and Governance and Leisure and Tourism Business Plan for Clacton Leisure Centre to the Cabinet held on 11 October 2019.

Several Members of the Committee asked questions about the financial basis of the proposals in the report to Cabinet on Clacton Leisure Centre asset investment. Likewise there were questions about the timing of the project in view of the peak in gym memberships occurring in January each year. There were concerns expressed about the absence of consultation with members and users of the Centre about the proposals and issues such as disabled access to different areas within the Centre based on the proposals set out in the report. Questions also spanned the potential for use of the photo-voltaic cells on the roof of the Centre to generate electricity.

There were further questions around procurement and contract management for the project; given the previous experience of works at the Centre (a lift near the Spa Pool that failed to work repeatedly).

The Head of Sport and Leisure informed the Committee that there had been some slippage in the scheme programme and it was now unlikely to commence at the end of November 2019. The duration of the project was reported as being five weeks.

After much deliberation by the Committee it was **RESOLVED TO RECOMMEND TO CABINET:**

- (1) That the asset improvement works to Clacton Leisure Centre as approved by the Cabinet Committee on 11 October 2019 not be commenced until after the end of January 2020 and that before those works commence consultations are undertaken with Members and other users of the Leisure Centre on the works and the findings of those consultations reported on and considered; and
- (2) That the detail of the cost implications of the individual elements of the project be fully reported on and considered.

The meeting was declared closed at 10.50 pm

**Chairman**

# RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

16 DECEMBER 2019

## RECOMMENDATIONS MONITORING REPORT

Recommendation(s) Including Date of Meeting and Minute Number	Actions Taken and Outcome	Completed, follow- up work required or added to Work Programme
<p><b>Date of meeting:</b> 29 July 2019 <b>Minute number:</b> 16 <b>Recommendation;</b> that this Committee recommends to Cabinet that –</p> <ul style="list-style-type: none"><li>• £50,000 should be available for works to be carried out in the Tendring District's area to improve the look of the area for visitors and improve the quality of life for residents; and</li><li>• Discussions be held with Town and Parish Councils in the District about opportunities to best achieve the stated aims.</li></ul>	<p>The Environment and Public Space Portfolio Holder responded as follows:</p> <p><i>"I thank the Committee for the points that they raise, which are timely, given similar work is already underway within the Council.</i></p> <p><i>In terms of improving the look of the area that the Committee refers to, additional funding has already been identified for 4 additional posts – 2 within Public Realm and 2 within Building and Engineering services. The activities of these roles will include grass verge and tree maintenance, additional planting and landscaping opportunities and weed control as well as the ability to join up to create a hit team able to respond quickly to issues relating to public realm in sensitive areas. Further to this, the additional posts will provide a welcome extra resource to the public realm team and its overall work. The additional posts within the Engineering Service will create team that will be responsible for improving and maintaining the cleanliness of a number of Town Centres supporting the recently purchased steam cleaning machine. This team will also be responsible for minor repairs to pavements and street furniture and will look to respond quickly to remedy repair issues as they arise.</i></p>	

	<p><i>As part of developing these enhanced services, it would seem sensible to talk to Town and Parish Councils to achieve the required aims.</i></p> <p><i>The Committee's comments also overlap to some extent with the additional £50k match funding contribution proposed within Appendix H of the Financial Performance Update report elsewhere on today's agenda. This should lever in an additional contribution of £100k from ECC to support highways improvement works which should also make a positive contribution to the overall look of the area.</i></p> <p><i>Given that the 4 additional posts have only recently been agreed, improvements will not be visible until the associated officer restructures have been fully implemented. However once the officers are in place we should see some really positive changes which hopefully addresses the point raised by the Committee."</i></p> <p>It was moved by Councillor Talbot, seconded by Councillor Broderick and <b>RESOLVED</b> that Cabinet notes the Resources and Services Overview and Scrutiny Committee's recommendations and endorses the responses of the Environment and Public Space Portfolio Holder.</p>	
<p><b>Date of meeting:</b> 14 October 2019  <b>Minute number:</b> 30  <b>Recommendation;</b> that this Committee recommends to Cabinet –</p> <p>(1) That the asset improvement works to Clacton Leisure Centre as approved by the Cabinet Committee on 11 October 2019 not be commenced until after the end of January 2020 and that before those works commence consultations are undertaken with Members and other users of the Leisure Centre on the</p>	<p>The Corporate Finance and Governance Portfolio Holder and the Leisure and Tourism Portfolio Holder responded as follows:</p> <p><i>"We can confirm that the refurbishment works will not commence until after January 2020. Once the wider Sports Facilities Strategy has been considered by Cabinet in December, a decision over what consultation is appropriate in relation to this project will be made. Furthermore, once proposals have been provided by contractors and details are subsequently developed for energy efficiencies, we would be happy to share details with the Overview and Scrutiny Committee."</i></p> <p>It was moved by Councillor G V Guglielmi, seconded by Councillor</p>	

works and the findings of those consultations reported on and considered; and	McWilliams and <b>RESOLVED</b> , that Cabinet notes the Resources and Services Overview and Scrutiny Committee's recommendations and endorses the joint response of the Portfolio Holders for Corporate Finance and Governance and Leisure and Tourism thereto.	
(2) That the detail of the cost implications of the individual elements of the project be fully reported on and considered		

This page is intentionally left blank

## RESOURCES AND SERVICES OVERVIEW & SCRUTINY COMMITTEE

16 DECEMBER 2019

### REPORT OF THE DEPUTY CHIEF EXECUTIVE

#### A.1 **PERFORMANCE REPORT JULY - SEPTEMBER 2019 (QUARTER 2)**

*(Report prepared by Anastasia Simpson & Katie Wilkins)*

#### **PART 1 – KEY INFORMATION**

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

To present the Performance Report 2019/20 (*Resources & Services*) for the period July – September 2019 (Quarter Two).

##### **EXECUTIVE SUMMARY**

The Performance Report sets out the detailed actions and targets for the delivery of the Council's priorities for the coming year that relate to resourcing and delivery of services.

The Performance Report includes both the Council's emerging Corporate Plan 2020/24 and Priorities and Projects 2019/20.

The Priorities and Projects for 2019/20 were approved by Cabinet at its meeting of the 19th July 2019. It was agreed that the next phase of this work would be to develop specific deliverables (for the priorities and projects) in consultation with the relevant Portfolio Holders and that these would be incorporated into the Performance Report(s) in line with the Quarter Two timetable and presented to Cabinet, so Cabinet can endorse the deliverables before they are subject to scrutiny.

The Performance Report(s) were agreed by the Cabinet at its meeting on the 8<sup>th</sup> November 2019.

The purpose of this report is to submit the relevant performance data to the Overview & Scrutiny Committee so that it can undertake scrutiny of it in so far as:

(a) Is the performance monitoring system capturing the right level of data to support delivery of the Corporate Plan and its priorities and projects – and to make recommendations thereon.

(b) Is there performance as identified in the monitoring data that warrants scrutiny of an activity – and to determine whether and how that scrutiny should take place; including it as appropriate in the work programme.

The Quarter 2 position demonstrates that of the 22 indicators and projects where performance is measured, 19 (86%) are on, or above, their expected target, 1 (5%) is not currently in line with expected performance and 2 (9%) we currently have no data available.

Any feedback from the Resources and Services Committee will be presented to a future meeting of the Cabinet as a separate reference report.

##### **TRANSFORMING TENDRING**

The transformation project continues to progress. Although there have been some areas of delay the new areas at Pier Avenue are occupied and the site draws nearer to completion. Initial cohorts of staff have been moving away from Weeley and The areas of the Town Hall that are nearing completion are significantly improved.

Pier Ave: Council Tax Building: Work on office elements, on the ground and first floors are complete. Work on the staircase and redecoration and carpeting on the second floor accommodation is being carried out in further stages but will not be completed until roofing work is finished. Nesting birds on the roof of the existing building and adverse weather delayed associated reroofing work of that building Full completion is now scheduled for October 2019.

Barnes House and Link: Construction work is now substantially complete and the areas are occupied. Some snagging and furnishing remains outstanding.

Northbourne Depot: Work to create offices is complete. Staff moved into the new offices on 25 Mar 19. Next stages are the provision of kennels and storage space for Environmental Services.

IT and Chanel Shift: Redesigning of the IT Network and move onto the cloud continues. Training on the new Firmsteps Interface and resolution of some teething issues is progressing well with the interface activated for two environmental functions and ready for activation once other service area applications are ready.

Westleigh House: On 31 July 19 the building and nearby public conveniences had been demolished. Existing car park areas and the site of the pubcons reverted to parking use in August 2019. Other surfacing work should be fully complete in November.

Town Hall: Phase 1 is nearing completion with only flooring, finalising decoration and some wiring outstanding. The phase has experienced large delays and a fixed term site manager may be needed in order to coordinate detailed work on further phases.

Scanning and Digitisation: Service units continue to move to an electronic data system. Work is under way on the stocks of microfiche records that have been identified using new equipment for the purpose.

## **RECOMMENDATION**

**That the Resources and Services Committee notes the Council's Performance Report for the period July - September 2019 (Quarter Two) and determines whether it has any comments or recommendations to put forward to Cabinet.**

## **DELIVERING PRIORITIES**

The report shows the high-level projects that are being undertaken to deliver key objectives for the Council. 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 Report for the period July - September 2019 (Quarter Two) can be delivered within the Council's existing budgets.

### **Risk**

These priorities are all within the current TDC risk framework.

## **LEGAL**

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

## **OTHER IMPLICATIONS**

None.

<b>APPENDICES</b>
<b>Appendix A: Performance Report (<i>Resources and Services</i>) July - September 2019 (Quarter Two).</b>
<b>Appendix B: Cabinet Report (8 November 2019).</b>

This page is intentionally left blank

# PERFORMANCE REPORT

(RESOURCES AND SERVICES)

Quarter 2 (July – September 2019)











Page 17



# Introduction





The following pages include the Council's emerging 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

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

### 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 emerging 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		

### 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 emerging 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

	<a href="#">Fly Tipping</a> Page 26		
	<a href="#">Missed Bin Collection</a> Page 27		Miscellaneous Indicators
	<a href="#">Recycling Rate</a> Page 27	-	<a href="#">Sickness and Authorised Covert Surveillance</a> Page 29
	<a href="#">Proactive Planning Approach</a> Page 28		<a href="#">Complaints</a> 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

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

# Tendring District Council Corporate Plan 2020-2024



INVESTORS  
IN PEOPLE | Gold

### Community Leadership Through Partnerships

- 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
- Joined up public services for the benefit of our residents and businesses
- 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**

# 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)

[Back to Top](#)

On  
Target

*“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 is being drafted and will be subject of a report to Cabinet in November 2019.	Dec 19
Develop and Deliver Tendring Business Week w/c: 30.09.19:- To include Jobs Fair and Blue Ribbon Awards.	Tendring4Growth week is fully planned and commenced on Monday 30 September ( <i>update will be provided in October report</i> ). Events include a focus on the energy sector, skills development and business to business networking opportunities.	Oct 19
Hold 10 Business Engagement Events aimed at supporting growth of Small Medium Enterprises.	A programme of events is being delivered which will raise awareness of new opportunities, support and networking for businesses across the district.	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 are now being finalised for each applicant. A full update will be provided for Members in November 2019.	Nov 19

# Enhancing our Great Tourism Offers

[Back to Top](#)

## (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
Mayflower 400: Series of events and projects to build up to the celebrations in 2020, including:- 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.	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 will be part of an international launch for Mayflower 400 and will bring together a projection mapping show on Harwich Quay with live entertainment and twilight flights. Work to develop the Visitor Centre and Christopher Jones house is at the creative stage and the proposals are considered exciting, interactive and use new technologies. The trail will compliment the other attractions and the Council is working with local historians, academics and partners to develop the historic text.	Work to commence: Oct 19 Open Nov 19 Nov 19 Nov 19 Feb 20
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.	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. The Safety Advisory Group process will commence later on the in year for the 2020 event.	Apr 20
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.	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.	Jun 20
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 preparation 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.	Aug 20

# Enhancing our Great Tourism Offers Continued...

## (A Growing and Inclusive Economy)

[Back to Top](#)

On  
Target

*“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
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.	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 will be presented to an All Member Briefing in October 19. This will form part of the consultation process which will be rolled out, if approved by Cabinet.	Cabinet Oct 19 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.	In September 19 the theatre held: - 1 x Town Twinning Show, 1 x Wedding Open Evening, 1 x Wedding, 3 x Professional Shows, 1 x Relay For life Celebration Party, 1 x Large Wedding and 1 x Theatre Guild Award Ceremony. Various Civic Events including Older peoples Crucial Crew, Young people’s Crucial Crew, Full Council etc.  New extraction unit fitted in the theatre as many customers complained about the heat in the auditorium during the summer months, this should make customers more comfortable in the years to come.  Held dwarf auditions for local youths to take part in this years Pantomime. Pantomime sales are approx. 6.5k up on this time last year.	On-going

# Garden Communities

## (Building Sustainable Communities for the future)

On  
Target

*“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.

Page  
26

Activity	Current Position	To be Completed
Deliver the A120 / A133 Link Road and Rapid Transit Scheme.	Housing Infrastructure Fund bid was successful with £99.9m awarded for the A120-A133 Link Road and a Rapid Transit scheme. Consultation on A133-A120 link road is planned for October 2019.	Mar 23
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 nearly complete. Modern Methods of Construction units constructed and piling mat to be installed for crane. Potential minor setback with some queries over pumping station requirements.	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.	Dec 19
Identify funding mechanisms.	Decision regarding potential commitment of HRA funding towards 100 new homes to be taken at Cabinet in October 2019 - details of funding arrangements to be brought back on phased basis.	On-going
Develop local lettings (and sales) plan.	Draft completed.	On-going
Place Plan and Infrastructure Assessment completed by end 2019.	On target.	Dec 19
Development of new employment space and training opportunities.	Ongoing work with ECC.	On-going

# 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.

Page  
28

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 to be submitted to Inspector on 4 October 2019 and examination expected to resume December 2019.	Autumn 19
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

# 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

On  
Target

**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.

2020

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 which is the detailed site investigation and design.	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 stage 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.	Being developed to follow on from our Brightlingsea and Rosemary Road refurbishments.	Mar 20
Retaining and increasing green and blue flags for our public spaces.	On-going works to maintain high standards.	Reassessment  Blue Flags:  Feb 20  Green Flags:  Summer 20
Develop proposals to increase provision of motor vehicle charging points across the district.	Evaluating options to tie in with climate change working party and technological advances.	Mar 20

# 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.”*

On  
Target

**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.

Page 31

Activity	Current Position	To be Completed
Develop draft Housing Strategy. *Housing Green Paper, will inform strategy.	Completed.	<b>Complete</b> Jun 19
Seek Cabinet approval (Housing Strategy).	Cabinet approved 19 July 2019.	Cabinet Jul 19
Public Consultation.	Housing Strategy to go out to public consultation after 3 October 2019.	Commence: Oct 19 End: Nov 19
Sheltered Housing review.	Timetable to be drawn up.	Timetable to be agreed once Strategy is finalised.
Develop associated Homelessness Strategy.	Homelessness Prevention and Rough Sleeping Strategy currently being drafted.	Dec 19
Seek Cabinet approval (Homelessness strategy).	As above.	Dec 19

# Manningtree Underpass

## (Building Sustainable Communities for the future)



On  
Target

*“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.

Page 32

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.	On-going.	TBC

# 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

On  
Target

**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.

Page 33

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
Settle final accounts and reporting of financial position.	Final accounts for project areas 1&2 ongoing, due for completion in December 2019.	Dec 19

# 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

On  
Target

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

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%. Current target of 30% September 2019 data will be the first full month of new waste service.	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.

Page 35

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 will be presented to the Resources and Services Committee in October 2019 and the final report will be considered by Cabinet in November 2019 as timetabled. 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 Nov 19
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 will be considered by Cabinet in October 2019 and the procurement process will commence shortly after.	Mar 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:** Martyn Knappett – Deputy Chief Executive      Deputy Leader & Corporate Finance and Governance Portfolio Holder

### Office Accommodation—Lead Officer: Andrew White

Activity	Current Position	To be Completed
Westleigh House:- Site in use as car park.	Revised quotations for a simplified package of works are being sought.	Nov 19
James House/Pier Ave:- Extension and works complete.	Extension work is complete. Associated roofing work has been further delayed by weather.	Oct 19
Town Hall:- Works to Committee Room complete.	The area has been completely stripped out and work to relocate and reinstate services is nearing completion. Next stages will be plaster repairs, decoration, flooring and fittings.	Feb 20
Weeley:- Agree terms for disposal of site.	Revised terms are currently under discussion.	Jan 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.	Some services are already live for residents to use - green waste, waste calendar, report it (street name signs). The missed bins service is completely ready to roll-out, just awaiting the go-ahead from Veolia. The stray dogs process is completed and will be rolled-out once dog wardens have tablets. Work strain 3 will begin in mid-January 2020 to create the remaining processes that have been agreed (Council Tax, Housing Repairs).	Jan 20
Back scanning and secure disposal of existing documentation.	Paper scanning is completed. The remaining paper files will be managed within local teams. Attention has turned to scanning the microfiche. This is underway.	Jul 20

# 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:** Martyn Knappett – Deputy Chief Executive

Deputy Leader & Corporate Finance & Governance Resources Portfolio

**People - Lead Officer:** Anastasia Simpson

Activity	Current Position	To be Completed
<p>‘Transformation’ Manager training programme to be delivered across the organisation.</p> <p>‘Transformation’ Staff training programme to be delivered across organisation.</p>	<p>Requests for specific training being delivered.</p> <p>Over 250 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.</p>	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
<p>Equality Impact Assessments (EQIA):- Prepared across services.</p> <p>* Revised policy agreed.</p> <p>* Training delivered.</p> <ul style="list-style-type: none"> <li>Equality Impact Assessments prepared and kept under regular review across services.</li> </ul>	<p>New Policy and EQIA form issued across the organisation. Webinars have taken place to upskill Officers about Inclusion and Diversity. Action Plan currently being produced by new Executive Projects Officer.</p>	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:** Martyn Knappett – Deputy Chief Executive

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.	Complete Go Live Aug 19
Town Hall & Pier/ Barnes network:- low level design (cabled & Wi-Fi) completed and implementation commenced.	Cabling works are continuing. Pier/Barnes is close to completion and phase 1 of the Town Hall is well underway.	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>	The PSN IT Health Check has been performed and the resulting report received and reviewed. As required by the PSN, work is underway to remediate and/or mitigate any vulnerabilities identified with a risk classification of High or Medium. Review meetings are conducted monitor progress and to ensure all required actions are either completed or scheduled, taking account of other ongoing work. A position statement will be included as part of the annual submission of the code of connection renewal this month.	PSN Submission: Oct 19
Completion of integration to Customer Services Portal:- Website, IDOX, Northgate and E Payment systems.	My Tendring is live on our website. Any updates to My Tendring processes are taken into account and changes to the website are performed at the point of process implementation. IDOX – There is currently no IDOX integration to My Tendring. Northgate – We are in the process of migrating the Northgate systems to the Northgate managed service cloud platform. Subject to successful testing, these works are scheduled to be complete by the end of December 2019. 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 and on schedule for completion. Firewall replacement is in progress and approximately 80% complete. Work to migrate the cash receipting services has commenced. The migration of the Web Gateway to the cloud has been completed successfully. All remaining works 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.

Page 39

Activity	Current Position	To be Completed
Develop a new build approach; commence with report to Cabinet outlining proposals.	Report will be discussed at Cabinet October 2019 in respect of a commitment to build 100 homes in Jaywick Sands and 100 homes elsewhere in the District.	Oct 19

# 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:** Martyn Knappett – Deputy Chief Executive

**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
<div>Page 10 of 10</div> Commission the UK Government and local MPs to provide powers, resources and help with funding to achieve Carbon Neutrality.	To be discussed with the Climate Change working party meeting on 10 October 2019.	Oct 19
Commission research to establish the Council’s Carbon footprint.	A tender for consultancy support is currently live with a closing date of 25 October 2019.	Oct 19
Prepare an Action Plan for agreement by the Council, consisting of two elements <ul style="list-style-type: none"> <li>· Actions for the Council to take to achieve Carbon Neutrality by 2030.</li> <li>· Community Leadership actions to encourage partners to do the same.</li> </ul>	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.	Sept 19

# 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:** Martyn Knappett – Deputy Chief Executive  
ernance Resources Portfolio

Deputy Leader & Corporate Finance & Gov-

On  
Target

**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.

Page 4

Activity	Current Position	To be Completed
Submit a review of the Community Asset Rent Offsetting (CAROS) scheme for Cabinet consideration.	Cabinet report in preparation.	Nov 19
Prepare planning applications and disposal material in relation to a tranche of three minor disposal sites.	Background material is being prepared at present with the aim of supporting planning applications towards the end of the calendar year.	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 and a specification for urgent works is being prepared by a specialist surveyor. A cabinet report outlining options for future uses and seeking approval and funding for urgent works is in preparation.	Dec 19
Explore options and develop proposals to expand service at Weeley Crematorium.	Scoping of this work to take place in November 2019.	Mar 20

# 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.”*

On  
Target

**Management Team Lead:** Martyn Knappett – Deputy Chief Executive  
Portfolio

Deputy Leader & Corporate Finance & Governance Resources

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

Page 42

Activity	Current Position	To be Completed
Develop proposals for new Corporate Plan, including Consultation with Partners and adoption by Full Council.	Consultation currently open and a number of consultees submitting replies. The replies to date are positive and constructive.	Cabinet: Sept 19 Start Consultation: Sept 19 End Consultation: Oct 19 Scrutiny: Oct 19 Cabinet (following consultation) Nov 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.	Both TDC Census Liaison Manager and Assistant Census Liaison Manager nominated. Progress on 2021 Census plans will be reported as work programme develops.	On-going

# TARGETS

## REFUSE & RECYCLING SUMMARY

Key:

Above target	↑
On target	✓
Below target	!
No Data	●

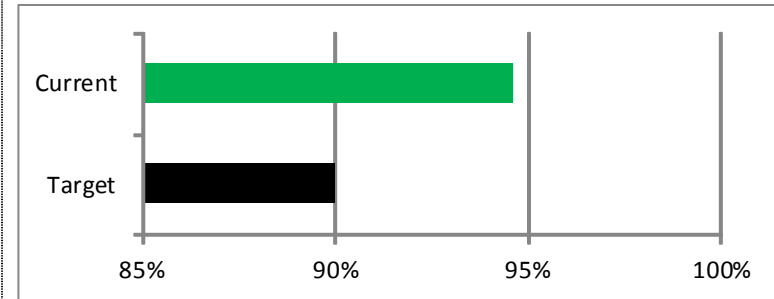
	19/20 Q1	19/20 Q2
Recycling Rate (Target 29%)	33%	No Data
Flytipping (Target 90%)	87.5%	94.6%
Missed Bins (Target 95%)	No Data	No Data

## 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						
No. r'mvd <72hrs	80	83	70	65	79	107						
Performance (%)	98.7%	93.2%	87.5%	90.2%	92.6%	94.6%						

1 reported incident of fly tipped boat removed by specialist contractor (NMR) and 3 incidents of fly tipping containing asbestos removed by specialist contractor (Biffa). Data reflects 72 hours once investigated and then passed on to Veolia for clearance.

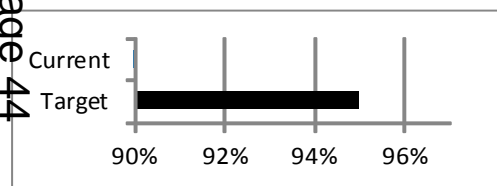
# Missed Bin Collection

## (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									

Total reported "missed" collections for June : 507, July 2531 August 3798. Due to resources these reports are not logged on Uniform and unable to record the number recollected within the 24 hours.

With the introduction of the new waste service the reports of missed collections have increased substantially, not all of these would be missed with collection times and days changed with crews also working later, residents reporting missed when crews still working.

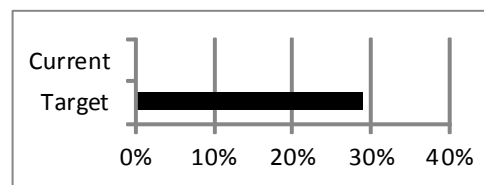
# Recycling Rate

## (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%	No Data							

Target figures are provisional, subject to Waste Contract Review.

Recycling data for August awaiting to be verified by ECC. Data for July reflecting increased recycling associated with new service.

# Proactive Planning Approach

## (Building Sustainable Communities for the future)

Ewan Green – Corporate Director

Leader

On  
Target

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 weeks	
Major	68.18%	Non-Major	85.69%

Handling of Planning Applications : Quality			
Decisions Overturned On Appeal.			
2021 Assessment Period (01.04.18 - 31.03.20)			
Major <10%		Non-Major <10%	
Major	0.77%	Non-Major	0.68%

### 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 cannot currently demonstrate a 5 year supply of housing land using the government's standard method, but continues to argue that the exceptional circumstances in Tendring should be given weight in decision making.*

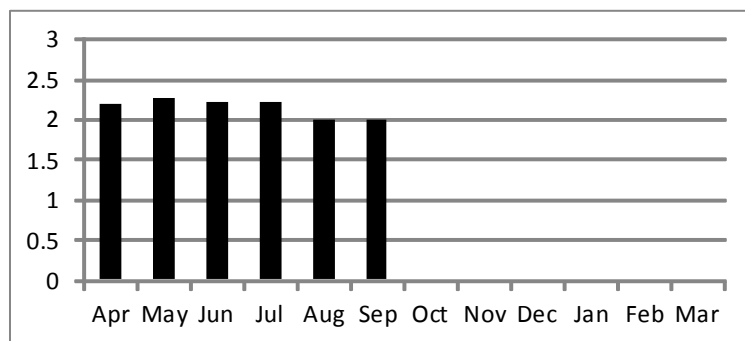
# Sickness (Delivering High Quality Services)

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		
Nov		
Dec		
Jan		
Feb		
Mar		

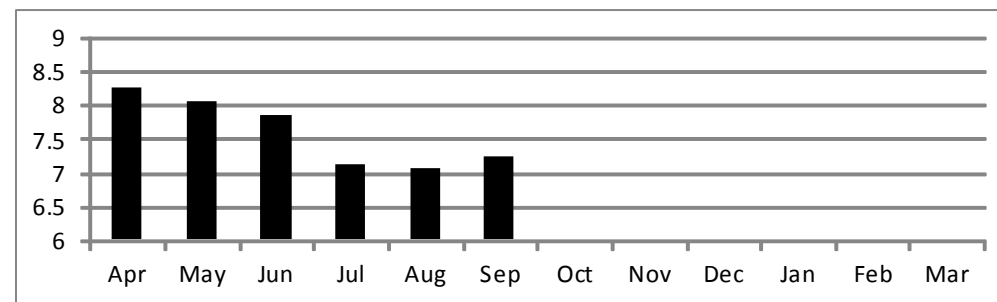
Short-term Sickness Absence

Days Per Employee



Long-term Sickness Absence

Days Per Employee



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

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

## Authorised Covert Surveillance (Council and Community)

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

Type of Surveillance	Number of Approved Authorisations											
	Monthly											
	A	M	J	J	A	S	O	N	D	J	F	M
Directed Surveillance	0	0	0	0	0	0						
Covert Human Intelligence Source	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						
% Time	100%	100%	100%	83%	82%	50%						

## Stage 2 Complaints Performance

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

**Exception:** The high level of complaints received during Quarter Two can mainly be attributed to the introduction of the new waste service, whilst the service was 'bedding in'. However, current figures show a decline in the number of complaints received.

# 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.

Q2 July 19 - September 19	Stage 1	Stage 2	Ombudsman
Governance & Legal		1	
Finance, Revenues & Benefits	1		
Property			
People, Performance & Projects			
IT and Corporate Resilience			
Public Realm	3		
Customer and Commercial			
Sport & Leisure	2		
Housing & Environmental	11	2	
Building and Engineering	78		
Planning & Regeneration	8	2	
Leadership Support			
<b>Total</b>	<b>103</b>	<b>5</b>	<b>0</b>

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

## CABINET

**8 NOVEMBER 2019**

### REPORT OF THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

#### **A.6 PERFORMANCE REPORT JULY – SEPTEMBER 2019 (QUARTER 2)**

*(Report prepared by Anastasia Simpson & Katie Wilkins)*

#### **PART 1 – KEY INFORMATION**

<b>PURPOSE OF THE REPORT</b>
This report presents 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 Two (July – September 2019).
<b>EXECUTIVE SUMMARY</b>
<p>The Performance Reports (<i>Resources &amp; Services &amp; Community Leadership</i>) set out the detailed actions and targets for the delivery of the Council's priorities throughout the year.</p> <p><b>Current Performance</b></p> <p>The Performance Report includes both the Council's emerging Corporate Plan 2020/24 and Priorities and Projects 2019/20.</p> <p>The Priorities and Projects for 2019/20 were approved by Cabinet at its meeting of the 19th July 2019. It was agreed that the next phase of this work would be to develop specific deliverables (for the priorities and projects) in consultation with the relevant Portfolio Holders and that these would be incorporated into the Performance Report(s) in line with the Quarter Two timetable and presented to Cabinet, so Cabinet can endorse the deliverables before they are subject to scrutiny.</p> <p>Now the drafting process is complete, officers would like to submit the Performance Reporting Template(s), including the deliverables and measurable outcomes, to Cabinet for formal approval and adoption, as well as reporting the current position as at Quarter Two (July – September 2019).</p> <p>The Quarter 2 position demonstrates that of the 22 indicators and projects where performance is measured, 19 (86%) are on, or above, their expected target, 1 (5%) is not currently in line with expected performance and 2 (9%) we currently have no data available. The indicators and projects highlighted in the Community Leadership report are deemed 'non measurable' as Tendring's role is that of influence only.</p> <p>The respective report/s will be presented to the Resources and Services Committee: 28 November 2019 and Community Leadership Committee: 2 December 2019.</p>
<b>TRANSFORMING TENDRING</b>
<p>The transformation project continues to progress. Although there have been some areas of delay the new areas at Pier Avenue are occupied and the site draws nearer to completion. Initial cohorts of staff have been moving away from Weeley and the areas of the Town Hall that are nearing completion are significantly improved.</p> <p>Pier Ave: Council Tax Building: Work on office elements, on the ground and first floors are complete. Work on the staircase and redecoration and carpeting on the second floor</p>

accommodation is being carried out in further stages but will not be completed until roofing work is finished. Nesting birds on the roof of the existing building and adverse weather delayed associated reroofing work of that building; full completion is now scheduled for October 2019.

Barnes House and Link: Construction work is now substantially complete and the areas are occupied. Some snagging and furnishing remains outstanding.

Northbourne Depot: Work to create offices is complete. Staff moved into the new offices on 25 March 19. Next stages are the provision of kennels and storage space for Environmental Services.

IT and Chanel Shift: Redesigning of the IT Network and move onto the cloud continues. Training on the new Firmsteps Interface and resolution of some teething issues is progressing well with the interface activated for two environmental functions and ready for activation once other service area applications are ready.

Westleigh House: On 31 July 19 the building and nearby public conveniences had been demolished. Existing car park areas and the site of the pubcons reverted to parking use in August 2019. Other surfacing work should be fully complete in November 2019.

Town Hall: Phase 1 is nearing completion with only flooring, finalising decoration and some wiring outstanding. The phase has experienced large delays and a fixed term site manager may be needed in order to coordinate detailed work on further phases.

Scanning and Digitisation: Service units continue to move to an electronic data system. Work is under way on the stocks of microfiche records that have been identified using new equipment for the purpose.

## **RECOMMENDATION**

**It is recommended that:-**

- (a) The deliverable and measurable outcomes that have been developed for the Priorities and Projects and incorporated into the Council's Performance Report(s), are formally agreed by Cabinet.**
- (b) Cabinet note the current position for each performance measure as at Quarter Two (July – September 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 July – September 2019

(Quarter Two) 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) July – September 2019 (Quarter Two).**

**Appendix B: Performance Report (Community Leadership) July – September 2019 (Quarter Two).**

This page is intentionally left blank

## RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

16 DECEMBER 2019

### REPORT OF THE DEPUTY CHIEF EXECUTIVE

#### **A.2 FINANCIAL PERFORMANCE REPORT – IN-YEAR PERFORMANCE AGAINST THE BUDGET AT END OF THE SECOND QUARTER 2019/20 AND LONG TERM FINANCIAL FORECAST UPDATE**

(Report prepared by Ian Ford)

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

To provide an overview of the Council's financial position against the budget as at the end of September 2019 and to present an updated forecast on an on-going basis as part of developing the budget for 2020/21 and beyond.

##### **BACKGROUND / CURRENT POSITION**

On 8 November 2019 Cabinet considered a Financial Performance Report and Appendices which are attached as **Appendices A and B**.

At the above meeting, Cabinet resolved that:

*(a) in respect of the financial performance against the budget at the end of September 2019:*

*(1) the current position be noted;*

*(2) the proposed in-year adjustments to the budget, as set out in Appendix H to item A.7 of the Report of the Corporate Finance and Governance Portfolio Holder, be agreed;*

*(3) in respect of the Council's Treasury Management Practices, the aggregate amount of money that can be placed overnight with the Council's bankers be increased temporarily from £1.000million to £1.500million for each day the Council's offices are closed over the Christmas break; and*

*(4) the Council continues to be a member of the Essex Business Rates Pool in 2020/21 if it remains financially advantageous to do so.*

*(b) in respect of the Updated Long Term Forecast, the updated forecast be agreed and the Resources and Services Overview and Scrutiny Committee be consulted on the latest position.*

In addition to the above and as requested by the Committee at its last meeting, the Council's current reserves position is attached as **Appendix C**.

**RECOMMENDATION**

**That the Committee:**

- a) considers the in-year financial position as at the end of September 2019 and determines whether it has any comments or recommendations it wishes to make or put forward to the relevant Portfolio Holder or Cabinet; and**
- b) considers the updated long term financial forecast update and determines whether it has any comments or recommendations it wishes to make to Cabinet as part of the financial strategy consultation process.**

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

## CABINET

8 NOVEMBER 2019

### REPORT OF CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER

#### **A.7 FINANCIAL PERFORMANCE REPORT – IN-YEAR PERFORMANCE AGAINST THE BUDGET AT END OF THE SECOND 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 September 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 September 2019***
  - 2) An updated long term financial forecast***

##### ***In respect of the in-year financial position at the end of September 2019:***

- The position to the end of September 2019, as set out in more detail within the appendices, shows that overall the General Fund Revenue Account is overspent against the profiled budget by **£1.483m**. It is acknowledged that expenditure or income trends may still be emerging with the position to date largely reflecting the timing of expenditure and/or income. However any significant issues arising to date have been highlighted and comments provided as necessary.
- In respect of other areas of the budget such as the Housing Revenue Account, capital programme, collection performance and treasury activity, apart from additional details set out later on in this report, there are no major issues that have been identified to date.
- Any emerging issues will be monitored and updates provided in future reports which will include their consideration as part of updating the long term financial forecast.
- Some necessary changes to the 2019/20 budget have been identified which are set out in **Appendix H**, with an associated recommendation also included within this report. The net impact of all of the budget adjustments will be moved to or from the Forecast Risk Fund. At the end of the second quarter, it is necessary to call money

down from the fund (**£0.147m**) rather than make a contribution to it. Although this trend may not continue, it does present a challenging situation given that the long term forecast is based on the identification of **£0.500m** of in-year outturn savings. It will be important to review this situation at the end of quarter 3.

- A half year treasury management review has been carried out with a summary set out later on in this report along with an associated recommendation to temporarily increase the aggregate limit of funds that can be placed overnight with the Council's bankers for the period that the offices will be closed over the Christmas break.
- It is recognised that 2020/21 may be the last year of Essex Authorities being able to enter into business rates pooling arrangements, given the move to a 75% rates retention model from 2021/22. Given the financial benefits that the current pooling arrangements have had over the last few years, it is proposed to continue to remain a member of the Essex Pool in 2020/21.

***In respect of the updated long term financial forecast:***

- The forecast has been reviewed and updated at the end of quarter 2. An increase in unavoidable / on-going cost pressures is still expected in 2020/21, which has had a knock on impact on the level of annual on-going savings required. Based on the initial forecast, the savings target was increased from **£0.300m** per year to **£0.450m** per year, with nothing emerging during quarter 2 that fundamentally changes this position.
- An initial assessment of potential savings along with an updated list of cost pressures is set out in Section 2 of this report.
- Overall the revised forecast can still provide an effective method of managing financial risk and although the annual deficit or surplus position for each year of the forecast has been amended, they can still be accommodated within the overall projected long term financial position, supported by the Forecast Risk Fund that has been set up to underwrite such risks.
- As already mentioned, it is important to highlight that unlike previous quarters, the in-year budget adjustments set out in **Appendix H** require a call on the Forecast Risk Fund rather than a contribution to it. This position will need to be kept under review as it remains essential that net contributions are made to this fund over the course of the whole year as it forms an integral part of the long term forecast approach.
- A detailed review of risks associated with the long term forecast is subject to on-going review and is separately reported within **Appendix K**.
- As mentioned during the development of the longer term approach to the budget over the last two years, it is important to continue to deliver against the new longer term forecast as it continues to provide a credible alternative to the more traditional short term approach, which would require significant additional savings to be identified in 2020/21.
- In terms of delivering against the forecast for 2020/21 and beyond, work remains on-going across the 5 key work strands of:

- 1) Increases to underlying income
- 2) Limiting expenditure / inflationary increases where possible
- 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 September 2019, it is recommended that:*

- (a) The position be noted;
- (b) the proposed in-year adjustments to the budget as set out in Appendix H be agreed; and
- (c) in respect of the Council's Treasury Management Practices, the aggregate amount of money that can be placed overnight with the Council's bankers be increased temporarily from £1.000m to £1.500m for each day the offices are closed over the Christmas break;
- (d) the Council continues to be a member of the Essex Business Rates Pool in 2020/21 if it remains financially advantageous to do so;

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

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

## PART 2 – IMPLICATIONS OF THE DECISION

### DELIVERING PRIORITIES

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

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

### FINANCE, OTHER RESOURCES AND RISK

#### Finance and other resources

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

#### Risk

In respect of the position at the end of September 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 (from **£0.150m** to potentially **£0.600m**) 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 with such surpluses forecast from 2025/26 onwards.

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** (NDR 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 SECOND QUARTER OF 2019/20**

The Council's financial position against the approved budget has been prepared for the period ending 30 September 2019.

This is the second such report on the Council's financial position against the budget for 2019/20. Some expenditure or income trends may still be emerging as it is still relatively early in the financial cycle. However comments are provided below where necessary, against the following key areas:

- General Fund Revenue and Proposed Changes to the in-year 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 September 2019, as set out in more detail in the Executive Summary attached, shows that there is an overall net overspend of **£1.483m**.

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 (**£0.127m**), parking (**£0.104m**), planning (**£0.209m**), Building Control (**£0.031m**) and at the crematorium (**£0.020m**). This income position is offsetting areas of reduced income such as across cemeteries (**0.032m**) and the career track service (**£0.050m**). This overall income position will remain under review over the remainder of the year and considered as part of the long term forecast and budget setting processes for 2020/21.
- Similarly to the position at the end of quarter 1, additional costs of responding to planning appeals / inquiries continue to be incurred. In addition to the adjustment of **£0.163m** made at the end of the first quarter, a further budget adjustment of **£0.150m** is proposed at the end of the second quarter. This adjustment is included within **Appendix H** along with an associated adjustment to the planning income budget mentioned above to offset this increase in costs.

The net overall position set out in **Appendix H** results in a net contribution from the

Forecast Risk Fund of **£0.147m**. However it is still expected that this amount can will be reversed as further adjustments to the 2019/20 budget are identified over the remainder of the year with the aim of meeting the **£0.500m** requirement highlighted earlier on in this report.

Other net neutral budget adjustments have also been included within **Appendix H**.

The Council has been a member of the Essex Business Rates Pool since 2015 with a summary of the financial benefit that this has generated for the Council set out in the following table:

<b>Year</b>	<b>Income received (£)</b>
2015/16	224,980
2016/17	376,714
2017/18	586,974
2018/19	582,513
2019/20 (projected)	603,670

Along with other Essex Authorities, it is proposed to continue with an Essex Business Rates Pool in 2020/21, which could be the last year that these arrangements are possible given the Government's move to a 75% business rates retention model from 2021/22. A recommendation is therefore included above that seeks agreement to remain as a pool member in 2020/21 (on existing terms) if still financially advantageous to do so.

The pool is supported by an agreement signed by all pool members that includes protections to reduce any associated financial risks.

### **HRA REVENUE**

An overall position is set out in the Executive Summary with further details included in **Appendix C**. At the end of September 2019, the HRA is showing a small net overspend of **£0.027m**, which primarily reflects rental income remaining slightly behind profile along with increased expenditure relating to council tax that is due on empty properties. An in-year budget adjustment for the latter item is included within **Appendix H**.

### **CAPITAL PROGRAMME – GENERAL FUND**

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

As at the end of September 2019 the programme is broadly on target against the profiled position. Detailed comments are provided within the appendix against a number of schemes.

One net neutral change to the budget relating to the purchase of additional recycling boxes / bins 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 September 2019 the programme is behind profile by **£0.313m**.

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. 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. Although the receipts will be targeted towards a more strategic approach, 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.

Further commitments against these receipts are being made with adjustments set out within **Appendix H** relating to the second phase of the construction of the 10 starter homes in Jaywick Sands.

### **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**.

The Council agreed the Treasury Strategy for 2019/20 on 26 March 2019 and in accordance with Financial Procedure Rules this strategy and associated activity have been subject to a half yearly review with the outcomes set out below:

#### **The Economy and the outlook for next 6 months**

A detailed analysis has been provided by the Council's treasury advisors with highlights set out as follows:

This first half year has seen UK economic growth fall. The Bank of England Monetary Policy Committee meeting of 19 September emphasised their concern about the downturn in world growth. Inflation measured by the Consumer Prices Index (CPI) has been close to the Bank of England's target of 2% during 2019 but fell to 1.7% in August. Wage inflation picked up to a high point of 3.9% in June before easing back slightly to 3.8% in July, which is faster than inflation.

Growth in the Eurozone has been slowing from +1.8% during 2018 to around half of that in 2019. The outlook for growth during the rest of 2019/20 is weak across the US, UK, EU and China.

#### **Investments**

Investment returns are well ahead of the budget, reflecting the impact of the current bank base rate of 0.75% along with money currently held by the Council ahead of it being spent. Due to a significant level of uncertainty as set out above it is not clear whether the next movement in interest rates will be up or down. The weighted average interest rate at the

end of September stood at 0.87%, with the budget assuming a target of 0.60%. As set out in **Appendix H** it is proposed to increase the in-year budget for 2019/20 by a further **£0.120m** that reflects the investment performance to date.

The closure of Council Offices between Christmas and New Year 2019 means that daily treasury management actions will not be able to be undertaken for a short period. Despite planning to maintain adequate headroom across the Council's current accounts, significant council tax and non-domestic rates payments are expected during the Christmas closedown period and along with other income the current **£1.000m** limit that can be placed overnight with the Council's current account bankers is likely to be exceeded. A similar situation occurred last year which was brought to the attention of members. Accordingly, it is requested that the limit be temporarily increased to **£1.500m** for this period. Officers will monitor the wider market conditions / intelligence and will only place money up to this revised limit if there are no adverse indicators around Lloyds bank that would increase risks. During the year Lloyds Bank have seen a strengthening position in terms of their overall ratings from the main rating agencies increasing confidence in them which reduces any risk associated with the proposed approach set out above.

### **Borrowing**

The borrowing rates that the Council can access remain relatively low. Due to the low yield on investments, the Council has maintained the position of not replacing the **£1.000m** external loan which matured in March 2014 and no additional borrowing is currently planned in 2019/20.

The impact of the recent 1% increase in PWLB rates will be considered going forward and as part of any specific borrowing decisions that may emerge in future.

In respect the Council's commercial property portfolio, there have been no additions since the purchase of the property in Clacton in 2017. In respect of this property, the lease with the existing tenant remains on-going, with nothing emerging to date that alters that position or puts at risk the income currently receivable by the Council.

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

### **GARDEN COMMUNITIES / NEGC PROJECT**

As requested during the review of the financial performance report for quarter 1, a summary of the financial position relating to the NEGC Project is set out in **Appendix I**. This provides the position at the end of September 2019, with no significant issues to highlight at the present time. However this will be subject to further updates as part of future financial performance reports and within separate future reports associated with this major project.

## **SECTION 2 – UPDATED LONG TERM FORECAST**

The long term forecast is updated on an on-going basis, with the latest position set out in **Appendix J**.

The long term forecast was last considered by Cabinet on 13 September 2019. The overall net changes to the forecast since that time are set out in **Table 1** below.

**Table 1**

<b>Year</b>	<b>Net Annual Budget Position Considered by Cabinet 13 September 2019</b>	<b>Updated Net Budget Position</b>
2020/21	£0.990m (Deficit)	£0.969m (Deficit)
2021/22	£0.956m (Deficit)	£0.935m (Deficit)
2022/23	£0.671m (Deficit)	£0.651m (Deficit)
2023/24	£0.385m (Deficit)	£0.365m (Deficit)
2024/25	£0.096m (Deficit)	£0.076m (Deficit)
2025/26	£0.196m (Surplus)	£0.215m (Surplus)
2026/27	£0.488m (Surplus)	£0.507m (Surplus)

A summary of the relatively minor changes required since the last update reported to Cabinet on 13 September 2019 is set out below:

### **Changes to Underlying Income – Council Tax and Business Rates**

- **Appendix J Line 3 – Growth In Business Rates – Inflation**

This figure has been reduced to £0.110m (from £0.129m) in 2020/21 to reflect a lower level of CPI. The initial forecast included CPI at 2% where the relevant figure for September 2019 was 1.7%. The impact of this change in future years has also been reflected in the forecast.

- **Appendix J Line 4 – Growth In Business Rates / Council Tax – general property growth**

This figure has been increased to £0.177m (from £0.139m) in 2020/21 to reflect the latest council tax base calculations.

### **Changes to Net Cost of Services and Other Adjustments**

- **Appendix J Line 10 – Inflation – Other**

This reflects a small reduction to £0.156m (from £0.158m) in 2020/21 due to the latest CPI figures. The impact of this change in future years has also been reflected in the forecast.

- **Appendix J Line 16 – On-going Savings Required**

A number of potential savings have been identified that remain subject to a validation process before final inclusion in the budget that will be presented to Cabinet in December. Potential items identified to date are included in the following table:

<b>Item</b>	<b>Amount On-Going £</b>	<b>Comment</b>
<b>Reduction in Expenditure</b> - Removal of one-off items – Disabled Facility Grants Coordinator	26,800	The funding for this post is now coming from the associated grant so this can be removed from the budget on an on-going basis.
<b>Increased Income</b> - Interest on Investments	50,000	Based on current trends, it is expected that additional investment returns are achievable. This approach will

		also be supported by exploring alternative investment 'vehicles' such as property unit trusts and money market funds whilst still balancing the overall risk to the Council.
<b>Reduction in Expenditure</b> - Waste Transfer Station – move to A120 site	27,000	As reported as part of the original contract extension decision, a net saving is now deliverable following ECC agreeing terms for the use of their waste transfer site along the A12.
<b>Increased Income</b> - Potential Increased Recycling Credit Income	50,000	To reflect increased recycling tonnages being achieved following the roll-out of the new service. This figure may increase once recycling tonnages start to feed through from the new recycling service.
<b>Reduction in Expenditure</b> - Interest on borrowing and reduced minimum revenue provision contribution	44,000	Reduced costs are expected as the general fund borrowing is repaid in accordance with the associated loan terms.
<b>Increased Income</b> - Council tax benefit recoverable from prior years	10,000	This is expected to be recovered for pre-LCTS claims where historic overpayments are identified that become recoverable.
<b>Reduction in Expenditure</b> - Various small underspends	30,000	This represents modest 'targets' for departments to deliver during the year by reviewing historic outturn positions
<b>Increased Income</b> – General fee and charges income	50,000	There are potential options to increase income in areas such as building control and parking.
<b>Total Initial Savings Identified</b>	<b>287,800</b>	

- **Appendix J Line 17 – Unmitigated Cost Pressures**

The latest position is set out in the table below with work remaining on-going before a final assessment can be included in the budget that will be presented to Cabinet in December: (Where necessary, the table also presents an update on the items reported in the financial forecast update at the end of the first quarter)

Item	Amount On-going	Comment
------	-----------------	---------

	£	
<b>Reduced Income</b> - Expiry of commuted sums	8,500	This represents the amount receivable from developers towards the cost of maintaining open space / playing facilities
<b>Reduced Income</b> - Council Tax Sharing Agreement	158,000	<p>This represents a change to the amount paid by the major preceptors (sharing amount reduced from 14% to 12%).</p> <p>However at the present time negotiations remain on-going with the major preceptors and it may be possible to potentially limit the reduction in income through a revised income sharing model.</p>
<b>Increased Expenditure</b> - Digital Transformation Project	113,940	This amount was set out in the report to Cabinet on 13 September 2019 where additional costs of the Council's general use of digital technology was highlighted. Given the on-going project and volatile market, this figure could increase.
<b>Increased Expenditure</b> - Insurance Premiums	16,000	<p>There was a small increase in costs following the renewal of the Council's portfolio of insurance policies on 1 October 2019. The originally expected increase was in excess of £200k but following a move to a higher excess (£50k per claim from £5k per claim for property cover), the price was significantly reduced. However, as set out in <b>Appendix H</b>, it is proposed to use the existing contingency budget to underwrite the cost of operating with a higher level of excess.</p> <p>An action plan has also been developed to improve the Council's historic claims history. If successful it should put the Council in a better light when it next goes out to the market for quotes so it may be possible to limit future premium increases in 2021/22 and beyond.</p>

<b>Increased Expenditure -</b> Historic one-off items now built into the budget on an on-going basis	113,000	The following items are proposed to be built into the budget on an on-going basis:  Air show - <b>£0.060m</b> Sea and Beach Festival - <b>£0.020m</b> Mental Health Hub Contribution - <b>£0.023m</b> Kerbside Clinical Waste Collection Service - <b>£0.010m</b>
<b>Total Potential Cost Pressures</b>	<b>409,440</b>	

To date, the figure set out in the table above is significantly lower than the potential **£0.600m** figure presented at the end of the first quarter, but it remains significantly more than the **£0.150m** target set out in the original long term plan. However services are still reviewing their budgets for 2020/21 and additional items are likely to emerge over the remaining budget setting cycle.

It is also worth highlighting that the triennial pension review is also currently underway but at the time of finalising this report, the financial impact was unknown. However it is hoped that there will be no increase in costs when taking the on-going contribution rate together with the deficiency contribution that the Council has to make, as a central aim of the Pension Fund's funding strategy is to maintain stable contributions for scheme members across years.

#### **Delivering a positive outturn position each year**

As already mentioned above, the long term forecast is based on achieving in-year savings of **£0.500m**. Although a contribution of **£0.077m** was made to forecast risk fund at the end of the first quarter, this has been more than offset by the proposed use of the forecast risk fund at the end of the second quarter of **£0.147m**. Therefore to achieve the **£0.500m** target, net in-year savings of **£0.570m** are required to be delivered over the second half of the year.

#### **Risk Assessment**

Given the inherent risks to the forecast, a risk assessment of each line of the forecast is maintained as set out in **Appendix K**.

As was the case at the end of the first quarter, attention is drawn to the following key areas of the forecast which have been given the highest risk rating:

- **Growth in Business Rates / Council Tax – General Property Growth** - As highlighted within the appendix, the Government plan on completing a spending review in the near future which will in turn influence the fair funding review for Local Government and the money that Local Authorities can retain from business rates collected locally. Given the uncertainty about the outcome from the Government's review and the its timing, this line of the forecast could potentially be subject to significant amendments from next year, which will be reflected in future forecast updates as necessary.
- **Ongoing Savings Required** – as highlighted earlier, the annual target has been

increased from **£0.300m** to **£0.450m** from 2020/21. Although the final position is yet to be confirmed, the total of the items set out above make a significant contribution to the overall target in 2020/21. However activities remain in progress to continue to deliver against the annual targets set out in the long term forecast.

- **Unmitigated Cost Pressures** – as highlighted within the appendix, this line of the forecast presents one of the more significant risks going forward. Although the total of the items highlighted above is lower than the initial estimate of **£0.600m**, the position for 2020/21 has not yet been finalised.

The items identified to date are largely unavoidable items. Capital / asset repair and improvement items will be considered outside of the annual budget setting process via a separate reporting process - items identified in consultation with services will be prioritised against the **£1.134m** budget identified as part of the financial report for quarter 1, which in effect acts as a 'buffer' protecting the revenue forecast that is coming under increasing pressure as discussed earlier. The items identified above will include actions emerging from the climate change working party and other associated activities.

Other items, such as those supporting the delivery of the Council's priorities will also be considered outside of the annual budget setting cycle as part of developing a delivery plan that will underpin the emerging corporate plan. This review could include the reprioritisation of existing budgets to ensure that every pound set aside is working to deliver against the Council's priorities and supporting long term financial sustainability wherever possible.

To date the Council has also refrained from using one-off money such as the New Homes Bonus and reserves to support the on-going budget. The forecast is based on this prudent principle continuing which supports the robust approach developed and addresses the associated issue raised by the Council's External Auditor, where the use of reserves does not underpin on-going financial sustainability in the long term.

### **Sensitivity Testing**

There are numerous risks inherent in forecasting and **Appendix J** includes the potential impact if assumptions within the forecast change such as inflation, reduction in income, the level of costs pressures or underperformance in securing the required on-going savings.

Although there will always be a large number of permutations, apart from two scenarios, all others tested are still expected to deliver an annual surplus within the life of the forecast.

The sensitivity test that would have one of the greatest impacts on the forecast is if council tax rises were 1% less than the base position. In aggregate, the annual deficits would be **£4.714m** compared with base position of **£2.274m**, so it could be managed within the overall forecast risk fund amount but would not return an annual surplus until sometime after the last year of the current forecast. A similar situation would occur if the savings achieved were 20% less than required.

If a number of issues came together at the same time then it is possible that the forecast becomes unsustainable in the longer term. This will be monitored as the forecast continues to be developed as it may be that the level of savings required needs to be increased to ensure the long term sustainability of the Council's financial position or the Council reverts back to the historic short term approach to setting the budget which would require significant savings early in the process.

## **Forecast Risk Fund**

**Appendix J** also sets out the annual change in the Forecast Risk Fund with a broadly increasing balance over the life of the forecast.

As mentioned above, it is recognised that the use of reserves to balance the budget is not sustainable in the long term. However the use of the Forecast Risk Fund is on a controlled basis with underlying income expected to offset the net increases in expenditure in the long term, which provides for a more resilient approach to resisting potential reductions in the provision of services compared with the more traditional short term approach taken in the past.

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

Although this will be subject to revisions and updates as the year / forecast progresses, it does set out the initial estimated position for 2020/21 which includes a draw down from the Forecast Risk Fund of an estimated **£0.969m** to balance the budget in accordance with the long term forecast.

## **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 2019/20 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

This page is intentionally left blank

## *Appendices Included:*

<b>Executive Summary</b>	A summary of the overall position.
<b>Appendix A</b>	A summary of the overall position by Portfolio/Committee split by GF and HRA
<b>Appendix B</b>	An analysis by Department of all General Fund Revenue budgets.
<b>Appendix C</b>	An analysis of Housing Revenue Account Revenue budgets.
<b>Appendix D</b>	The position to date for General Fund and HRA capital projects.
<b>Appendix E</b>	Collection Performance
<b>Appendix F</b>	Treasury activity.
<b>Appendix G</b>	Income from S106 Agreements.
<b>Appendix H</b>	Proposed Adjustments to the 2019/20 Budget
<b>Appendix I</b>	NEGC Project - Financial Summary

## Corporate Budget Monitoring

***September 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)*

# Corporate Budget Monitoring - Executive Summary as at the end of September 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	598,870	398,825	374,138	(24,687)
Corporate Services	(23,385,500)	(4,931,842)	(2,456,537)	2,475,305
Operational Services	16,043,850	4,360,539	4,174,483	(186,056)
Planning and Regeneration	6,742,780	1,492,369	710,829	(781,540)
<b>Total General Fund</b>	<b>0</b>	<b>1,319,891</b>	<b>2,802,913</b>	<b>1,483,022</b>

## Housing Revenue Account

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
<b>Total HRA</b>	<b>0</b>	<b>(4,231,939)</b>	<b>(4,205,135)</b>	<b>26,804</b>

## Capital

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
General Fund	12,268,640	3,435,640	3,365,280	(70,360)
Housing Revenue Account	6,711,690	2,614,255	2,301,455	(312,800)
<b>Total Capital</b>	<b>18,980,330</b>	<b>6,049,895</b>	<b>5,666,735</b>	<b>(383,160)</b>

## Collection Performance

	Collected to Date Against Collectable Amount
Council Tax	55.86%
Business Rates	55.03%
Housing Rents	97.20%
General Debt	88.64%

## Treasury

	£'000
Total External Borrowing	41,195
Total Investments	65,099

# Revenue Budget Position at the end of September 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	5,174,700	1,144,207	362,659	(781,548)
Environment and Public Space	6,983,080	2,131,885	1,841,650	(290,236)
Housing	3,326,590	2,304,404	5,444,714	3,140,310
Independent Living	345,170	288,223	283,202	(5,021)
Leisure and Tourism	6,126,870	555,536	805,638	250,102
Business and Economic Growth	2,885,910	232,764	216,496	(16,268)
Corporate Finance and Governance	2,564,000	1,340,220	636,105	(704,115)
Partnerships	646,360	204,215	194,593	(9,622)
Budgets Relating to Non Executive Functions	788,390	305,913	298,381	(7,532)
	<b>28,841,070</b>	<b>8,507,367</b>	<b>10,083,437</b>	<b>1,576,070</b>
Revenue Support for Capital Investment	5,417,930	0	0	0
Financing Items	(5,830,790)	(173,040)	(268,187)	(95,147)
<b>Budget Before use of Reserves</b>	<b>28,428,210</b>	<b>8,334,327</b>	<b>9,815,250</b>	<b>1,480,923</b>
Contribution to / (from) earmarked reserves	(14,871,640)	0	0	0
<b>Total Net Budget</b>	<b>13,556,570</b>	<b>8,334,327</b>	<b>9,815,250</b>	<b>1,480,923</b>
<b>Funding:</b>				
Revenue Support Grant	(421,920)	(185,711)	(185,644)	67
Business Rates Income	(4,469,610)	(2,496,205)	(2,494,181)	2,024
Collection Fund Surplus	(709,650)	(354,825)	(354,825)	0
Income from Council Tax Payers	(7,955,390)	(3,977,695)	(3,977,687)	8
<b>Total</b>	<b>0</b>	<b>1,319,891</b>	<b>2,802,913</b>	<b>1,483,022</b>

# Revenue Budget Position at the end of September 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	(1,831,450)	(4,231,939)	(4,205,135)	26,804
	<b>(1,831,450)</b>	<b>(4,231,939)</b>	<b>(4,205,135)</b>	<b>26,804</b>
Financing Items	1,756,120	0	0	0
<b>Budget Before use of Reserves</b>	<b>(75,330)</b>	<b>(4,231,939)</b>	<b>(4,205,135)</b>	<b>26,804</b>
Contribution to / (from) earmarked reserves	75,330	0	0	0
<b>Total</b>	<b>(0)</b>	<b>(4,231,939)</b>	<b>(4,205,135)</b>	<b>26,804</b>

# Corporate Budget Monitoring - General Fund Budget Position at the end of September 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
<b><u>Analysis by Type of Spend</u></b>						
<b>Direct Expenditure</b>						
Employee Expenses	305,190	152,595	138,668	(13,927)	76,298	
Transport Related Expenditure	13,840	6,920	3,687	(3,233)	3,460	
Supplies & Services	469,490	240,560	234,320	(6,240)	110,630	
<b>Total Direct Expenditure</b>	<b>788,520</b>	<b>400,075</b>	<b>376,675</b>	<b>(23,400)</b>	<b>190,388</b>	
<b>Direct Income</b>						
Other Grants, Reimbursements and Contributions	(1,250)	(1,250)	(2,537)	(1,287)	0	
<b>Total Direct Income</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(2,537)</b>	<b>(1,287)</b>	<b>0</b>	
<b>Net Direct Costs</b>	<b>787,270</b>	<b>398,825</b>	<b>374,138</b>	<b>(24,687)</b>	<b>190,388</b>	
<b>Net Indirect Costs</b>	<b>(188,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total for Office of Chief Executive</b>	<b>598,870</b>	<b>398,825</b>	<b>374,138</b>	<b>(24,687)</b>	<b>190,388</b>	

## 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
<b><u>Analysis by Service/Function</u></b>					
Total for Chief Executive and Leadership Support and Community	598,870	398,825	374,138	(24,687)	
<b>Total for Office of Chief Executive</b>	<b>598,870</b>	<b>398,825</b>	<b>374,138</b>	<b>(24,687)</b>	

# Corporate Budget Monitoring - General Fund Budget Position at the end of September 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
<b><u>Analysis by Type of Spend</u></b>						
<b>Direct Expenditure</b>						
Employee Expenses	6,983,560	2,665,650	2,508,024	(157,626)	1,265,675	
Premises Related Expenditure	259,000	97,800	118,998	21,198	1,950	
Transport Related Expenditure	61,030	34,920	27,687	(7,233)	9,695	
Supplies & Services	7,847,550	1,709,728	1,549,659	(160,069)	691,151	
Transfer Payments	46,044,940	17,633,340	21,124,729	3,491,389	13,432,900	
Interest Payments	63,670	33,306	10,132	(23,174)	1,823	
<b>Total Direct Expenditure</b>	<b>61,259,750</b>	<b>22,174,744</b>	<b>25,339,229</b>	<b>3,164,485</b>	<b>15,403,194</b>	
<b>Direct Income</b>						
Government Grants	(50,435,230)	(19,096,810)	(19,822,483)	(725,673)	(14,096,580)	
Other Grants, Reimbursements and Contributions	(1,542,780)	(671,709)	(518,497)	153,212	(417,061)	
Sales, Fees and Charges	(16,650)	(12,790)	(1,151)	11,639	(930)	
Rents Receivable	(5,730)	(2,915)	(2,015)	900	(1,400)	
Interest Receivable	(531,580)	(307,926)	(437,283)	(129,357)	(145,108)	
RSG, Business Rates and Council Tax	(13,556,570)	(7,014,436)	(7,012,337)	2,099	(4,214,240)	
<b>Total Direct Income</b>	<b>(66,088,540)</b>	<b>(27,106,586)</b>	<b>(27,793,765)</b>	<b>(687,179)</b>	<b>(18,875,319)</b>	
<b>Net Direct Costs</b>	<b>(4,828,790)</b>	<b>(4,931,842)</b>	<b>(2,454,537)</b>	<b>2,477,305</b>	<b>(3,472,125)</b>	
<b>Net Indirect Costs</b>	<b>(3,685,070)</b>	<b>0</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>0</b>	
<b>Net Contribution to/(from) Reserves</b>	<b>(14,871,640)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total for Corporate Services</b>	<b>(23,385,500)</b>	<b>(4,931,842)</b>	<b>(2,456,537)</b>	<b>2,475,305</b>	<b>(3,472,125)</b>	

## 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
<b><u>Analysis by Service/Function</u></b>					
<b>Total for Deputy Chief Executive and Administration</b>	1,080	121,039	124,574	3,535	
<b>Total for Governance and Legal Services</b>	0	162,340	144,964	(17,376)	
<b>Total for Finance, Revenues and Benefits</b>	1,913,010	1,736,209	4,876,197	3,139,988	Although recoverable via the Housing Benefit Subsidy System, payments to claimants continue to run ahead of the profile at the end of September.
<b>Total for Finance - Other Corporate Costs</b>	2,903,150	(2,013,334)	(2,633,263)	(619,929)	Investment income remains ahead of the budget (£127k) in addition to new burdens grant income and business rates grant income (£616k). The increase in investment income is included as an in-year budget adjustment as set out in Appendix H
<b>Total for Finance - Financing Items</b>	(16,588,750)	98,500	158,764	60,264	
<b>Total for Finance - RSG, Business Rates and Council Tax</b>	(13,556,570)	(7,014,436)	(7,012,337)	2,099	
<b>Total for Property Services</b>	240,180	136,275	137,828	1,553	

## 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
<b>Total for People, Performance and Projects</b>	478,710	443,393	370,450	(72,943)	Although there is a number of smaller variances across the service, they currently offset the reduced income currently being experienced by the Career Track Service (£50k). Although not supported by Government rules concerning which organisations can access the Council's Career Track Service, the team continue to build up a customer base to reduce the current gap between expenditure and income over the longer term.
<b>Total for IT and Corporate Resilience</b>	552,750	1,072,507	937,824	(134,683)	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.
<b>Total for Democratic Services</b>	670,940	325,665	438,463	112,798	The current position reflects expenditure incurred to deliver the european elections which is reimbursable by the Government
<b>Total for Corporate Services</b>	(23,385,500)	(4,931,842)	(2,456,537)	2,475,305	

# Corporate Budget Monitoring - General Fund Budget Position at the end of September 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
<b><u>Analysis by Type of Spend</u></b>						
<b>Direct Expenditure</b>						
Employee Expenses	9,533,370	4,709,364	4,836,809	127,446	2,357,778	
Premises Related Expenditure	3,180,780	1,780,617	1,680,786	(99,831)	552,940	
Transport Related Expenditure	459,870	186,803	193,745	6,942	88,678	
Supplies & Services	4,509,080	1,895,892	2,040,911	145,019	906,924	
Third Party Payments	4,895,370	1,787,377	1,773,171	(14,207)	1,248,065	
Transfer Payments	263,160	119,110	199,023	79,913	80,765	
<b>Total Direct Expenditure</b>	<b>22,841,630</b>	<b>10,479,163</b>	<b>10,724,444</b>	<b>245,281</b>	<b>5,235,149</b>	
<b>Direct Income</b>						
Government Grants	(658,860)	(496,750)	(496,753)	(3)	(21,210)	
Other Grants, Reimbursements and Contributions	(1,387,710)	(489,420)	(515,671)	(26,251)	(442,384)	
Sales, Fees and Charges	(8,275,900)	(4,925,079)	(5,332,754)	(407,675)	(1,706,495)	
Rents Receivable	(318,310)	(187,255)	(190,727)	(3,472)	(61,221)	
Direct Internal Income	(206,780)	(6,000)	(3,895)	2,105	(137,165)	
<b>Total Direct Income</b>	<b>(10,847,560)</b>	<b>(6,104,504)</b>	<b>(6,539,801)</b>	<b>(435,297)</b>	<b>(2,368,475)</b>	
<b>Net Direct Costs</b>	<b>11,994,070</b>	<b>4,374,659</b>	<b>4,184,643</b>	<b>(190,016)</b>	<b>2,866,674</b>	
<b>Net Indirect Costs</b>	<b>4,049,780</b>	<b>(14,120)</b>	<b>(10,160)</b>	<b>3,960</b>	<b>(7,060)</b>	
<b>Total for Operational Services</b>	<b>16,043,850</b>	<b>4,360,539</b>	<b>4,174,483</b>	<b>(186,056)</b>	<b>2,859,614</b>	

## 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
<b><u>Analysis by Service/Function</u></b>					
<b>Total for Corporate Director and Administration Operational Services</b>	659,680	218,290	183,159	(35,131)	
<b>Total for Public Realm</b>	1,705,010	398,661	232,107	(166,554)	Income from car parks (£104k) and at the crematorium (£20k) are running just ahead of the budget at the end of the quarter, although partly offset by reduced cemetery income (£32k)
<b>Total for Customer and Commercial Services</b>	504,620	370,488	323,742	(46,746)	
<b>Total for Sports and Leisure</b>	3,123,970	7,484	47,037	39,553	Income from Leisure Facilities is currently in excess of £60k behind the profile, which is being partly offset by increased beach hut income (£29k).
<b>Total for Housing and Environmental Health</b>	2,839,830	664,450	603,036	(61,414)	

## 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
<b>Total for Building and Engineering</b>  <div>Page 82</div>	7,210,740	2,701,166	2,785,401	84,236	Although partly offset by a number of smaller variances such as increased income from street naming and numbering (£25k), the primary variance to date is due to the in-house engineering team undertaking work within the Council which has not yet been charged out. The variance to date has increased from the last quarter as following the collapse of the Council's housing repairs contractor Roalco earlier in the year, some work previously undertaken as part of the associated contract has been brought back in-house. It is proposed to recharge this work out during quarter 3.
<b>Total for Operational Services</b>	16,043,850	4,360,539	4,174,483	(186,056)	

# Corporate Budget Monitoring - General Fund Budget Position at the end of September 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
<b><u>Analysis by Type of Spend</u></b>						
<b>Direct Expenditure</b>						
Employee Expenses	2,447,760	1,151,414	1,088,230	(63,184)	589,021	
Premises Related Expenditure	28,790	20,410	17,755	(2,655)	4,190	
Transport Related Expenditure	35,300	17,650	15,402	(2,248)	8,825	
Supplies & Services	4,723,550	1,165,716	702,887	(462,829)	433,138	
Third Party Payments	870	0	0	0	0	
<b>Total Direct Expenditure</b>	<b>7,236,270</b>	<b>2,355,190</b>	<b>1,824,274</b>	<b>(530,916)</b>	<b>1,035,175</b>	
<b>Direct Income</b>						
Government Grants	(52,960)	(49,510)	(49,519)	(9)	0	
Other Grants, Reimbursements and Contributions	0	0	(7,000)	(7,000)	0	
Sales, Fees and Charges	(1,437,260)	(786,345)	(1,031,213)	(244,868)	(325,457)	
Rents Receivable	(56,510)	(26,966)	(25,714)	1,252	(17,112)	
<b>Total Direct Income</b>	<b>(1,546,730)</b>	<b>(862,821)</b>	<b>(1,113,445)</b>	<b>(250,624)</b>	<b>(342,569)</b>	
<b>Net Direct Costs</b>	<b>5,689,540</b>	<b>1,492,369</b>	<b>710,829</b>	<b>(781,540)</b>	<b>692,605</b>	
<b>Net Indirect Costs</b>	<b>1,053,240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total for Planning and Regeneration</b>	<b>6,742,780</b>	<b>1,492,369</b>	<b>710,829</b>	<b>(781,540)</b>	<b>692,605</b>	

## 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
<b><u>Analysis by Service/Function</u></b>					
<b>Total for Corporate Director</b>	0	55,910	64,149	8,239	
<b>Total for Planning and Customer Services</b>	23,190	764,720	658,923	(105,797)	The variance to date is primarily against employee budgets
<b>Total for Planning and Development</b>	1,836,150	(312,745)	(360,632)	(47,887)	Planning income is running £209k ahead of the profiled budget at the end of the second quarter. It is however masking the continuation of increased costs defending planning appeals. These items have been included as in-year adjustments within Appendix H.
<b>Total for Planning Policy</b>	1,643,580	610,705	20,636	(590,069)	The position to date primarily reflects the timing of expenditure associated with the development of the Local Plan.
<b>Total for Building Control</b>	174,880	17,985	(27,040)	(45,025)	Income has moved ahead of the profile by £31k during the second quarter.
<b>Total for Regeneration</b>	3,064,980	355,794	354,793	(1,001)	
<b>Total for Planning and Regeneration</b>	6,742,780	1,492,369	710,829	(781,540)	

# Corporate Budget Monitoring - Housing Revenue Account Budget Position at the end of September 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
<b><u>Analysis by Type of Spend</u></b>						
<b>Direct Expenditure</b>						
Employee Expenses	1,090,540	331,040	317,353	(13,687)	165,520	
Premises Related Expenditure	3,458,870	1,541,137	1,599,245	58,108	845,672	
Transport Related Expenditure	20,370	10,185	13,532	3,347	5,093	
Supplies & Services	524,600	188,280	136,810	(51,470)	59,361	
Third Party Payments	1,030	515	0	(515)	258	
Transfer Payments	17,000	8,500	6,070	(2,430)	4,250	
Interest Payments	1,413,490	391,945	391,947	2	293,269	
<b>Total Direct Expenditure</b>	<b>6,525,900</b>	<b>2,471,602</b>	<b>2,464,956</b>	<b>(6,646)</b>	<b>1,373,423</b>	
<b>Direct Income</b>						
Other Grants, Reimbursements and Contributions	(8,000)	0	(898)	(898)	0	
Sales, Fees and Charges	(533,920)	(267,594)	(293,940)	(26,346)	(128,613)	
Rents Receivable	(12,843,320)	(6,435,947)	(6,375,252)	60,695	(3,218,469)	
Interest Receivable	(51,600)	0	0	0	0	
<b>Total Direct Income</b>	<b>(13,436,840)</b>	<b>(6,703,541)</b>	<b>(6,670,091)</b>	<b>33,450</b>	<b>(3,347,081)</b>	
<b>Net Direct Costs</b>	<b>(6,910,940)</b>	<b>(4,231,939)</b>	<b>(4,205,135)</b>	<b>26,804</b>	<b>(1,973,658)</b>	
<b>Net Indirect Costs</b>	<b>6,835,610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Net Contribution to/(from) Reserves</b>	<b>75,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total for HRA</b>	<b>0</b>	<b>(4,231,939)</b>	<b>(4,205,135)</b>	<b>26,804</b>	<b>(1,973,658)</b>	

## 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
<b><u>Analysis by Service/Function</u></b>					
<b>Total for Finance - Financing Items</b>	1,756,120	0	0	0	
<b>Total for Corporate Director and Administration Operational Services</b>	591,340	46,415	41,384	(5,031)	
<b>Total for Customer and Commercial Services</b>	(47,570)	(67,620)	(67,620)	(0)	
<b>Total for Housing and Environmental Health</b>	(6,217,010)	(5,570,546)	(5,542,936)	27,610	Rental Income is slightly behind profile to date along with increased expenditure on council tax on empty properties (Honeycroft and Spendells Sheltered Housing Schemes) which is included as an in-year budget adjustment within Appendix H.
<b>Total for Building and Engineering</b>	3,917,120	1,359,812	1,364,037	4,225	
<b>Total for HRA</b>	0	(4,231,939)	(4,205,135)	26,804	

## **Corporate Budget Monitoring - General Fund Capital Programme**

### **Position at the end of September 2019**

	<b>Total Budget Allocated to Scheme* £</b>	<b>2019/20 Current Full Year Budget £</b>	<b>2019/20 Profiled Budget to date £</b>	<b>2019/20 Actual to date £</b>	<b>2019/20 Variance to Profile £</b>	<b>Comments</b>
<b>Expenditure</b>						
<b>Business and Economic Growth Portfolio</b>						
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	0	0	0	
<b>Total for Business and Economic Growth Portfolio</b>	<b>1,642,430</b>	<b>1,642,430</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Corporate Budget Monitoring - General Fund Capital Programme

### Position at the end of September 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
<b>Corporate Finance and Governance Portfolio</b>						
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	27,605	60,734	33,129	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.
IT Strategic Investment	35,180	35,180	0	8,509	8,509	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	

## Corporate Budget Monitoring - General Fund Capital Programme

### Position at the end of September 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
Enhanced Equipment replacement - Printing and Scanning	15,860	12,250	0	0	0	
Office Rationalisation	1,038,440	1,006,680	255,280	348,810	93,530	Expenditure on transformation is running slightly ahead of profile as work at Barnes house completes and work at the Town Hall continues. Barnes House payments should slow over the next two months and expenditure will continue reasonably uniformly to the end of the project.
<b>Total for Corporate Finance and Governance Portfolio</b>	<b>1,534,260</b>	<b>1,333,890</b>	<b>282,885</b>	<b>418,053</b>	<b>135,168</b>	

## Corporate Budget Monitoring - General Fund Capital Programme

### Position at the end of September 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
<b>Environment and Public Space Portfolio</b>						
Cranleigh Close, Clacton, landscaping works	7,830	7,830	6,000	5,997	(3)	Remaining budget to be spent during 2019/20 on new signs.
Environmental Health Database Migration	5,250	5,250	0	0	0	The Service is reviewing this project 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 project 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	108,830	108,827	(3)	Majority of the works completed, final part to be completed by March 2020 subject to the tender process.
Bath House Meadow Play Area, Walton	4,870	4,870	0	0	0	Works finished, with retention due to be paid to contractor.
Changing Place Facilities, Walton	1,500	1,500	1,500	1,551	51	Scheme Complete.
Resurfacing Works, Off Valley Road	6,770	6,770	0	0	0	Kerbing issues to be completed by December 2019.

## Corporate Budget Monitoring - General Fund Capital Programme

### Position at the end of September 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	742,990	742,990	742,990	945,875	202,885	Main rollout of wheeled bins completed during August. Bins continue to be delivered to properties for authorised additional bins. Additional recycling boxes also purchased with a budget adjustment set out within Appendix H.
Bath House Meadow Security Measures	20,000	20,000	0	0	0	Project delayed due to weather conditions. Project to be completed during remainder of 2019/20.
Clacton Multi-Storey car park repairs	180,000	180,000	0	0	0	This scheme is currently being reviewed as costs estimated at more than the budget - there may be opportunities to re-scale the project or additional funding may need to be considered.
Public Convenience Works	40,000	40,000	0	0	0	Demolition and Refurbishment works expected to be completed by March 2020.
<b>Total for Environment and Public Space Portfolio</b>	<b>1,394,820</b>	<b>1,226,350</b>	<b>859,320</b>	<b>1,062,891</b>	<b>203,571</b>	

## Corporate Budget Monitoring - General Fund Capital Programme Position at the end of September 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
<b>Housing Portfolio</b>						
Replacement of High Volume Printers	29,000	29,000	0	0	0	
Replacement debit and credit card payment facility	14,630	14,630	0	0	0	
Replacement Scan Stations	12,000	0	0	0	0	This scheme has been profiled to 2020/21.
Housing in Jaywick	498,750	498,750	34,375	24,504	(9,871)	Ecological surveys have commenced to inform future developments.
Private Sector Renewal Grants/Financial Assistance Loans	325,260	325,260	9,485	9,495	10	
Disabled Facilities Grants	6,151,870	3,880,870	645,445	644,671	(774)	
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.
<b>Total for Housing Portfolio</b>	<b>7,271,390</b>	<b>4,988,390</b>	<b>689,305</b>	<b>678,670</b>	<b>(10,635)</b>	

## Corporate Budget Monitoring - General Fund Capital Programme

### Position at the end of September 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
<b>Independent Living Portfolio</b>						
Careline - Replacement Telephone System	37,210	37,210	0	0	0	
<b>Total for Independent Living Portfolio</b>	<b>37,210</b>	<b>37,210</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Leisure and Tourism Portfolio</b>						
Replacement of beach hut supports - The Walings	11,620	0	0	0	0	
Princes Theatre Toilets	40,000	40,000	0	0	0	This project is due to be completed in 2019/20 as part of the scheduled works to the Town Hall that form part of wider Office Rationalisation project.
Town Centre Fountain	160,000	160,000	0	0	0	Alternative options for this site remain under consideration.
Dovercourt Bay Lifestyles CCTV	49,500	49,500	49,500	26,000	(23,500)	The equipment has now been purchased for Dovercourt Sports Centre with a saving of £23,500 achieved. The service is currently investigating the purchase of another camera for Clacton Leisure Centre subject to a separate report and business case.

## Corporate Budget Monitoring - General Fund Capital Programme

### Position at the end of September 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
CLC - Spa and Wetside Re-development	525,000	525,000	0	0	0	
Venetian Bridge Clacton	0	0	0	9,097	9,097	Retention paid.
New Beach Huts	64,600	64,600	0	0	(0)	
Cliff Stabilisation Scheme	2,108,320	2,108,320	1,552,380	1,157,485	(394,895)	First phase of works are complete, with a feasibility assessment underway for a second phase of the project.
Marine Parade West Clacton Cliff Works	49,380	49,380	2,250	9,584	7,334	Following completion of works, a new investigation is underway into movement of the cliff.
Flood Wall, Walton On The Naze	0	0	0	3,500	3,500	Works Completed.
Purchase of Street Cleansing Equipment	43,570	43,570	0	0	0	Equipment was delivered in June, however invoice is currently in dispute with supplier.
<b>Total for Leisure and Tourism Portfolio</b>	<b>3,051,990</b>	<b>3,040,370</b>	<b>1,604,130</b>	<b>1,205,667</b>	<b>(398,463)</b>	
<b>Total Approved General Fund Capital Programme</b>	<b>14,932,100</b>	<b>12,268,640</b>	<b>3,435,640</b>	<b>3,365,280</b>	<b>(70,360)</b>	

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

# Corporate Budget Monitoring - Housing Revenue Account Capital Programme

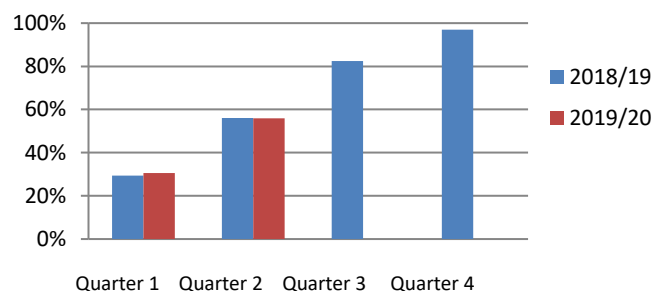
## Budget Position at the end of September 2019

	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	1,798,310	1,484,386	(313,924)	This budget covers a range of individual schemes which will be delivered as the year progresses and are subject to the appropriate procurement processes, which are planned, being progressed or are underway.
Disabled Adaptations	20,000	2,820	2,829	9	
Cash Incentive Scheme	458,210	217,745	208,243	(9,502)	Similarly to the above, it is anticipated that works will be progressed over the remainder of the year.
New Build Initiatives and Acquisitions*	60,000	0	0	0	
Jaywick Sands - New Build/Starter Homes*	2,451,260	88,570	88,560	(10)	
	506,810	506,810	517,437	10,627	Phase 2 of this project is now underway, with an associated budget adjustment included in Appendix H.
<p>*Within these two budgets that total £2,958,070, £2,646,052 relates to projects supported by one for one capital receipts with spend by dates as per below:</p> <p>31/03/2020    £413,570    31/12/2020    £1,270,100</p> <p>30/06/2020    £276,060    31/03/2021    £150,192</p> <p>30/09/2020    £536,130</p>					
<b>Total Housing Revenue Account Capital Programme</b>	<b>6,711,690</b>	<b>2,614,255</b>	<b>2,301,455</b>	<b>(312,800)</b>	

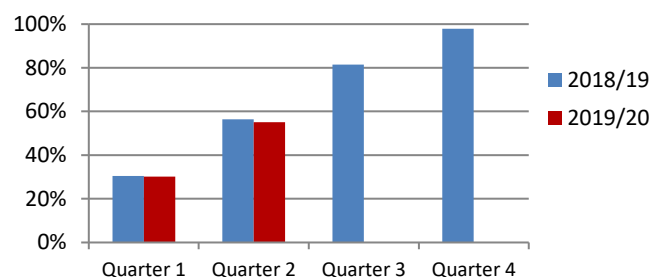
## Collection Performance : Position at the end of September 2019

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

### Council Tax (against annual amounts)

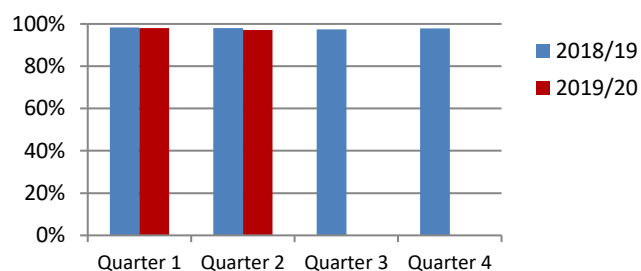


### Business Rates (against annual amounts)

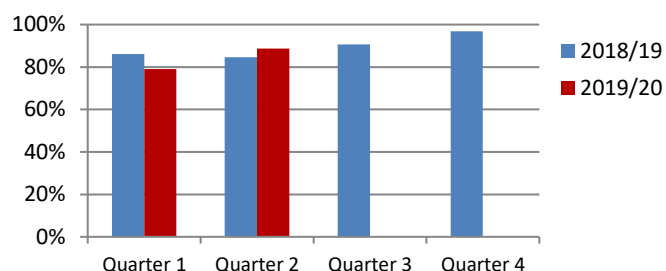


	2018/19	2019/20		2018/19	2019/20
Quarter 1	29.44%	30.64%	Quarter 1	30.48%	30.21%
Quarter 2	56.09%	55.86%	Quarter 2	56.40%	55.03%
Quarter 3	82.52%		Quarter 3	81.42%	
Quarter 4	96.96%		Quarter 4	97.92%	

### Housing Rents



### General Debt



	2018/19	2019/20		2018/19	2019/20
Quarter 1	98.30%	97.99%	Quarter 1	86.14%	79.00%
Quarter 2	98.10%	97.20%	Quarter 2	84.58%	88.64%
Quarter 3	97.40%		Quarter 3	90.65%	
Quarter 4	97.82%		Quarter 4	96.89%	

## Treasury Activity : Position at the end of September 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	832	40,938	
<b>TOTAL BORROWING</b>	<b>42,076</b>	<b>0</b>	<b>881</b>	<b>41,195</b>	
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	160,000	152,400	54,600	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	19,629	21,600	10,499	At the end of the period, investments were held with 6 counterparties.
Investments with non-UK Financial institutions	0	0	0	0	
<b>Total Investments for less than a year</b>	<b>59,470</b>	<b>179,629</b>	<b>174,000</b>	<b>65,099</b>	
<i>Investments for longer than a year</i>	0	0	0	0	
<b>TOTAL INVESTMENTS</b>	<b>59,470</b>	<b>179,629</b>	<b>174,000</b>	<b>65,099</b>	
Interest Paid / Received	Full Year Budget £'000	Profiled Budget to Date £'000	Actual to Date £'000	Variance to date £'000	Comments
Interest Paid on Borrowing - GF	56	30	10	(20)	The weighted average rate of interest on the Council's GF borrowing is currently 7.85%. (on an accrued basis). This position will remain at the end of the year with an in-year budget adjustment included within Appendix H.
Interest Paid on Borrowing - HRA	1,413	392	392	0	The weighted average rate of interest on the Council's HRA borrowing is currently 3.42%. (on an accrued basis)
Interest Received on Investments	(336)	(185)	(312)	(127)	The weighted average rate of interest being received on the Council's investments is currently 0.87%. (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
<b>Capital Schemes</b>	
Cranleigh Close, Clacton - landscaping works	8
Valley Road, Car Park Resurfacing	7
<b>Revenue Schemes and other Contributions</b>	147
<b>TOTAL</b>	<b>162</b>

### 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	62
Affordable Housing	0	0	0	652
Town Centre Improvements	0	0	0	43
Habitat Protection	0	0	0	3
Open Space*	13	3	39	900
<b>TOTAL</b>	<b>13</b>	<b>3</b>	<b>39</b>	<b>1,660</b>

\* For schemes with a 'spend by' date of less than one year, this money must be spent as follows  
 £4,000 by Feb 2020  
 £9,000 by Apr 2020

## ***Proposed Adjustments to the 2019/20 Budget September 2019***

Description	Expenditure Budget	Income Budget	Reason for Adjustment
	£	£	
<b>GENERAL FUND REVENUE</b>			
<i>The following items have no net impact on the overall budget</i>			
Additional costs to support the roll-out of the new waste and recycling service	10,000		The service have requested additional capacity (staff and transport) to support the new service, which can be funded from the New Homes Bonus set aside for this purpose (in-line with the original decision taken by Cabinet in March 2018).
Use of New Homes Bonus	(10,000)		
Environment Services Agency Staff	42,970		To support the required capacity within Environmental Service.
Use of vacancy savings elsewhere in the Council	(42,970)		
Planning Appeals	150,000		Following on from the position reported at the end of the first quarter, costs are being incurred to support the Council in defending appeals. This cost is proposed to be met from increased planning income being experienced so far to date.
Planning Income		(150,000)	
<b>Total General Fund Revenue with no net impact on the overall budget</b>	<b>(150,000)</b>	<b>150,000</b>	

Description	Expenditure Budget	Income Budget	Reason for Adjustment
	£	£	
<i>The following items will be adjusted against the Forecast Risk Fund</i>			
Local Highways Match Funding	50,000		In association with existing budgets, this additional level of funding is aimed at leveraging in an additional £100k contribution from ECC as part of the wider highways work undertaken in partnership with them.
Digital Transformation Project	181,760		Cabinet agreed a Digital Transformation report at their meeting on 13 September 2019 which set out a number of additional emerging costs associated with the Council's use of digital technology.
Digital Transformation Project - Electronic Document Management System (EDMS)	18,000		As highlighted in the Digital Transformation report agreed by Cabinet on 13 September 2019, additional costs may still emerge in respect of the Council's use of digital technology. One such example is the increased cost associated with the EDMS solution for the Revenue and Benefits Service, which requires an increased one-off investment as part of its implementation.
Insurance Premium Renewal 2019	16,500		The cost of the Council's premiums increased in 2019, largely due to property claims in the HRA. The initial price increase was in excess of £200k, but following further discussions with insurers, the Council has limited the increase by accepting a higher level of excess (from £5k to £50k) on its general property cover. Although the Council is developing an action plan to limit successful claims against the Council, it is proposed to utilise the Contingency Budget of £0.322m to underwrite the risk of the revised excess amount. In respect of the HRA, it is proposed to use the general level of reserves to underwrite the associated risk.
Enforcement Post	15,000		To support additional temporary capacity to undertake a general enforcement role within the Council.

Description	Expenditure Budget	Income Budget	Reason for Adjustment
	£	£	
Depot Security Review	10,000		To meet the potential cost of works that may emerge following a review of depot security currently being supported by Internal Audit.
Interest receivable from investments		(120,000)	Investment returns are currently running ahead of the budget, a position that is forecast to be maintained over the remainder of the financial year.
Interest payable on general fund borrowing and associated minimum revenue provision adjustment	(44,430)		The interest and MRP cost associated with outstanding loans is lower than originally budgeted.
Cost of the 2019 Airshow	20,000		The current estimate of the final net cost of the 2019 Airshow is higher than budgeted, primarily as a result of reduced programme sales and increased staffing costs.
Net Contribution <u>from</u> Forecast Risk Fund		(146,830)	

Description	Expenditure Budget	Income Budget	Reason for Adjustment
	£	£	
<b>GENERAL FUND CAPITAL</b>			
<b>Schemes Reprofiled</b>			
None			
<b>Other Changes to General Fund Capital Programme</b>			
Purchase of recycling boxes to support roll-out of the new waste and recycling service	202,880		For the purchase of recycling boxes to support increased demand following the introduction of the new service, which can be funded from the New Homes Bonus set aside for this purpose (this is in-line with the original decision taken by Cabinet in March 2018). Following this item, £329k remains available within the original NHB allocation of £1.333m).
Use of New Homes Bonus	(202,880)		
<b>Total General Fund Capital Adjustment with no net impact on the overall budget</b>	<b>0</b>	<b>0</b>	
<b>HRA REVENUE</b>			
<b><i>The following items will be adjusted against the HRA General Balance</i></b>			
Council tax on empty properties	75,000		Given the continuing number of Empty Properties (primarily Honeycroft and Spendells Sheltered Schemes) there is a temporary increase in the level of council tax payable.
<b>HRA CAPITAL</b>			
Demolition of the Mermaid Site in Jaywick Sands	100,000		Following a fire, urgent demolition works were required to make the site safe.
Use of New Build Initiatives and Acquisition Project Budget	(100,000)		
Starter Homes - Jaywick Sands (Phase 2)	500,000		To support the next phase of this project within Jaywick Sands which should see the project completed (phase one included ground works and ground floor construction with this phase seeing prefabricated units built and placed as first floors upwards).
Use of New Build Initiatives and Acquisition Project Budget	(500,000)		

## Corporate Budget Monitoring - Budget Position at the end of September 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
<b><u>Analysis by Activity</u></b>					
Local Plan / DPD	1,219,694	619,242	626,246	7,004	
Overheads	488,401	216,895	174,727	(42,168)	
Delivery Strategy	423,200	147,900	124,291	(23,609)	
<b>Total Direct Expenditure</b>	<b>2,131,295</b>	<b>984,037</b>	<b>925,264</b>	<b>(58,773)</b>	

UPDATED LONG TERM FINANCIAL FORECAST

APPENDIX J

Line	Budget 2017/18 £	Budget 2018/19 £	Estimate 2019/20 £	Estimate* 2020/21 £	Estimate 2021/22 £	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £
<b>Underlying Funding Growth in the Budget</b>										
1 Council Tax Increase 1.99%	(0.136)	(0.147)	(0.151)	(0.158)	(0.161)	(0.165)	(0.168)	(0.171)	(0.175)	(0.178)
2 Ctax increase by £5 (amounts set out are over and above 1.99% above)	(0.090)	(0.086)	(0.082)	(0.079)	(0.076)	(0.073)	(0.069)	(0.066)	(0.063)	(0.059)
3 Growth in Business rates - Inflation	0.000	(0.131)	(0.110)	(0.110)	(0.132)	(0.134)	(0.137)	(0.140)	(0.142)	(0.145)
4 Growth in Business rates / council tax - general property growth	(0.148)	(0.293)	(0.576)	(0.177)	(0.147)	(0.156)	(0.165)	(0.173)	(0.182)	(0.190)
5 Collection Fund Surpluses b/fwd	(0.218)	(0.652)	(0.710)	(0.437)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
	<b>(0.592)</b>	<b>(1.309)</b>	<b>(1.629)</b>	<b>(0.961)</b>	<b>(0.616)</b>	<b>(0.628)</b>	<b>(0.639)</b>	<b>(0.650)</b>	<b>(0.662)</b>	<b>(0.672)</b>
<b>Net Cost of Services and Other Adjustments</b>										
6 Reduction in RSG	0.914	0.580	0.648	0.422	0.000	0.000	0.000	0.000	0.000	0.000
7 Remove one-off items from prior year	(0.155)	(0.315)	(0.112)	0.013	0.000	0.000	0.000	0.000	0.000	0.000
8 Remove one-off items from prior year - Collection Fund Surplus	(0.020)	0.218	0.652	0.710	0.437	0.100	0.100	0.100	0.100	0.100
9 Inflation - Employee Costs (including annual review adjustments)	0.125	0.514	0.635	0.488	0.373	0.376	0.380	0.385	0.389	0.393
10 Inflation - Other	0.000	0.088	0.221	0.156	0.163	0.167	0.172	0.177	0.182	0.187
11 Fire / Second / Third year impact of PFH WP Savings	(0.268)	(0.055)	(0.115)	0.000	(0.090)	0.000	0.000	0.000	0.000	0.000
12 LSCS Grant To Parish Council's	0.000	(0.049)	(0.055)	(0.036)	0.000	0.000	0.000	0.000	0.000	0.000
13 Beach recharge - Set aside full budget in one year	0.000	(0.150)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
14 Revenue Contrib. to Capital Programme	(0.100)	0.000	0.000	(0.045)	0.000	0.000	0.000	0.000	0.000	0.000
15 Specific change in Use of Reserves	0.287	0.374	(0.069)	(1.076)	0.000	0.000	0.000	0.000	0.000	0.000
16 Ongoing savings required	(0.879)	(0.290)	(0.328)	(0.450)	(0.450)	(0.450)	(0.450)	(0.450)	(0.450)	(0.450)
17 Unmitigated Cost Pressures	1.046	0.114	0.153	0.600	0.150	0.150	0.150	0.150	0.150	0.150
18 Other Adjustments	0.000	(0.134)	(0.118)	1.121	0.000	0.000	0.000	0.000	0.000	0.000
	<b>0.950</b>	<b>0.895</b>	<b>1.512</b>	<b>1.902</b>	<b>0.582</b>	<b>0.344</b>	<b>0.353</b>	<b>0.362</b>	<b>0.371</b>	<b>0.380</b>
<b>Net Total</b>	<b>0.358</b>	<b>(0.414)</b>	<b>(0.117)</b>	<b>0.941</b>	<b>(0.033)</b>	<b>(0.284)</b>	<b>(0.286)</b>	<b>(0.288)</b>	<b>(0.292)</b>	<b>(0.292)</b>
Add back Use of Reserves / Forecast Risk Fund in Prior Year	0.200	0.558	0.144	0.027	0.969	0.935	0.651	0.365	0.076	(0.215)
<b>Net Budget Position</b>	<b>0.558</b>	<b>0.144</b>	<b>0.027</b>	<b>0.969</b>	<b>0.935</b>	<b>0.651</b>	<b>0.365</b>	<b>0.076</b>	<b>(0.215)</b>	<b>(0.507)</b>
Use of Forecast Risk Fund to support the Net Budget Position	(0.558)	(0.144)	(0.027)	(0.969)	(0.935)	(0.651)	(0.365)	(0.076)	0.215	0.507

\* 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	<b>(0.558)</b>	<b>(1.934)</b>	<b>(2.780)</b>	<b>(3.253)</b>	<b>(2.784)</b>	<b>(2.349)</b>	<b>(2.198)</b>	<b>(2.333)</b>	<b>(2.757)</b>	<b>(3.472)</b>
Applied in year as set out in the forecast above	0.558	0.144	0.027	0.969	0.935	0.651	0.365	0.076	(0.215)	(0.507)
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)
<b>Balance to Carry Forward</b>	<b>(1.934)</b>	<b>(2.780)</b>	<b>(3.253)</b>	<b>(2.784)</b>	<b>(2.349)</b>	<b>(2.198)</b>	<b>(2.333)</b>	<b>(2.757)</b>	<b>(3.472)</b>	<b>(4.479)</b>

FORECAST SENSITIVITIES		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Totals
		£	£	£	£	£	£	£	£
Forecast Budget Gap / (Surplus) from table above (BASE Position)		0.969	0.935	0.651	0.365	0.076	(0.215)	(0.507)	2.274
<b><i>Revised Forecast Budget GAP / (SURPLUS) in the event of the following possibilities</i></b>									
Council Tax Increase are lower by 1% per annum compared to the base		1.049	1.098	0.901	0.706	0.512	0.319	0.129	4.714
Property Growth does not grow over the life of the forecast		1.146	1.082	0.807	0.530	0.249	(0.033)	(0.317)	3.464
Property Growth is lower by 5% compared to the base		0.970	0.905	0.629	0.351	0.069	(0.214)	(0.500)	2.210
Inflation increases at a rate of +1% faster than the base		1.196	1.170	0.897	0.622	0.344	0.074	(0.207)	4.096
Inflation decreases at a rate of 1% slower than the base		0.742	0.700	0.405	0.108	(0.192)	(0.504)	(0.807)	0.452
Savings achieved are lower by 10% per annum compared to the base		1.014	1.025	0.786	0.545	0.301	0.055	(0.192)	3.534
Savings achieved are lower by 20% per annum compared to the base		1.059	1.115	0.921	0.725	0.526	0.325	0.123	4.794
Unmitigated Cost Pressures are greater by 10% per annum compared to the base		1.029	0.965	0.696	0.425	0.151	(0.125)	(0.402)	2.739
Unmitigated Cost Pressures are greater by 20% per annum compared to the base		1.089	0.995	0.741	0.485	0.226	(0.035)	(0.297)	3.204

Relevant line of the Forecast	RAG Assessment of Risk	Comments
<b>Underlying Funding Growth in the Budget</b>		
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 £437k have been included in the 2020/21 budget. More modest amounts are included in future years of the forecast with a high degree of confidence in their delivery. (The forecast excludes any benefit from being a member of the Essex Business Rates Pool as it is accounted for on an actual basis rather than building it into the base budget given its one-off nature and complexities in the overall business rate calculations)
<b>Net Cost of Services and Other Adjustments</b>		
Reduction in RSG		2020/21 sees the end of the Revenue Support Grant so there is no uncertainty 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 has been increased upwards to 2% in 2020/21 and 1.5% from 2021/22.
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.
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 2020/21.
Specific change in Use of Reserves		Changes in the use of reserves primarily reflect other changes elsewhere in the budget/ forecast so are not a significant risk in isolation. One reserve that was 'exhausted' by the end of 2019/20 is the homelessness reserve which has required a corresponding adjustment to the expenditure that this reserve is currently supporting to ensure there is no net impact on the budget. This will have to be reviewed in light of the on-going pressure on the delivery of homeless services and prevention activities.
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, with on-going revenue items being 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 is planned on being 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 £800k each year. This has been reflected in the forecast as an on-going cost pressure from 2019/20, with a further reduction in income included in 2020/21.</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>

This page is intentionally left blank

## RESERVES

	Balance 31 March 2019 £	Contribution from Reserves 2019/20 £	Contribution to Reserves 2019/20 £	Balance 31 March 2020 £
<b>Earmarked Reserves</b>				
Revenue Commitments Reserve	11,800,429	(11,579,429)	0	221,000
Capital Commitments Reserve	4,868,390	(4,640,930)	0	227,460
Forecast Risk Fund	3,497,114	(890,612)	76,870	2,683,372
Asset Refurbishment / Replacement Reserve	134,777	0	1,134,511	1,269,288
Beach Recharge Reserve	1,500,000	0	0	1,500,000
Benefit Reserve	999,790	0	0	999,790
Building for the Future Reserve	1,332,580	0	1,277,170	2,609,750
Business Rate Resilience Reserve	1,758,422	0	0	1,758,422
Careline System Replacement Reserve	37,215	(37,215)	0	0
Commutated Sums Reserve	297,722	(28,000)	0	269,722
Crematorium Reserve	154,252	0	0	154,252
Election Reserve	90,000	(120,000)	30,000	0
Haven Gateway Partnership Reserve	75,000	0	0	75,000
Leisure Capital Projects Reserve	100,000	(574,500)	575,000	100,500
Planning Inquiries and Enforcement Reserve	259,000	(160,000)	0	99,000
Residents Free Parking Reserve	221,000	0	0	221,000
Specific Revenue Grants Reserve - Homelessness	81,551	(81,551)	0	0
	<b>27,207,242</b>	<b>(18,112,237)</b>	<b>3,093,551</b>	<b>12,188,556</b>
<b>Uncommitted Reserve</b>	4,000,000	0	0	4,000,000
<b>Total Reserves</b>	<b>31,207,242</b>	<b>(18,112,237)</b>	<b>3,093,551</b>	<b>16,188,556</b>

This page is intentionally left blank

## Resources and Services Overview and Scrutiny Committee

## Work Programme 2019/2020

## PROGRAMMED SCRUTINY BY THE COMMITTEE FOR THE REMAINDER OF THE MUNICIPAL YEAR

In presenting this work programme to the Committee, it is invited to determine whether the programme needs to be adjusted, including items covered, the scope of the programmed reviews and whether Portfolio Holders or others are to be invited to present to them. Specific information requirements of Councillors to undertake the programmed reviews should also be identified as should any Councillor development needs.

Meeting Date	Topics	Detail	Portfolio Holder (and whether to be invited)	Lead Officer
28 November 2019 16 December 2019	Performance Report 2019/20 Second Quarter	To undertake scrutiny of: (a) Is the performance monitoring system capturing the right level of data to support delivery of the Corporate Plan and its priorities and projects – and to make recommendations thereon. (b) Is there performance as identified in the monitoring data that warrants scrutiny of an activity – and to determine whether and how that scrutiny should take place; including it as appropriate in the work programme. The performance data could be an improving position where scrutiny can look for lessons that may have a service or broader implication for the future, an unchanging position and scrutiny may be appropriate because of further resource changes that would on the face of it suggest performance would change or declining performance where the scrutiny may be about how this has happened and what needs to be done to improve performance.	Cllr G Guglielmi (not invited)	Katie Wilkins Anastasia Simpson
	Corporate Budget and	To present the financial performance report for the	Cllr G Guglielmi	Richard Barrett

	Financial Forecast Monitoring 2019/20 Second Quarter	<p>second quarter of 2019/20 to consider:</p> <p><i>In respect of the in-year budget position to date:</i></p> <ul style="list-style-type: none"> <li>Any adverse issues emerging during the quarter and the action taken to manage / mitigate the associated risk.</li> <li>Any emerging issues / themes that may have an impact on future quarters / years and what information the Committee requires to help them support the Council in responding to the associated risk.</li> </ul> <p><i>In respect of the updated financial forecast:</i></p> <ul style="list-style-type: none"> <li>Key assumptions within the forecast to gain assurance that the forecast is broadly robust / resilient.</li> <li>External influences – have they been reflected within the forecast.</li> <li>Achievement against the savings delivery plan.</li> <li>Cost pressures and mitigation action taken to support the overall forecast</li> <li>Strategic review of service areas and the potential impact any associated plans on the forecast / detailed budget</li> </ul>	(not invited)	
	Interim Scrutiny of the implementation of the new waste and recycling collection service	In advance of the scrutiny to be undertaken on 17 February 2020 to undertake an interim review.	Cllr Michael Talbot	Paul Price John Hamlet
16 December 2019 6 January 2020	Initial Budget 2020/21 and Financial Forecast Scrutiny Detailed Review	<p>To present the Detailed Budget proposals for 2020/21 to consider:</p> <ul style="list-style-type: none"> <li>Key assumptions within the budget to gain</li> </ul>	Cllr G Guglielmi (not invited)	Richard Barrett

# RSOSC

(commencing at 9.30am)		<p>assurance that it is broadly robust / resilient.</p> <ul style="list-style-type: none"> <li>• Deliverability of the savings included within the detailed budget</li> <li>• Robustness of the cost pressure forecasts</li> <li>• Adequacy of reserves to support the budget / forecast</li> <li>• Does the budget deliver against / reflect Corporate Priorities</li> <li>• Any relevant issues raised by the Council's External Auditor</li> </ul>		
8 January 2020 (commencing at 9.30am) - Members of the Committee should have attended the 6 January 2020 meeting.	Initial Budget 2020/21 and Financial Forecast Scrutiny Detailed Review	See above text - follow on from 6 January Meeting	All Portfolio Holders (to be advised if not required)	Richard Barrett
17 February 2020	Annual Capital and Treasury Strategy Scrutiny	<p>To present the Annual Strategy for to consider:</p> <ul style="list-style-type: none"> <li>• Key changes since last year</li> <li>• Adequacy of resources / internal expertise to deliver against the Strategy</li> <li>• Key Investment and borrowing assumptions</li> <li>• Advice from external treasury advisors</li> <li>• The level of accepted risk</li> </ul>	Cllr G Guglielmi (invitation position to be determined)	Richard Barrett

		<ul style="list-style-type: none"> <li>• Key investment / borrowing criteria</li> </ul>		
	Performance Report 2019/20 Third Quarter	To enable the Committee to scrutinise the performance monitoring system and identify from the relevant performance data future work programme scrutiny items. (see fuller detail for 16 December meeting)	Cllr G Guglielmi (invitation position to be determined)	Katie Wilkins Anastasia Simpson
	Scrutiny of the implementation of the new waste and recycling collection service	<ul style="list-style-type: none"> <li>• Emphasis should be on the implementation and planning of the roll out of the service.</li> <li>• Focus on the results that we have - recycling performance data compared to expected data,</li> <li>• waste minimisation,</li> <li>• And overview of the roll out of the service.</li> </ul>	Cllr Michael Talbot (invitation position to be determined)	Paul Price Jonathon Hamlet
23 March 2020	Corporate Budget and Financial Forecast Monitoring 2019/20 Third Quarter	<p>To present the financial performance report for the third quarter of 2019/20 to consider:</p> <p><i>In respect of the in-year budget position to date:</i></p> <ul style="list-style-type: none"> <li>• Any adverse issues emerging during the quarter and the action taken to manage / mitigate the associated risk.</li> <li>• Any emerging issues / themes that may have an impact on future quarters / years and what information the Committee requires to help them support the Council in responding to the associated risk.</li> </ul> <p><i>In respect of the updated financial forecast:</i></p> <ul style="list-style-type: none"> <li>• Key assumptions within the forecast to gain assurance that the forecast is broadly robust / resilient.</li> <li>• External influences – have they been</li> </ul>	Cllr G Guglielmi (invitation position to be determined)	Richard Barrett

		<p>reflected within the forecast.</p> <ul style="list-style-type: none"> <li>• Achievement against the savings delivery plan.</li> <li>• Cost pressures and mitigation action taken to support the overall forecast</li> <li>• Strategic review of service areas and the potential impact any associated plans on the forecast / detailed budget</li> </ul>		
	Review of the Year and Work Programme 2020/21	To review this year's work and to seek Members' approval to a draft programme of work for the Resources and Services Overview and Scrutiny Committee for the coming municipal year for recommendation to the Annual Council meeting 2020.	Not applicable	Keith Simmons
	Energy Efficiency	<p>To enable the Committee to scrutinise the work that the Council has undertaken in respect to Climate Change and Energy efficiency. The main focus should be on</p> <ul style="list-style-type: none"> <li>• Scrutiny of the work undertaken by the Climate Change Working Party.</li> <li>• Home energy efficiency, in particular the Eco3 initiative.</li> </ul>	Cllr Neil Stock OBE (invitation position to be determined)	Tim R Clarke

**SCRUTINY TO BE PROGRAMMED**

Topic	Detail and Comments	Lead Officer(s)
Review of the Councils Public Convenience Strategy	To be programmed once the announced Business Rate Relief on Public Toilets is introduced. Minute 112 of Cabinet on 15 February 2019 refers.	Richard Barrett
Council House Building Programme	As referenced by the Community Leadership Overview and Scrutiny Committee. Minute 64 of the Community	Paul Price

	Leadership Overview and Scrutiny Committee on 5 August 2019 refers	
--	--	--

### SCRUTINY UNDERTAKEN TO THIS POINT IN THE MUNICIPAL YEAR

Meeting Date	Topics	Detail
24 June 2019	Careline Computer System	The Committee undertook pre-decision scrutiny of the then forthcoming decision by the Corporate Finance and Governance Portfolio Holder and Housing Portfolio Holder on the Replacement of Careline Computer and Call Handling System. The Council's Head of Customer and Commercial Services (Mark Westall) attended the meeting and answered Members' questions on the then proposed decision.
	Performance Report 2018/19 (Resources & Services) for the period January to March 2019 (Quarter 4 - Outturn).	The Committee scrutinised the performance monitoring system with a view to identifying, from the relevant performance data, future work programme scrutiny items.
29 July 2019	Financial Outturn for the year 2018/19 and General Fund Variance.	The Committee scrutinised the Council's financial outturn for the year 2018/19 and the allocation of the associated General Fund Variance for the year.
	North Essex Garden Communities Ltd and its Business Plan	The Committee reviewed the scrutiny arrangements for the company and determined to establish a joint Scrutiny Panel for this work.
	Ground Maintenance (Including Weed Spraying)	The Committee scrutinised the arrangements for, funding of and delivery of the public realm grounds maintenance service and, within this, the weed control on highways.
	New statutory guidance on overview and scrutiny.	The Committee considered the content of the new statutory guidance on the operation of overview and scrutiny functions in local authorities.
14 October 2019	Performance Report 2019/2020 First Quarter	The Committee scrutinised the performance monitoring system with a view to identifying, from the relevant performance data, future work programme scrutiny items.
	Corporate Budget and Financial Forecast Monitoring 2019/20 first Quarter	The Committee scrutinised the corporate budget and financial forecast for the first quarter of 2019/20 as follows:  <i>In respect of the in-year budget position to date:</i>

		<ul style="list-style-type: none"> <li>Any adverse issues emerging during the quarter and the action taken to manage / mitigate the associated risk.</li> <li>Any emerging issues / themes that may have an impact on future quarters / years and what information the Committee requires to help them support the Council in responding to the associated risk.</li> </ul> <p><i>In respect of the updated financial forecast:</i></p> <ul style="list-style-type: none"> <li>Key assumptions within the forecast to gain assurance that the forecast is broadly robust / resilient.</li> <li>External influences – have they been reflected within the forecast.</li> <li>Achievement against the savings delivery plan.</li> <li>Cost pressures and mitigation action taken to support the overall forecast</li> <li>Strategic review of service areas and the potential impact any associated plans on the forecast / detailed budget</li> </ul>
	Review of the Business Case for the future of publicly owned leisure centres within the District	The Committee considered an outline of the proposed Business Case for the Future of publicly owned leisure centres within the district and the specific business case presented to it for investment at Clacton Leisure Centre.
	Corporate Plan (Subject to agreement)	The Committee undertook pre-decision scrutiny of the emerging Corporate Plan 2020-24 and Priorities and Projects for 2020/21.

This page is intentionally left blank

## **OVERVIEW AND SCRUTINY PROCEDURE RULE 13 – SCRUTINY OF PROPOSED DECISIONS**

In presenting the following, the Committee's attention is drawn to the agenda item notes in respect of Overview and Scrutiny Procedure Rule 13.

DESCRIPTION OF DECISION	KEY DECISION – YES/NO	DECISION MAKER
Members' IT	YES	CABINET
Terms for the disposal of the Council owned site at Weeley	YES	CABINET
Terms for the acquisition of land south of Main Road, Dovercourt	YES	CABINET
Future use of Spendells House, Walton-on-the-Naze	YES	CABINET
Grant of an Easement over land off Colchester Road, Ardleigh	NO	CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER
New lease of 2 Nayland Drive, Clacton-on-Sea	NO	CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER
New lease over land in Windsor Avenue, Clacton-on-Sea to Clacton Sea Cadets Corps	YES	CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER
New lease over land at Low Road Recreation Ground to Harwich and Dovercourt Rugby Club	YES	CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER
Terms for Disposal of Land off Thorpe Road, Clacton	NO	CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER
Award of a new five year contract to the Council's existing bankers	YES	CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

The Council's notice of forthcoming decisions can be found on the Council's Website at:-

<https://tdcdemocracy.tendringdc.gov.uk/mgDelegatedDecisions.aspx?XXR=0&&DR=19%2f07%2f2004-19%2f07%2f2019&ACT=Find&RP=0&K=0&V=0&DM=0&HD=0&DS=1&Next=true&NOW=19072019151542&META=mgforthcomingdecisions>