



RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

DATE:	Monday, 16 November 2020
TIME:	7.30 pm
VENUE:	Meeting will be held in accordance with SI 2020/392. Link to the live stream is found here:
	https://www.tendringdc.gov.uk/livemeetings

MEMBERSHIP:

Councillor M Stephenson
Councillor Scott
Councillor Allen
Councillor Barry
Councillor Bray

Councillor Codling
Councillor Griffiths
Councillor Harris
Councillor Morrison

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

For further details and general enquiries about this meeting, contact Keith Simmons Email: democraticservices@tendringdc.gov.uk or Telephone on 01255 686580

DATE OF PUBLICATION: Monday, 9 November 2020

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 - 10)

To confirm and sign as a correct record, the minutes of the last meeting of the Committee, held on 21 September 2020.

3 Declarations of Interest

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

4 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 Report of the Deputy Leader, (Portfolio Holder for Corporate Finance and Governance) - A.1 - Update on the Progress of the Office Transformation. (Pages 11 - 14)

To update the Committee on the progress of works to office buildings. Complimentary reports will be made in relation to IT, customer and human resources initiatives within the programme.

6 Report of the Deputy Leader, (Portfolio Holder for Corporate Finance and Governance) - A.2 - Transformation Agenda of the Council - Staffing (Pages 15 - 36)

Transformation Agenda of the Council – and delivery against it. Staff (flexible working, home working and productivity).

7 Report of Chairman (Resource and Services Overview and Scrutiny Committee) - A.3 - Review of Reserves and Provisions

The Chairman will give a verbal report in relation to his meeting with the Portfolio Holder for Corporate Finance and Governance as scheduled for 9 November 2020.

8 Report of the Deputy Leader, (Portfolio Holder for Corporate Finance and Governance) - A.4 - Financial Performance Report - In Year Performance Against the Budget at End of the Second Quarter 2020/21 and Long Term Financial Forecast Update. (Pages 37 - 94)

So the Committee can review the report provide of the Deputy Leader in relation to provide an overview of the Council's financial position against the budget as at the end of September 2020 and to present an updated long term forecast.

9 Report of the Leader of the Council. - A.5 - Back to Business (Pages 95 - 112)

So the Committee can review the report of the Leader of the Council to Cabinet in relation to adopting a Council wide plan to support the District's recovery from the ongoing Covid-19 pandemic and agree a number of short term actions in advance of a wider delivery plan being adopted.

10 Reference Report from the NEGC Ltd Joint Scrutiny Panel - A.6 - Scrutiny of NEGC Ltd and Governance of Future Council Controlled Companies (Pages 113 - 120)

The report advises the Overview and Scrutiny Committee (OSC) of the work of the NEGC Joint Scrutiny Panel, to formally invite this OSC and the Community Leadership OSC to note that that the Joint Scrutiny Panel was being dissolved and to consider the recommendations of the Joint Scrutiny Panel in respect of governance of future Council controlled companies.

11 Recommendations Monitoring Report (Pages 121 - 126)

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.

12 Scrutiny of Proposed Decisions (Pages 127 - 128)

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.

13 Review of the Work Programme (Pages 129 - 140)

To present to the Committee a draft detailed Work Programme 2020/21, to consider the detail and ordering of the Work Programme.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Resources and Services Overview and Scrutiny Committee is to be held at 9.30 am on Tuesday, 5 January 2021.

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**MINUTES OF THE MEETING OF THE RESOURCES AND SERVICES OVERVIEW
AND SCRUTINY COMMITTEE,
HELD ON MONDAY, 21ST SEPTEMBER, 2020 AT 7.30 PM
THE MEETING WAS HELD IN ACCORDANCE WITH SI 2020/392.**

Present:	Councillors M Stephenson (Chairman), Scott (Vice-Chairman), Allen, Barry, Bray, Codling, Griffiths, Harris and Morrison
Also Present:	Councillor Talbot (Portfolio Holder for Environment & Public Space) and Councillor Porter (Portfolio Holder for Leisure and Tourism)
In Attendance:	Keith Simmons (Head of Democratic Services and Elections), Keith Durran (Democratic Services Officer), Emma Haward (Leadership Support Assistant), Karen Hades (IT Training Officer), Michael Carran (Assistant Director (Economic Growth and Leisure)) and Jonathan Hamlet (Street Scene Officer)

81. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

There were no absences or substitutions.

82. MINUTES OF THE LAST MEETING

The Minutes of the last meeting of the Committee held on Thursday 3 September 2020 were approved as a correct record and were then signed by the Chairman.

83. DECLARATIONS OF INTEREST

There were no declarations of interest.

84. QUESTIONS ON NOTICE PURSUANT TO COUNCIL PROCEDURE RULE 38

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

85. RECOMMENDATIONS MONITORING REPORT

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

After some deliberation it was **RESOLVED** that an update was required in relation to an item from the Committee meeting from 22 June 2020 (minute 62) regarding the cliff stabilisation survey, clarification was sought to know if the Portfolio Holder's response included a District-wide survey.

It was also **RESOLVED** that the Committee would like to know if its recommendation in relation to a public engagement plan as well as more information to the public in relation to the grants available, had been implemented, this is in reference to the Committee meeting held on 22 June 2020 (Minute 68) and Members' discussions about Housing Issues.

The Committee discussed the maintenance contract discussed at its meeting held on 22 June 2020 (Minute 68) when the Portfolio Holder had responded that the contract was a 7 year contract with a review after 1 year, and it was **RESOLVED** that the Committee seeks to be part of that review.

The Committee meeting held on 22 June 2020 (Minute 63) had recommended that all funding to NEGC Ltd.. be suspended, as the company was in the process of being dissolved it was **RESOLVED** that this matter be closed.

**86. REPORT OF ACTING CORPORATE DIRECTOR (OPERATIONAL SERVICES) - A.1 -
SCRUTINY OF THE WASTE AND RECYCLING COLLECTION SERVICE**

The Committee was informed that prior to the COVID pandemic, invitations for a restricted number of Councillors were about to be issued by the Environment & Public Space Portfolio Holder for site visits to the Veolia plastic sorting and processing plants based in both Rainham and Dagenham in Essex, along with a site visit to the ECC transfer site located on the A120 at Ardleigh. As COVID restrictions remained in place Veolia were currently not offering site visits to any of their sites, though these policies were under constant review in line with government guidance and once the authority and Veolia were in a position to offer site visits suitable arrangements would be put in place to resurrect the intended site visits.

Photography and video recording was prohibited at their sites and due to that, live streaming or an educational video was not an option.

Future ambitions of the service to further improve the recycling rates:

Members heard that the last of the main delivery of approximately 58,000 wheeled bins had been completed by the end of August 2019 and as such the wheeled bin service had been in operation for just over a year. The report of the Portfolio Holder for Environment placed before Cabinet on the 16th February 2018 had anticipated that the fortnightly collection of residual waste from a wheeled bin would reduce the amount of waste sent to landfill by an estimated 16% (4,500 tonnes) whilst increasing recycling by an estimated 3,100 tonnes and increasing the recycling rate by an estimated 8%.

The latest audited data supplied by ECC for the period of April 2019 to March 2020 had reported a reduction of waste sent to landfill by 7,363 tonnes, increasing recycling by 2,899 tonnes and increasing the recycling rate from the 2018/19 figure of 27.4% to a 2019/20 figure of 36.6%; an increase of 9.2%.

Those figures had not only met or exceeded the predicted ambitions of the new service, given that the new waste service had not become fully operational until the last week in August 2019, this indicated that, with the first 5 months data based either fully or partially on the old weekly collection service, the future performance of the fortnightly collection service would continue to over achieve the initial targets set for the service.

With the introduction of wheeled bins having clearly promoted waste minimisation and increased participation in recycling, the authority and Veolia had continued to work towards increasing the wheeled bin participation of households within the District. The

initial audit of the properties in the District had indicated approximately 11,000 properties which should remain on a weekly bag collection service. TDC Officers had continued to reassess and where practicably possible, introduce wheeled bins to those 11,000 properties, with numerous blocks of flats and properties in rural locations being transferred over to a fortnightly wheeled bin service. Additionally to those properties, as all new build developments became occupied their residents were automatically provided with not just a wheeled bin but also a full set of recycling boxes to promote and assist in the kerbside collection.

The Council's Recycling Officer (Jon Hamlet) had recently overseen the installation of a new bring site, located at ASDA in Clacton resulting in the installation of 6 additional glass banks, which had helped support and increase the network of bring sites across the District. Additionally the community bring site in Brightlingsea had seen a larger capacity tetrapak bank installed to help meet demand.

It was reported that the Street Scene team had recently taken on a new technical administrator; the purpose of that position would be to provide additional administrative support to the team which, when combined with the increased use by residents and customers of the Council's online My Tending portal reporting tool, would further improve responses to enquiries and complaints and critically, would free up the Recycling Officer to prioritise their workload in promoting and enhancing recycling within Tending.

As highlighted above the Team continued to work and build upon the foundations of the new waste service, continued to deliver wheeled bins, had installed and provided additional bring sites and ensured that all new build properties were provided with a full waste and recycling container set in a timely manner. Those efforts were reflected in the recycling data for September 2019 and up to and including the end of April 2020. For that 8 month period, which solely reflected the fortnightly collection service, a recycling rate of 39.80% had been achieved which was an increase of 12.4% compared to 2018/19. The below table summarised the changes during the transition to the new waste service, with the 8 month data extrapolated out to a 12 month period for comparative ease.

Year	Residual waste/tonnes	Recycled, reused/composted tonnes	Recycling rate %
2018/19	35,427	13521	27.40
2019/20	28,197	16421	36.60
Sept 2020 2019-April	17,445 (26,168 for 12month equivalent)	11980 (17,970 for 12 month equivalent)	39.80

Aim	Outcome and aspiration
Working with I.T team to complete 100% functionality of MyTending Portal so residents can report missed collections, sign up for garden waste and access to waste	Reduction in customers contacting Officers or customer support team with basic enquires which can be captured by the on line portal, allowing increased Officer time to

<i>and recycling kerbside collection data</i>	<i>progress with projects</i>
<i>Working with Customer Support Team to provide adequate resources to deal with service requests in a timely manner.</i>	<i>Reduction in customers contacting Officers with basic enquires which can be captured by the customer support team or by the customer portal, allowing increased Officer time to progress with projects</i>
<i>Provision of a kerbside textile collection scheme to households in Tendring district</i>	<i>Investigating the potential for a fortnightly kerbside collection service with a potential start date of 2021. This stand-alone service will further complement the current kerbside collection service, providing householders with an easy and convenient method of recycling their textiles and reducing the quantity of textiles sent to landfill.</i>
<i>School recycling participation and educational presentations</i>	<i>Recycling Officer to audit and contact primary and secondary schools to establish additional recycling requirements, combined with the introduction of classroom talks and presentations once restrictions allows to primary schools.</i>
<i>Increase flat recycling and wheeled bin deployment</i>	<i>On-going audit of existing flats and other properties currently on a weekly bag service with the target to move where practicable possible on to a fortnightly collection combined with enhanced recycling provisions</i>
<i>Increase Bring sites and site improvements.</i>	<i>Introduction of additional bring sites at locations which can lead to improved participation in glass recycling combined with site improvements to increase capacity, reduce fly tipping and provide a positive experience to visitors to those sites</i>
<i>Provision of a kerbside glass collection service</i>	<i>Investigations estimated costs to be approx. £1 million + per annum to provide a kerbside glass collection across the district.</i>
	<i>Investigations estimated costs to be</i>

<i>Provision of comingled dry recycling collection to include mixed plastics.</i>	<i>approx. £800,000+ per annum to provide a co-mingled plastics collection service across the District.</i>
<i>Research and investigation for next waste and recycling contract</i>	<i>Anticipated start date of 2023 in readiness for 2026/27. Investigate latest technologies, recycling infrastructure and commodities market to achieve contract within budget and meeting recycling targets.</i>
<i>Introduction of subscription bagged garden waste service to supplement current wheeled bin service.</i>	<i>Use of compostable bags for households with smaller gardens or cannot afford the cost of a wheeled bin</i>

After much deliberation the Committee **RECOMMENDED** to Cabinet that:

1. that the Committee's recommendation from 17 February 2020 about waste minimisation information to residents (perhaps in the council tax leaflet) be repeated;
2. that the Cabinet be invited to set the aspiration for this Council over the next four years to reach the mean level of recycling for all local authority districts in the East of England;
3. that (further to (2) above) the aspirational information presented to the meeting be assessed and an action plan be developed to take the relevant ones forward in the short, medium and long term and aimed at achieving the aspiration referenced. This action plan to be submitted to this Committee for its overview.
4. that work with primary schools on waste reduction, minimisation and recycling should start at the first practical opportunity and details of such involvement be passed to the relevant ward councillors in advance of such work commencing. Cabinet should also explore the possibility of funding for schools to support recycling efforts;
5. that details of all bring sites be submitted to the Committee detailing the recycling available, the extent of use as far as it is known, the collection frequency and the plans for improving them, the range of recycling to be made available to extend that provision and address any excess of use over capacity for it and the signage at those sites to be clear that side waste should not be left.

87. REPORT OF CORPORATE DIRECTOR (PLACE AND ECONOMY) - A.2 - LEISURE PROVISION BY THE COUNCIL IN THE DISTRICT

The Committee was updated on a number of items on the Sport and Leisure work programme. The Assistant Director for Economic Growth and Leisure (Mike Carran) provided this background report.

UPDATES ON THE WORK PROGRAMME FOR THE COMMITTEE

a) The emerging district-wide Leisure Strategy as previously reported to it – progress with the development of the Strategy

Members were reminded that the Sports Facilities Strategy had been due to be presented for consideration by Cabinet earlier in the year. One of the key focusses of that plan was a wholesale review of pricing and recommendations for a change in direction, based on an external review of the local fitness market and an evaluation of the number of the volume and value of pre-paid members. Due to the coronavirus pandemic, that strategy had been postponed and was now likely to be brought forward for Cabinet's consideration early in 2021.

It was reported that Sports Facilities' Membership numbers had fluctuated significantly due to the forced closure and phased approach to re-opening. In that state of flux, membership subscriptions had been halved in order to recognise the reduction in services available to those who pre-paid, whether annually or through monthly bank transfer. Further to that, the wider market had been drastically effected by the pandemic and it would not be an appropriate time to make radical decisions, without a clear understanding of when the situation would stabilise..

b) The refurbishment of the Clacton Leisure Centre – to review arrangements for the refurbishment since they were last presented to the Committee.

The Committee heard that, in July 2019, Cabinet had committed a budget for the refurbishment of the swimming pool changing rooms and health suite areas at Clacton Leisure Centre.

A tender process for those works had been postponed earlier in the year due to the forced closure of the Sports Facilities. A full specification had been prepared by a specialist organisation acting on behalf of the Council and was in a position to be advertised to prospective contractors. This Architectural Design and Contract Administration company would also act on behalf of the Council during the evaluation of tenders and throughout the construction phase.

It was anticipated that the work would be undertaken at the end of the calendar year, which was historically the quietest period.

c) The sale of land to Clacton County High School, community access to the pitches on that land, management of that community access and the conditional works on the existing 3G pitches at the Leisure Centre – progress/timescales.

The Committee was informed that the transfer of land to Clacton County High School (CCHS) had yet to be concluded and final agreements were not yet in place.

In anticipation of their conclusion however, agreement had been reached with the School and Essex County Council (ECC) on arrangements for community use.

Grass Pitch

The grass pitch which was marked out on the 'new' school land, would remain available for community use outside of school hours. That would be booked through the same process as all other grass sports pitches under the management of the Council.

Artificial Grass Pitch

Officers had been working with the Essex Football Association and the Football Foundation (FF) to develop a 3G strategy for the District. A refurbishment of the current sand filled pitch into a 3G was part of the agreement with ECC/CCHS.

Working with the FF had opened the door to the potential of external funding and a planning application for the refurbishment of the Clacton Leisure Centre pitch had been submitted. That was an essential requirement prior to a funding application being submitted.

d) The refurbishment of the Skate Park at the Leisure Centre – plans and timescales.

Members heard that Clacton Skate Park had opened in 2004 and had historically fallen under the management of the Clacton Leisure Centre team.

The Park was of a traditional wooden design and comprised a number of small independent ramps, with a large main ramp as a key focal point. The main ramp had failed in summer 2019 and it had been originally envisaged that that could be rectified by replacing parts and undertaking a service. Once the ramp was lifted however, the damage had been found to be more significant and that the ramp required replacing, together with additional groundworks required underneath. The Park had remained closed since and a number of options had been considered on how to proceed.

Members were advised that the park was the only one in the Clacton area and had been originally designed for both skate boards and BMX users. It was extremely well used and valued by young people and there was indicative evidence that it had significantly reduced anti-social skate board activity in the town centre and surrounding residential areas.

The Committee was made aware that the following options were currently being considered and that Cabinet would be asked to consider the way forward through the emerging 'Back to Business' report.

Repair the Main Ramp & ancillary works

This would be the most economical and short term option, which would allow the park to re-open in a fairly short space of time. It would include the required groundworks.

There were also outstanding works required to the wider park, following an inspection by a play inspection company.

A budget cost for this work would be in the region of £60k.

Upgrade the Main Ramp to a concrete concept design

Two alternative proposals had been previously requested which would involve installing a new main ramp designed from concrete. This was a modern approach to skate park design, which would require lower maintenance and be less subject to vandalism.

A budget cost for this work would be in the region of £120-£160k.

Wider upgrade of the Skate Park

This would involve a wider refurbishment of the park to a concrete design, on top of the main ramp. The exact cost would be subject to the scope identified, as the park had a large footprint.

A budget cost for this work would be in the region of £220k.

After much deliberation it was **RECOMMENDED** to Cabinet that:

1. the Committee, whilst noting the intentions of a sports and leisure strategy to be considered in early 2021, nevertheless requests that such strategy be brought-forward as early as possible as it believes that the additional time will ensure that the strategy can address the issues facing the District, including encouraging people to progress from being fairly active to active and from inactive to fairly active and with provisions for those with disabilities. The Committee would welcome the early sight of the emerging strategy and the associated action plans to support delivery of that strategy. The strategy itself, should rightly address the position beyond COVID.
2. the Committee notes that intentions for the redevelopment of Clacton Leisure Centre has been shelved for the end of this calendar year but reminds the Cabinet that this Committee has previously requested that the consultation with users should be undertaken and a detailed examination of the costs of the works be undertaken in order to secure value for money and a positive contribution to the Council's aims of reducing its carbon foot print.
3. proposals around refurbishing the Clacton Skate Park be pursued and that the associated lessons from the site in Dovercourt as delivered to Harwich Town Council, be harnessed.
4. the previous issue, of the vital importance of consistent and common branding as previously identified by this Committee in respect of tourism, should also be applied to leisure services in order to help promote the area and its facilities to both residents and visitors.

5. all tenders for improvements to the Council's leisure facilities should contain a specific recommendation in respect of energy efficiency costs and savings and the long term impact of the carbon foot print of Tendring District Council.
6. the Sports Facilities Strategy should focus on the District as a whole.

88. 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 reminded that the report referenced the lead Officers rather than the decision maker. The Committee was further reminded 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 Committee discussed the proposed decisions and **RESOLVED** that it would add the following to their work programme:

1. Draft Climate Change Action Plan
2. Financial Performance Report - Quarter 1 2020/21
3. Back to Business Initiatives - Covid-19 Recovery
4. Housing Development and Acquisitions Strategy

89. 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 the originally approved work plan.

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

- 1) the Committee meeting for the 16 November 2020 be amended to include Back 2 Business and the Financial Performance Report on the agenda.
- 2) Housing Acquisition/Development Strategy Review – right to buy numbers, values, type and age of housing and impact on risk appetite for Council building. Plus progress with Pension Provider discussions to build and lease back housing be the focus of the meeting scheduled for 1 February 2021.
- 3) the Tourism Strategy as approved by Cabinet on 11 September 2020 be added to the work programme.

The meeting was declared closed 11:00pm

Chairman

RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

16 NOVEMBER 2020

REPORT OF THE DEPUTY LEADER, (PORTFOLIO HOLDER FOR CORPORATE FINANCE AND GOVERNANCE)

A.1 UPDATE ON PROGRESS OF OFFICE TRANSFORMATION MEASURES

(Report prepared by Andy White)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To update the Committee on the progress of works to office buildings. Complimentary reports will be made in relation to IT, customer and human resources initiatives within the programme.

EXECUTIVE SUMMARY

In December 2016 Cabinet approved a proposal to make major changes to the Council's office services and accommodation. In September 2017 the Chief Executive signed off a detailed business case for a package of measures aimed at four main areas of modernisation:

1. Customer Services
2. Information Technology
3. Working methods and staff wellbeing
4. Office buildings.

This report focusses on the progress of works to office buildings. Complimentary reports will be made in relation to IT, customer service and human resources initiatives within the programme.

Progress on office facilities is as follows:

Clay Hall	Freehold disposal	Fully complete
Westleigh House	Demolition and creation of car park	Fully Complete
Barnes House	Additional floor and link	Fully Complete
Pier Avenue Offices	Refurbishment	Fully Complete
Northbourne Rd Depot	Additional part floor	Fully Complete
Town Hall	Refurbishment/remodelling	Around 50% Complete
Alexandra Gardens	Repair storage building	Not commenced
Mill Lane Depot	Convert former business units	Not commenced
Weeley site	Freehold disposal	Negotiations ongoing

RECOMMENDATION(S)

That the Committee notes the progress of works to the office buildings and determines whether it has any comments or recommendations it wishes to put forward the relevant Portfolio Holder or Cabinet.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The project will contribute to the following corporate priorities:

Delivering High Quality Services

- 24 hour a day digital services – My Tendring
- Modern, high quality buildings and facilities for customers and staff
- Carbon Neutral by 2030

Community Leadership Through Partnerships

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

Strong Finances and Governance

- Balanced annual budget
- Use assets to support priorities

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

Capital expenditure identified for 2020/1 amounts to £355,100. Expenditure completed amounts to £57,528 at September 2020. This leaves £297,572 for work during the remainder of the financial year. Commitments to date are somewhat ahead of expenditure reported. It is anticipated that the project overall can be completed in line with the budget.

Anticipated Capital receipts for disposal of the Weeley site will need to be downgraded and it is unlikely that the project will therefore be self-funding overall in Capital terms. Work is ongoing to maximise benefits to be released from the disposal including the consideration of housing options.

Risk

Listed building application for work to the Committee Room was deferred by the planning Committee. Work is ongoing in preparing a further submission with the objective of securing the approval.

The progress of work at the Town Hall has been affected by some factors that emerged during the course of the project which have caused some elements of delay and additional cost. Some value engineering at later stages may be required in order to control costs.

LEGAL

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

Section 120(1) of Local Government Act 1972 provides for the Council to acquire land either within or outside the District for any purpose within that or any other Act or for the benefit, improvement or development of the area.

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

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/Carbon Neutrality.

Although not currently operating, the Facility at Pier avenue includes space for use by partner organisations to work from and with TDC services aimed at promoting activities pertinent to reduction in crime and disorder and reducing health inequality.

Each of the public sites is designed to promote accessibility, within the constraints of the structures as applicable.

New structures have been designed to have high insulation levels and where new heating has been installed these are air source heat pumps. The reduced extent of

accommodation will have a simple, proportionate effect on carbon emissions.

Area or Ward Affected

All Wards

PART 3 – SUPPORTING INFORMATION

BACKGROUND

In December 2016 Cabinet approved a proposal to make major changes to the Council’s working methods and office accommodation. In September 2017 the Chief Executive signed off a detailed business case for a package of measures aimed at four main areas of modernisation:

1. Customer Services
2. Information Technology
3. Working methods and staff wellbeing
4. Office buildings.

The overall aim of the package is to modernise our working practices to make them more flexible and responsive and at the same time realise efficiencies.

CURRENT POSITION

This report focusses on the progress of works to office buildings. Complimentary reports will be made in relation to IT, customer service and human resources initiatives within the programme. Progress on office facilities is as follows:

Clay Hall	Freehold disposal	Fully complete
The site has been sold and has been cleared and redeveloped as a range of modern bungalows		
Westleigh House	Demolition and creation of car park	Fully Complete
A new car park has been created increasing town centre capacity and potentially facilitating future development		
Barnes House	Additional floor and link	Fully Complete
Additional office accommodation has been added and the link provides additional meeting and interview rooms, first floor accessibility and internal fire escape.		
Pier Avenue Offices	Refurbishment	Fully Complete
A new reception and remodelling maximises the use of space, provides visitor accessible lavatory and revised interview rooms. A new roof and insulation is included to address maintenance and insulation issues.		
Northbourne Rd Depot	Additional part floor	Fully Complete
A new insulated roof replaces an aged asbestos one and office space has been created in the roof void		
Town Hall	Refurbishment/remodelling	Around 50% Complete
Removal of smaller offices has created brighter modern spaces. Parallel work is being carried out to address some maintenance and fire precaution issues. Lavatories have been refurbished including provision of additional female facilities. Work in the south wing is broadly complete (except the Committee Room) at the time of writing. Plans are being detailed to relocate staff from the North wing in order to facilitate further phases of work.		
Alexandra Gardens	Repair storage building	Not commenced

To refit a storage building for theatre use to mitigate the storage in the Town Hall used to increase lavatory capacity.		
Mill Lane Depot	Convert former business units	Not commenced
Proposed rationalisation and refurbishment to address repair issues and to facilitate use by the waste team.		
Weeley site	Freehold disposal	Negotiations ongoing
Likely redevelopment for residential use. Capital receipts may be disappointing but other disposal models could create other benefits.		

APPENDICES

Appendix A – Photographs of progress – to be presented at the meeting.

RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

16 NOVEMBER 2020

REPORT OF DEPUTY LEADER, PORTFOLIOHOLDER FOR CORPORATE FINANCE AND GOVERNANCE

A.2 TRANSFORMATION AGENDA OF THE COUNCIL - STAFFING

(Report prepared by Carol Magnus, Acting Head of People, Performance and Projects)

PURPOSE OF THE REPORT

Transformation Agenda of the Council – and delivery against it. Staff (flexible working, home working and productivity).

INVITEES

None

BACKGROUND

The Chairman of the Resources and Services Overview and Scrutiny Committee has requested that Officers provide reports on the different strands of the organisation's Transformation agenda and progress to date.

This report will focus on staffing. Over the past two years the organisation has worked at preparing for more flexible ways of working by updating policies and procedures as well as providing training and support for staff in preparation for these changes.

DETAILED INFORMATION

Throughout 2019 a significant focus was placed on preparing staff to work more flexibly and with greater autonomy, two programmes have been key to this; InDependence and Managing Remote Teams. All courses were delivered by external providers working very closely with the Organisational Development Manager and HR Operations Manager on design, development and content.

The InDependence programme was designed and developed by the Organisational Development Manager with input from an organisation psychologist. The workshops were then delivered by a team of six internal managers who had been trained in how to deliver the programme. In total 273 staff attended this programme.

The Managing Remote Teams course was attended by 52 managers and team leaders.

In addition, a booklet entitled Modern Working, Your Guide was written and published and circulated to all course attendees. This was reissued to all staff during the Spring lockdown. See Appendix A.

A number of policies were updated to support flexible working; these included the Allowances Policy (2018) and the Remote Working Policy (2019) which also included the Flexi Hours Scheme.

To further support the move towards greater flexible working and staff personal accountability online training has been overhauled. The organisation now uses a specialist online provider (iHasco) for all health and safety awareness training. This shift has resulted in greater compliance as staff can plan their own training schedule according to their work pattern. Compliance rates are in excess of 90%. Face to face delivery is still used for those requiring additional support or greater detail.

During 2018/19 a new inhouse online learning platform was designed and



developed.

Learning Zone can be accessed by all staff via laptop and other mobile devices. Member access has also just been facilitated. This platform hosts a number of mandatory courses, Careline specific courses and personal development learning opportunities.

The majority of the courses on iHasco and Learning Zone include an assessment before learners can be marked as 'complete' to receive their certificate.

Flexible working has been rapidly accelerated as a consequence of Covid, especially since March of this year when Lockdown resulted in the majority of office based staff working from home. Managers have been instructed to follow the best practice they were taught on the Managing Remote Teams training; namely to ensure regular catch ups take place, to conduct regular team meetings online, to ensure that each team member is contacted every week, to ensure that goals and targets are set and monitored as usual. The flexi hours scheme has been extended to enable staff to work even more flexibly and to take regular breaks away from the screen. Managers and staff have been supportive and appreciative of this approach. It should be noted that the vast majority of staff have continued to work their standard hours with only a few variations, most notably around child care whilst schools were closed.

Government guidance remains that all employees who can work from home should continue to do so. It is therefore anticipated that in the short to medium term the majority of office based staff will continue to work from home.

In order to improve the sustainability of our remote working arrangements a staff survey was undertaken by Human Resources to gain further insight into the experiences and challenges of staff working from home, as well as those staff who have continued to work within the district and on site throughout the Pandemic. This has enabled the organisation to identify areas of concern and implement the necessary support.

Following over 300 responses, headlines from the staff survey are as follows:

- 75% of respondents agree they have achieved the correct balance between work and home life, with 50% of respondents reporting a better work/life balance;
- 72% of respondents agree their role makes a difference to local residents;
- 75% of respondents get a sense of personal fulfilment from their job;
- 84% of respondents feel proud to work for the Council;
- 92% of respondents feel as productive or more productive working at home;
- 90% of respondents reported that the Council has kept them well informed during the Coronavirus Pandemic;
- 80% of respondents feel supported by their line manager; and
- Almost 60% would like to maintain their current working arrangements indefinitely.

In addition, the following priorities have been identified by staff completing the survey:

- Prioritise return to the workplace for those who will benefit most (when it is safe to do so);
- Prioritise continued working from home for those most ready and able to continue;
- Balance preferences with organisational needs;
- Provide support for those who are most in need; and
- Identify what lessons we can learn for the future

There can be no doubt that Covid has accelerated the Council's plans for increased flexible working and has caused it to have a greater degree of home working than was originally envisioned. However, the early work that had been undertaken in 2019 had prepared managers and staff in advance. As we approach 2021 it is to be hoped that it will be possible to have a successful blend of home and office based working so

that flexible working is fully embedded within the organisation.

Appendix B – Staff Survey Infogram

RECOMMENDATION

That the Committee determines whether it has any comments or recommendations it wishes to put forward the relevant Portfolio Holder or Cabinet.



APPENDIX A

Modern Working Your Guide



Introduction

This booklet has been compiled to provide you with a handy resource to help you as we work together to transform and modernise the way we work at TDC.

It's probably fair to say that working practices at TDC have been established and fairly unchanged for many years. Many staff have worked at the same desk in the same location from 8.45 to 5.15 (4.45 on Fridays) with an hour lunch with a settled routine for a long while. There's nothing wrong with that but times and finance do mean that some practices need to change.

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Working Flexibly

“Home is home and work is a place you go to during agreed hours to do a fixed job,” might be a sentiment many of us can identify with. Change that we don’t choose is never easy and change that comes about so rapidly (such as constantly changing technology) can be a real challenge.

TDC’s approach to remote working, including working from home, is based upon current research, best practice and the desire to offer staff more choice and freedom in how they manage their own working life.

There are numerous published reports and articles about remote and flexible working. Recently the Arbitration and Conciliation Service (ACAS) and Chartered Institute of Personnel Development (CIPD) have added their research too. There have been lots of news reports and articles too on the subject. Some grab the headlines because they might seem quite extreme such as the accountancy firm PwC who, in summer 2018, advertised opportunities for recruits to choose their own work hours and work patterns. The BBC reported that *“PwC, one of the so-called Big Four accountancy giants, said that it decided to embrace the gig economy after a study it carried out showed that almost 46% of 2,000 respondents prioritised flexible working hours and a good work-life balance the most when choosing a job.”*

In a paper produced by CIPD, it went even further and said that *“87% of people want to work flexibly but only 11% of jobs are advertised as being flexible!”*

As a result of our own audit of posts within the organisation we know that the majority of posts have elements that can be carried out remotely. With the smart and increased use of technology there’s no need now for everyone to work from a fixed point all the time.

There is no intention to force staff to change their work pattern who, for valid reasons, are unable to change. Nor is there an intention to have posts without regular access to an office, a desk and their team. We’re seeking to introduce a blended approach that gives staff flexibility and stability; finding that balance will take time. For us all it means thinking about our work in a different way.

It does mean that we need to adopt more modern working practices such as open plan offices, making use of hot desks, reducing our reliance on paper, being clear about where we'll be when and making sure we tell others about our plans. It also means that we'll all be working more independently, taking more personal responsibility and accountability for our workload and how we manage it.

The InDependence workbook that you will receive is a tool to help you work through your own strengths and development needs in the 7 Skills. We all need to utilise these for modern working practices to be successful. It's there for you to use for your own development and also as an aid for discussion with your manager. Do make wise use of what it provides.



Working from Home Days

Ah, bliss, a day when you can stay in your pjs, relax and so long as you sign in, you can pretend you are 'working'....

That's the myth, and working from home often has those invisible speech marks put around it as if to say 'ha, a day of pretending to work'. In fact that just isn't true.

People who work at home for a day or two every week are more productive. According to the CIPD, *"81% of those who have access to remote working believe it increases their productivity. Managers and co-workers also report a positive or neutral impact on individual performance in terms of quality and quantity of work when flexible working practices are adopted"*

Nobody will be forced to work from home but for those who choose to do so, here are some suggestions that might be helpful for you:

Get dressed! You may find it easier to settle into work if you dress in your work attire.	Be clear about what you intend to do, set your focus.
Go for a walk round the block to give yourself a 'commute' and mental shift from home to working.	Plan all the little household chores you might want to do into your breaks.
If you need to take a longer planned break for the medical appointment for example thats fine. Just note it in your calendar.	Try to set a clear area where you plan to work. Not necessarily an office at home but a reasonably clear space.
Try to ensure that you have a brief 'touching base' call with a member of your team/line manager.	When you finish work then finish work! Just because your laptop is there you don't need to do 'just one more thing'.
Know your own challenges. Be aware of things that can distract you and plan how to manage them...that includes pets... and biscuits!	Give yourself some time with your unexpected social visitor or when the children come home from school. You can make up the time with an earlier start or working a little bit later.
If it works for you, spend an hour of so in a cafe environment, some people like to work with activity going on around them.	Most importantly, know yourself, be honest with yourself and work in the way that works best for you.

Meetings

Do not have work/business meetings at your home, even if you have a dedicated office space. Always arrange meetings at TDC premises or in a suitable public space such as a café.

DSE Checks

It is your responsibility to ensure that the space where you work is safe and comfortable. As TDC takes your health and safety seriously we ask that you complete a Display Screen Equipment (DSE) checklist before you begin to work flexibly. If you are already working from home, please complete one as soon as possible. You can download the form from Ping! When it has been completed please hand it to your line manager.

Insurance

Flexible working that includes occasional working from home (as in one or two days a week) is commonplace and this does not incur any insurance surcharges. In general, insurers and mortgage providers want to know if you are running a business from your home but not if you just happen to work at home semi-regularly. Nonetheless, if you have any concerns you should contact your own insurer and mortgage provider for clarification.

Working While Out and About

Working independently is more than working from home. For many staff it involves working out and about within the community of Tendring and beyond. This might include site visits, visits to the homes of residents for a wide variety of reasons or community liaison such as beach patrol, maintenance of public spaces, enforcement or a range of different events. Whatever the task, this is remote working and as such there is a need to take personal responsibility and accountability for carrying out the work required without access to a supervisor who is immediately on hand.

First and foremost your safety is paramount.

We want to make sure that everyone who comes in to work also goes home from work. It really is as simple as that.

If part of the safety procedure for your team includes the issuing of Skyguard or other safety equipment then it is to be used. The organisation's Lone Working Policy should also be followed.

When working remotely and using IT and paperwork that belongs to the organisation it is important to make sure that it's kept secure at all times. This means following the correct security requirements that are set out in the Remote Working Policy.



This is a skyguard, small enough to fit in your pocket or on a keyring

At times, TDC's security protocols, or those in force, might make it difficult to log on at a different location. If you work regularly at a specific site, for example at a hot desk in another authority or at a partner organisation's premises and you have difficulties signing onto the network do speak to IT Service Desk so that the problem can be addressed.

If your role requires you to drive between sites, whether in a TDC vehicle or your own, you are expected to fully adhere to all traffic regulations. This means that you stick to the speed limit even if you are running late. It also means that you do not use your mobile phone whilst driving. Staff who regularly drive as part of their role are also expected to attend any road safety training or instruction that is provided by the organisation. In addition, all staff are expected to follow the organisation's Driving Policy

Remember, above all we want to make sure that everyone who comes in to work also goes home from work.



In the Work Base

Even with the introduction of more flexible practices, most of us will spend at least 50% of our working time at our main work base. Working well and effectively in the office will also require more personal accountability and independence.

When we are in the office there is a strong likelihood that at least some members of our team will be working remotely, either from home or elsewhere. It's possible that at times you could be the only person of your team who is 'in' in that conventional sense.

Pre-planning of where you will be and when will be a great help as it will mean that the use of hot desk space will work more smoothly for the benefit of all.

When you finish for the day, leave the desk clean, clear and tidy. None of us want to sit at a desk with some-one else's mess. No, that cannot be used as a tactic to 'claim' a space so no-one else will use it!

You might want to make sure that your team keeps a supply of desk and keyboard wipes available for use.

You could create a simple name plate style sign that could go on the desk when you have finished that says 'desk available' to help others.



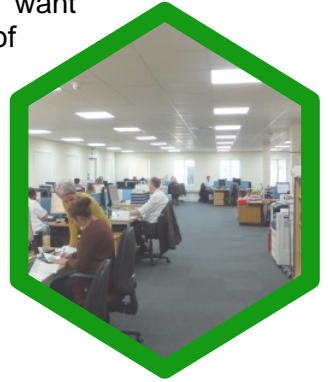
As so many of us will be working remotely one or two days a week, we won't have our own permanent desks. This may feel strange at first but we will get used to it.

Don't race to be first in to 'claim' a favourite space!

When you see people using hotdesk areas, be friendly and welcoming. A smile and hello go a long way. We all like to feel welcome.

Equally, help people to be able to get drinks. Are there spare mugs, tea and coffee available? How about offering to share that 'splash' of milk? We don't want anyone to feel like an 'intruder' and simple gestures of welcome are vital.

If you have come into the office after perhaps two days where you have been working remotely do be sensitive to others. You might be eager to have a chat about 'what's been happening?' but others may be deeply into a piece of work and need to concentrate. Agree your catch up chat for a mutually convenient time.



Workspaces

Try not to be a creature of habit! Use different hot desks in your building and even use different hot desks at different locations. It's a great way to get to know other people and to learn more about the Council as well as giving you a place to work. There are already work hubs available at Pier Avenue and Northbourne and soon at the Town Hall. Pier Avenue breakout room is often available and the Town Hall breakout room will become available in 2020. It's also possible to have workspace at the leisure centres by prior arrangement.

A very few words about trust

The writer Ernest Hemingway said that *"The best way to find out if you can trust somebody is to trust them."* Page 27

You are trusted.

Technology

“Technology by itself isn’t going to change anything, it’s the people who use technology to change people’s lives that are going to do anything” Satya Nadella 1/11/18

In 1989 the photo below on the left was state of the art equipment. Typewriters were becoming a thing of the past and ‘word processors’ were replacing them. For some ‘early adopters’ desk top computers were making an appearance.

Mobile phones weighed almost as much as a bag of flour and were almost as difficult to hold!

Then just 30 years ago, in 1989, Sir Tim Berners-Lee invented the World Wide Web and the world changed. In technology terms we’ve progressed from the images you see below to the flexible equipment we now rely on. It’s a huge transformation yet we know there’s lots more progress still to come that will improve efficiency and reliability beyond our current imagination.

The rapid development of the technology that enables us to work from any location is incredibly new so perhaps it’s no wonder that some of us find it hard to adjust to the idea of working in different ways.

The following pages have been compiled to provide you with a number of hints and tips to enable you get the most out of the technology we currently have available.




IT - Support Guide

As part of our approach to modern working and the office transformation we have compiled a guide to remote working. This is to assist you if you have had limited experience of remote working using your TDC device.

Good operational practice and business continuity is to take your TDC device home each day just in case there is a need for you to work remotely, e.g. bad weather, office unable to be accessed, personal situation that requires you to work remotely. Remember if you do take it out of the office to ensure that it is safely stored e.g. in a house not left in a car.

If you have any issues or concerns, please contact the IT Service desk. ITServiceDesk@tendringdc.gov.uk or 01255 68 6599. Opening Hours are Monday to Thursday 8am to 6pm, Friday 8am to 5:30pm.

NOTE: Ensure you have the 'Map N Drive' icon  on your desktop before attempting to remote work. Please contact the IT Service Desk on 68 6599 if you don't have the button.

1. When you are taking your laptop home with or without the intention of working from home. Make sure you have all the equipment you may need. Essentials are usually: Laptop, power lead, and Skype handset/headset. Also ensure that you have no outstanding updates, this can be checked by clicking on the update icon



2. When you work remotely and log-on to your computer, you will need to connect to your location's Wi-Fi (e.g. your home). To do this go to the wireless network connection at the bottom right of your screen, click on



or



and select your WiFi. This will usually ask you to enter your WiFi password. NOTE: Your WiFi name and password are usually on the internet hub.

3. Once you have connected you will need to press the 'Map N Drive' icon on the desktop. This looks like this:



4. You should now be connected and ready to work.

IT - FAQs

“I have logged on and I still can’t do anything?” – Sometimes Direct Access (DA) will take a moment to start working (red cross over icon) . Give it a couple of minutes. The Direct Access Icon at the bottom right should then look like this. If it still doesn’t connect, try restarting your laptop and try again. Check the laptop has a connection to the internet. Open a web browser and try going to a trusted website e.g. bbc or google.

“I can’t find my WiFi on the options?” – Make sure your WiFi is working. Check on another device connected to the internet like your mobile phone that you have the wifi icon. Make sure you aren’t out of range. Usually, WiFi will reach around the whole house however there can sometimes be weak spots. Try connecting the laptop directly to the broadband router with a network cable, the IT department can supply one on request.

“I don’t have WiFi at my home, can I still work?” – Without access to the internet, you are very limited and may not be able to work effectively. You can access any secure Wi-Fi, just ensure that it is secure. (If you wish to check you are secure, contact cyber@tendringdc.gov.uk).

“Can I connect other devices to my laptop?” – It is not permitted to use/install personal devices onto your laptop. TDC equipment is allowed. If you need to print something, it is best to wait until you are back in the office or print remotely to the Print hub.

“I have opened my Outlook emails and I have a message saying that the path specified for the file N:\ ___ is not valid?” – If you see this message, it is likely you have forgotten to map your N drive. Close Outlook and any of the ‘pop-ups’, Click on ‘Map N drive’ and again.

“My other drives have an X through them?” – You should still be able to use them. Once you click on it the X should disappear.

“I have no network drives and Mapping N Drive doesn’t work?” – Log off and wait for a moment. Log back in and the drives should be restored.

IT - Items that can affect Direct Access speed

If after connecting, email or your apps indicate “not responding”, run very slowly or DA keeps losing connection, then the fault is probably with the broadband speed. Even though you have a connection to the internet and can still browse the web, DA takes a large broadband bandwidth to work,. Applications may slow down, become unstable or the connection may be lost if the broadband signal drops below a certain level. Skype calls can also experience problems with poor call quality, calls dropping or failing to connect. Things that can affect the broadband performance are :

The number of applications running - Close down any programs you're not using.

The type of applications running - Some programs, such as Uniform are very resource hungry, and may not work effectively on a slow home broadband connection. Try closing all other programs when using Uniform.

Opening large files - Avoid opening large files, disconnect your personal folders from Outlook.

The number of users/devices sharing the broadband - Smart TVs, games consoles, mobile phones, home hubs etc. will all consume bandwidth, even if you're not using them. Disconnect any devices not being used to improve response.

Poor connection between your router and your phone line - Check the cable running between the router and the phone socket, replace if damaged. Also try and keep this cable run as short as possible.

The time of day - Things can slow down when the schools close for the day. Does the connection regularly fail at a particular time of day?

The weather - Bad or even hot weather may also have an adverse effect, especially on properties serviced by an overhead phone line.

Broadband Router - Occasionally your broadband router may become unresponsive. Try powering it off, leave it for couple of minutes before restarting it.

There are a number of free online tools that can be used to check the performance of your broadband line. To get an accurate reading of the broadband speed, run the test from a laptop or PC that does not have DA installed and run it a number of times at various times of the day. If the tests show speeds significantly lower than those advertised for your area, then there could be a problem with the line and you should contact your broadband provider. <https://www.broadbandspeedchecker.co.uk/>

IT - Tools for modern working

Conference Calls

You can set up audio or visual conference calls via Skype for Business, use the Skype Meeting button on your Outlook Calendar. Skype training is available.

Instant messaging

This enables you to send direct messages, much like text messages to colleagues on their laptops or PCs.

EDRMS

Electronic Document Record Management System...phew. This is electronic storage and retrieval of all scanned paperwork to support your remote working and reduce our reliance on hardcopy paperwork which is at risk of accidental destruction.

Portable devices

TDC now has laptops and other portable devices, these are available to all staff if there is a business need for you to have one. All portable devices are secured by encryption

Remote network access

With Direct Access you can log onto your TDC laptop from any location that has Wi-Fi. You can access all your drives and emails remotely. All calls come via Skype for Business as long as you are logged on and using the Wi-Fi

Sharing screen and documents

You can share what you see on your screen with colleagues, you can do this when on a conference call or instant messaging. Additionally, you can share you desktop via Skype with the IT Technicians when you need technical support.

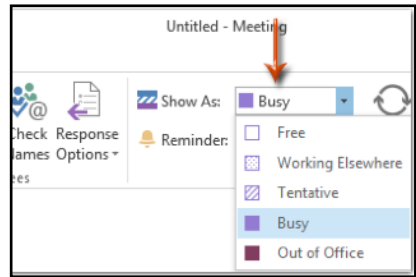
How to guides are available on Ping! Additional support can be provided by our IT Trainer on 01255 686302



IT - Top Tips

Outlook Calendar Appointments 'Show as' status

Always ensure you select the correct 'show as' status when adding a diary entry to Outlook as this will feed through to your Skype for Business status. If you are working remotely select 'Working Elsewhere' and input generic location data e.g. working remotely or working from home



Skype for Business Status/presence

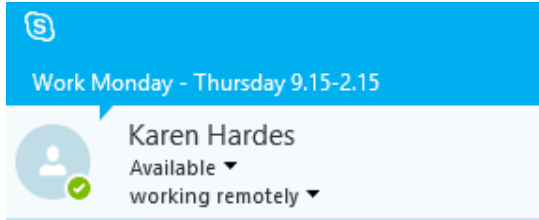
Always ensure you select the correct 'show as' status when adding a diary entry to Outlook as this will feed through to your Skype for Business status. If you are working remotely the select 'Working Elsewhere' and input generic location data e.g. working remotely or working from home

If you are still logged in and your screen is locked	Phone will ring, you can reject call by pressing the red button on handset, goes to voicemail (if set up)
If you are busy status or you are on a call or have put yourself in Busy status	Phone will ring but sound is muted, can send to voicemail, change to do not disturb or click ignore
If your status is Be Right Back, Off Work	Phone will ring, you can send to voicemail, change to do not disturb or click ignore or press the red button on the handset
If you are Do Not Disturb status	Phone won't ring. Calls goes to voicemail Note: If your status is set to 'Do not Disturb' then your phone won't ring nor can you be 'instant messaged' (other than by a colleague in your workgroup)
If Signed out of Skype or exited Skype	Phone won't ring call goes to voicemail
If you have Out of Office set but are logged into the network	Phone will ring, you can send to voicemail, change to do not disturb or click ignore or press the red button on the handset
If you have Out of Office set and are logged out	Phone won't ring call goes to voicemail
If you are logged off the network	Phone won't ring call goes to voicemail

Skype location field

The location field is free text format and once set every time you log onto the same Wi-Fi it will pre-populate the location field. It is a good idea to have this set up for locations that you work in.

N.B Please only put 'working from home' or 'remotely' into the field and not your personal address



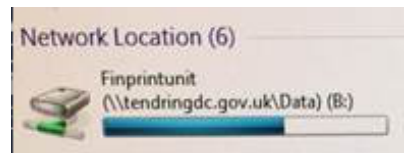
Remote working instructions for printing directly to the Print & Post Hub

To print to the Print & Post Hub either from your desk or remotely please go to the print option and choose Print Unit. This will send the file directly to our printers in the unit for us to release for printed. If you do not have Print Unit on your list of printers contact ITServiceDesk@tendringdc.gov.uk



Then email printunit@tendringdc.gov.uk with any specific instructions on how you would like this printed, for example double sided along with where you want it delivered etc. Any letters printed will be inserted into envelopes and sent out on the next collection time without delay.

Alternatively, if the file is too big to email or you haven't get access to the printer from your device, on the network there is a drive called Finprintunit. On this drive you will see a folder called jobs or letter to be printed. Just drop you file in the folder and email to inform us it is there. Don't forget to add your instructions to the email!



When we have printed your file we will move it to the printed folder. Files on the network drive are deleted periodically so if you need to keep your file you will need to save your own copy.

COVID-19 STAFFING SURVEY HEADLINE RESULTS



have achieved the correct balance
between work and home life

Over 300 Responses



reporting a better work/life balance



72%

agree their role makes
a difference to local
residents



**THREE-
QUARTERS**

get a sense of personal
fulfillment from their job

84%
PROUD

to work for the Council.



reported being more productive
or just as productive working at home

90%

reported that the Council
has kept them well informed
during the COVID-19 Pandemic



**4
/
5**

feel supported
by their line manager



would like to maintain
their current working
arrangements indefinitely

Tendring
District Council



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RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

16 NOVEMBER 2020

Report Reference for this Committee: A.4

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

13 NOVEMBER 2020

REPORT OF CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER

A.5 FINANCIAL PERFORMANCE REPORT – IN-YEAR PERFORMANCE AGAINST THE BUDGET AT END OF THE SECOND QUARTER 2020/21 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 2020 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 2020*

2) *An updated long term financial forecast*

In respect of the in-year financial position at the end of September 2020:

- This report is the first detailed financial performance report for 2020/21 but builds on the report presented to Cabinet in May, which provided a timely assessment of the impact of COVID 19 on the Council's financial position.

- Although this report continues to be in the same format as previous regular finance reports, the issues raised in the report back in May are either revisited specifically or form part of the overall review at the end of the second quarter.
- The position to the end of September 2020, as set out in more detail within the appendices, shows that overall the General Fund Revenue Account is underspent against the profiled budget by **£6.858m (£4.137m** of which relates to the timing of expenditure from COVID funding received from the Government). It is acknowledged that other expenditure or income trends may still be emerging with the position also largely reflecting the timing of other general expenditure and/or income budgets. 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 2020/21 budget have been identified which are set out in **Appendix H**, with an associated recommendation also included within this report. The same appendix also sets out the necessary changes to the budget that reflect the impact of COVID 19, the costs of which have to date been met by the general financial support provided by the Government.
- The net impact of the budget adjustments will be moved to or from the Forecast Risk Fund. At the end of the second quarter, it has been possible to make a small contribution to the fund of **£41k**, which supports the requirement set out in the long term forecast of identifying in-year savings of **£500k** each year.
- 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 proposed to continue to be a member of the Essex Business Rates Pool if it remains advantageous to do so and if the opportunity is still made available by the Government in 2021/22.
- The recommendations below also respond to the phased reintroduction of membership fees and charges across the various leisure facilities that coincide with the phased reopening up of facilities over the remainder of the year.

In respect of the updated long term financial forecast:

- The forecast has been reviewed and updated at the end of September 2020 and reflects an early assessment of the impact of COVID 19. The updated forecast is set out in **Appendix I**.

- The savings target for 2021/22 has been removed from the forecast with work resuming on this line of the budget as part of the medium / longer term recovery in response to COVID 19.
- Work remains on-going in consultation with the various Services across the Council to identify unavoidable cost pressures, which will be assessed for inclusion or otherwise in the detailed budget report that will be presented to Cabinet in December.
- Overall the revised forecast can still provide an effective method of managing financial risk but the annual deficit or surplus position for each year of the forecast has been amended. However, the medium to long term impact from the COVID 19 crisis remains unclear and it is therefore important to highlight that the money set aside in the Forecast Risk fund should not be seen as overly cautious as sensitivity testing indicates that the fund could be deleted within as little as 3 years if a number of factors arose during the same period.
- A detailed review of risks associated with the long term forecast is subject to on-going review and is separately reported within **Appendix J**.
- As mentioned during the development of the longer term approach to the budget over recent years, it is important to continue to deliver against this plan as it continues to provide a credible alternative to the more traditional short term approach, which would require significant savings to be identified in 2021/22.
- In terms of delivering against the forecast for 2021/22 and beyond, work remains on-going across the various strands set out in **Appendix I**.

RECOMMENDATION(S)

That in respect of the financial performance against the budget at the end of September 2020, 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;**
- (c) a delegation to the relevant Corporate Director in consultation with the Portfolio Holder for Leisure and Tourism be agreed to amend leisure membership fees in response to the national lock down period and the resumption of a phased approach to reopening up leisure facilities later in the year;**
- (d) 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; and**
- (e) the Council continues to be a member of the Essex Business Rates Pool in 2021/22 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 2020, 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.

COVID 19 has introduced a number of risks to the Council's financial position, which cut across many of the specific issues highlighted above. The underlying forecast remains based on relatively conservative estimates with no optimistic bias included. However the potential impact from COVID 19 has been included directly in the forecast and as part of the sensitivity testing that is undertaken alongside the forecast. **Appendix J** discusses the various risks to the forecast with a Red / Amber / Green risk assessment approach taken.

The Council's ability to financially underwrite the forecast therefore remains as important as ever. 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) **£3.253m** has already been set aside 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. As set out later on in this report, given the increased risks introduced by the COVID 19 crisis, this current reserve level should not be seen as too pessimistic as the sensitivity testing undertaken indicates that this reserve could be depleted in as little as 3 years if some of the risks are borne out in reality.
- 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.

The long term approach to the forecast does provide flexibility to respond to risks such as those presented by COVID 19. For instance, the savings target has been 'relaxed' for 2021/22. However it must be highlighted that the savings targets set out in the forecast will still need to be delivered in the longer term but they need to remain flexible and react as a counterbalance to other emerging issues and it is therefore accepted that this figure may need to be revised up or down over the life of the forecast.

It is important to continue to deliver against the forecast to retain 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.

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 2020/21

The Council's financial position against the approved budget has been prepared for the period ending 30 September 2020. This builds on the report presented to Cabinet back in May where a timely update was provided given the significant financial risks presented by the COVID 19 crisis.

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
- Collection Performance
- HRA Revenue
- Capital Programme – General Fund
- Capital Programme - HRA
- Treasury Activity

Previous financial performance reports have included specific reference to the Garden Communities Project. However given the events this year, which saw the project evolve into a more specific Tendring / Colchester Borders scheme, the associated appendix has been removed. Work remains on-going as part of winding up NEGC Ltd and updates will be included in future reports alongside the development of this project where necessary.

GENERAL FUND REVENUE

The position to the end of September 2020, as set out in more detail in the Executive Summary attached, shows that there is an overall net underspend of **£6.858m**.

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, the most significant of which relates to the administration of the various COVID 19 Business Support grants where a final reconciliation process has yet to be finalised.

The appendices still reflect the previous senior management structure as the move to the new Assistant Director structure is still on-going, as a subsequent phase is expected to see potential knock-on changes to other areas of the budget which may see responsibilities move between directorates that better reflect synergies that the new structure has presented. However it is expected that the necessary changes will be made in time for the next financial performance report early in 2021.

As at the end of September 2020, the Council had received COVID support funding from the Government totalling **£1.884m**. As set out in the earlier report to Cabinet back in May, this funding was initially provided to meet the cost of additional expenditure and losses in income directly attributable to COVID 19. The allocation of this funding is set out at the bottom of **Appendix H** and covers a range of items such as the cost of reopening facilities, IT equipment to facilitate the significant shift to working from home and losses in income. These adjustments have already been included within the appendices to remove the significant level of variances that would otherwise be associated with COVID 19, to make it easier to highlight / identify other underlying variances at the end of September.

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

Income Budgets - General

As set out in the report to Cabinet back in May, one of the more significant impacts from COVID 19 is the loss of income. This mainly effected leisure facilities and parking as other areas of income such as in Planning can be classed as deferred income rather than lost income.

In terms of major income budgets, a summary at the end of September 2020 is as follows (adjusted for the COVID support funding allocations mentioned above):

Income Stream	Full Year Budget (£)	Budget to end of Sept (£)	Actuals to end of Sept (£)	Variance (£)
Parking	767,910	529,513	603,336	(73,823)
Cemeteries and Crematorium	1,696,770	844,731	673,214	171,517
Beach Huts	947,940	932,700	1,002,678	(69,978)

Sport and Leisure (incl. the Princes Theatre)	1,862,340	531,199	119,126	412,073
Planning	1,057,520	577,520	620,433	(42,913)
Building Control	178,910	89,455	83,548	5,907

- The position against parking shows a full recovery against the losses incurred during the full lockdown period earlier in the year.
- As set out in the appendices, the position within the cemeteries and the crematorium budgets is primarily due to the period that the crematorium was not operational following a fire earlier in the year. This will be kept under review over the second half of the year as it may be a recoverable position.
- Although the loss of income within sports and leisure is significant, there are corresponding underspends against expenditure budgets of **£583k**. It is also important to highlight that membership fees at the sports facilities have been maintained at 50% of the usual price to respond to the fact that a phased approach to fully reopening was being taken. However, the second period of national lockdown has resulted in this phased approach being halted and a recommendation is included above to enable the service to respond quickly to any necessary changes once the lockdown period ends.

The position against income budgets will however need to be kept under review over the second half of the year, especially in light of the Government's introduction of a second lockdown period.

Although the above is a relatively positive underlying position in terms of the overall impact of COVID 19 on income to date, since the report in May, the Government have introduced a Sales, Fees and Charges (SFC) compensation scheme. This further improves the relatively positive outlook for the Council's financial position. The SFC scheme is based on Local Authorities having to meet the first 5% of any COVID related losses in income, following which the Government will fund 75% of the remaining balance. In-year claims under the SFC scheme can be made with a full reconciliation process undertaken at the end of the year. This means that even if there are no expected losses in some income streams at the end of September, if they emerge over the second half of the year then further claims can be made to compensate for losses as part of the end of year reconciliation process.

It is currently unclear how the **£1.884m** general support provided by the Government as mentioned previously relates to the SFC scheme as there is clearly an overlap in how it has been applied to date. However further guidance is expected to be made available by the Government at some time over the second half of the year and a further update will be provided in the next financial performance report when this information becomes available.

It is also important to highlight the position against other income budgets such as those not associated with sales, fees and charges. As set out in the appendices, income from increased recycling rates is ahead of the profiled budget by **£114k** at the end of September. If this level of income is sustained over the remainder of the year, then this will be available to contribute to the Council's overall financial position for the year.

Expenditure Budgets

A number of budgets have been adjusted as set out in **Appendix H** to respond to emerging issues during the first half of the year.

The appendices also set out further details around a number of other emerging issues, some of which relate to the timing of expenditure rather than an underlying issue that may remain at the end of the year.

However it is important to highlight the follow key points:

- As the 2020 Clacton Airshow did not go ahead this year, the associated budget of **£80k** remains unspent. As set out in the appendices, this budget will be considered as part of the Back to Business initiative where the money may be able to support other events over the year that could contribute to the district's economy. A corresponding adjustment is therefore set out in **Appendix H**.
- The cost of the In-house Engineering Service – as reported at the end of 2019/20, there was a significant overspend related to this service, which was in part due to having to urgently mobilise the in-house team following the unexpected and sudden demise of ROALCO, the appointed external contractor who undertook repairs to the Council's housing stock. Although the position at the end of June was broadly in-line with the budget, an adverse position of £133k has emerged at the end of September. This is currently being urgently reviewed with the initial response being to cease any non-urgent activity whilst the position is fully resolved. One key challenge for the in-house service is to remain competitive when compared to external providers and limit where ever possible the level of non-productive time. To bring the budget back in-line, one option may be to increase the service's charge out rate, but this is subject to further investigation as this would have the knock on impact of increasing costs and reducing the spending power of services who currently use the in-house team.

COLLECTION PERFORMANCE

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

There has undoubtedly been an impact from COVID 19 on collection performance, especially as recovery action was ceased over the first half of the year given the pressure faced by people and organisations within the district. Although recovery action will be resumed shortly, some important highlights are as follows:

- Housing rents are broadly on target and consistent with the performance last year.
- General debt recovery performance covers a significant range of income streams from repairs to leasehold properties to rechargeable works to dangerous structures. At the end of September, the position is also skewed by significant one-off debts such as those associated with the Princes Theatre prosecution case and a housing disrepair issue. Following the recent successful prosecution associated with the theatre, this position will shortly be updated in-line with the recovery decision ordered by the Court. All other debts will be subject to recovery action as necessary over the second half of the year.

In respect of Council Tax and Business Rates, some early performance figures were reported to Cabinet back in May, at which time there was only a limited impact from COVID 19.

Unsurprisingly the position at the end of September has worsened, but not to an unmanageable extent in the context of the overall position for the year and the long term forecast. Key performance statistics at the end of September are as follows:

Cost of the LCTS Scheme	<i>Budgeted Cost</i> £11,987,000	<i>Actual Cost</i> £11,975,121	<i>Reduction of</i> £11,879
Council Tax*	<i>Collection Performance Sep 2019</i> 58.76%	<i>Collection Performance Sep 2020</i> 55.38%	<i>Reduction of</i> 3.38%
Business Rates**	<i>Collection Performance Sep 2019</i> 57.42%	<i>Collection Performance Sep 2020</i> 52.87%	<i>Reduction of</i> 4.55%

The % figures above differ to those set out in Appendix E, as the above are based on the budgeted amounts within the collection fund rather than against the total amount billed as set out in that appendix.

*This is based on the position where no recovery action has been taken to date but does include where the Council has entered into payment arrangements with customers such as recalculation of instalments.

**The position above has been adjusted to reflect that a significant element of the money due is now receivable from the Government via the new COVID reliefs introduced this year rather than from the business themselves.

The Government have also recognised the pressure on council tax and business rates collection performance from COVID 19, and are now going to allow any deficits against budgeted collection targets at the end of the year (accounted for in the collection fund) to be charged to the General Fund over the following three years rather than the usual one year.

Although it is acknowledged that collection performance may worsen over the remainder of the year due to the on-going COVID 19 crisis, the relatively positive position to date indicates that it may be possible to contain any losses within 2020/21 and therefore avoid the need to charge deficits to future years, which will reduce the pressure on the long term forecast.

An update against this position will be included in the forecast and detailed budgets that will be presented to Cabinet in December.

There is also likely to be a financial gain from being a member of the Essex Business Rates Pool, which would also support the overall collection performance position at the end of the year.

In terms of the Essex Business Rates Pool, it looks likely that the Government may allow pools to continue into 2021/22. Based on the benefit that the pool has provided to the Council over recent years, it is proposed to continue to be a member of the pool in 2021/22 subject to it remaining advantageous to do so. An associated recommendation is set out above.

Over the first half of the year, the Council has successfully administered a number of Business Rate Grants schemes with a summary of the financial position as follows:

Grant Type	Number of Grants Paid	Value of Grants Paid
Small Business Grants	2,200	£22,000,000
Retail, Hospitality and Leisure Grants	572	£8,960,000

Discretionary Grants	182	£1,727,721
Total	2,954	£32,687,721

HRA REVENUE

An overall position is set out in the Executive Summary with further details included in **Appendix C**. At the end of September 2020, the HRA is showing a small net underspend **£141k**, which primarily reflects the timing of spend against general repairs and maintenance budgets. As set out in the appendix, void loss is now running at 4% compared to the budgeted 2% which has resulted in reduced income at the end of September and increased council tax payable on empty properties. This is currently subject to a separate review which will be reported to Members shortly.

Some additional items of unavoidable expenditure have also occurred to date with adjustments set out within **Appendix H**, which results in **£166k** being called down from HRA General Balances. General Balances at the start of the year totalled **£5.270m** so after this adjustment, **£5.104m** remains available to support the HRA going forward.

CAPITAL PROGRAMME – GENERAL FUND

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

As at the end of September 2020 the programme is broadly on target against the profiled position. Detailed comments are provided within the appendix against a number of schemes.

CAPITAL PROGRAMME – HOUSING REVENUE ACCOUNT

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

As at the end of September 2020 the programme is behind profile by **£223k**.

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.

However, in respect of the new homes in Jaywick Sands, **Appendix H** includes an increase to the existing budget of **£1.2m** which is the estimated cost to finalise the scheme. As set out in a previous report, this scheme reflects a proof of concept approach that will support future regeneration activities within Jaywick Sands, and a more detailed outcome analysis including lessons learnt will form part of a future report.

However the above scheme has enabled '1-4-1' capital receipts to be used avoiding the potential for any unspent monies having to be returned to the treasury.

TREASURY ACTIVITY

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

The Annual Capital and Treasury Strategy for 2020/21 was approved by Full Council earlier in the year. 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 more detailed analysis has been provided by the Council's treasury advisors but highlights are set out as follows:

The Bank of England cut the bank base rate to 0.25% on 11 March 2020, with a further cut to 0.10% on 19 March 2020, the base rate has since then remained unchanged.

The pace of recovery in the economy is not expected to be in the form of a rapid V shape, but a more elongated and prolonged one after a sharp recovery in June through to August. This will, however, be dependent on the extent of actions required to deal with second waves of the virus. The last three months of 2020 are now likely to show no growth.

Inflation is unlikely to be a problem for some years due to the creation of excess production capacity and depressed demand caused by the coronavirus crisis.

Investments

Investment returns are still ahead of the profiled budget at the end of September 2020, but as investments placed prior to the cut in bank rates in March mature and are replaced by far lower returning investments, this position will decline to the end of the year which has necessitated the need to adjust the associated income budget by **£96k** as set out in **Appendix H**. The Council's treasury management advisors are forecasting no change in the bank base rate until after March 2023, so this ultra-low investment rate environment is likely to remain for some time.

As was the case last year, the closure of Council Offices between Christmas and New Year 2020 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. 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 has not seen a decline in terms of their overall ratings from the main rating agencies and the Financial Policy Committee reported on 6 August its assessment that the banks have buffers of capital more than sufficient to absorb the losses that are likely to arise under the Monetary Policy Committee's (MPC's) central projection, with the economic output needing to be twice as bad as the MPC's projection. Therefore the proposed approach set out above is considered to be reasonable whilst acknowledging a relatively low level of risk.

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 2020/21.

Other Emerging Issues and Contribution to the Forecast Risk Fund

The net overall position set out in **Appendix H** results in a net contribution to the Forecast Risk Fund of **£41k**, which represents the first contribution to the fund as part of the commitment to contribute **£500k** over the course of the whole year that is built into the long

term plan. Although subject to the on-going impact from COVID 19, opportunities to contribute further money to the fund will be explored over the second half of the year.

Within the financial performance report presented to Cabinet back in May, two Non-COVID cost pressures were highlighted as follows:

1) Potential Cremator Replacement – potential cost £1.5m+

Following the recent collapse of the company who supplied and maintained the Council's cremators, the risk of the cremators failing and therefore becoming un-operational were increased. The Service have since identified a sustainable medium term management and maintenance approach with an external provider. Although this removes the urgency from the situation, a longer term response is still required which will need to be considered at some point over the period covered by the long term plan. This remains under review with further updates provided as necessary as part of future financial performance reports.

2) Cliff stabilisation works – potential cost £4.0m+

As set out in the report in May, there have been two recent significant cliff failures along the Holland-on-Sea stretch of coastline. The relevant Service is currently exploring options including the availability or otherwise of external funding from interested stakeholders. This work remains on-going alongside the development of the budget for 2021/22 and at the present time it is expected that associated decisions will form part of the detailed estimates that will be presented to Cabinet in December / January.

At the time of finalising this report, the Council was working through the various Government announcements following their decision to put in place a second national lockdown period from 5 November. Although announcements in respect of further business grant schemes are expected, the Government have confirmed further general support grant for Council's, with **£1.116m** being made available to TDC. Updates will either be provided directly at the meeting or will form part of separate decision making processes to reflect the likely urgency around the delivery of associated support schemes.

Notwithstanding the various points and discussions above, the impact of COVID 19, both nationally and locally remains very unclear, and further updates will be provided as part of developing the long term forecast and detailed budget over the remainder of the year and going into 2021/22, with further details set out in the next section of the report.

SECTION 2 – UPDATED LONG TERM FORECAST

As stated when developing the new long term plan back in 2017, one of the key aims of moving to a ten year forecasting cycle was to give flexibility in responding to emerging issues over longer time periods rather than the more traditional short term outlook.

As highlighted in the report to Cabinet on 29 May 2020 which reviewed the impact of COVID 19, there are different economic views of the longer term impact of the COVID 19 crisis. Although it is still remains unclear as to the 'shape' the economic recovery will be, some optimistic economic views suggest a 'V' shaped recovery remains a possibility with a relatively quick bounce back whilst other less optimistic views suggest an elongated 'U' shaped economic recovery. The actual recovery may well fall somewhere in the middle (which is broadly consistent with the Council's treasury advisors views highlighted earlier on in this report), although the current tightening of restrictions via a second national lockdown

period will undoubtedly result in a delay to any meaningful recovery into 2021/22 and beyond.

Given the uncertainty going into 2021/22, it is very difficult to reflect the potential impact of COVID 19 on the remaining years of the forecast. Therefore the long term forecast has been revised based on an expected underlying position, but with sensitivity testing undertaken to draw out how the immediate future may look if a number of financial possibilities arose.

The outcome of this work is set out in **Appendix I**, with an accompanying risk assessment in **Appendix J**.

Before discussing the outcomes in more detail, it is worth highlighting that given the ‘telescopic’ effect of the various items included within the work undertaken, the amount of **£3.253m** within the Forecast Risk Fund at the end of 2019/20 should not be seen as being too cautious, as in many of the scenarios tested, it could be depleted in as little as three years. Such circumstances would require a significant and immediate response, which could include an increase in the savings target to balance the budget over the life of the forecast.

Financial Forecast – Expected Underlying Position

In terms of the current forecast compared with the one prepared back in February 2020, the following table sets out the annual surplus or deficit over the remaining forecast period:

YEAR	Forecast in February 2020 Deficit / (Surplus)	Current Forecast Deficit / (Surplus)
2021/22	£0.842m (Deficit)	£1.774m (Deficit)
2022/23	£0.509m (Deficit)	£1.358m (Deficit)
2023/24	£0.172m (Deficit)	£1.127m (Deficit)
2024/25	£0.169m (Surplus)	£0.892m (Deficit)
2025/26	£0.515m (Surplus)	£0.651m (Deficit)
2026/27	£0.867m (Surplus)	£0.406m (Deficit)

The following table sets out the forecast balance on the Forecast Risk Fund over the same time period compared with the position last reported back in February:

YEAR	Forecast in February 2020 Surplus Balance	Current Forecast Surplus Balance
2021/22	£3.411m	£2.479m
2022/23	£3.402m	£1.621m
2023/24	£3.730m	£0.993m
2024/25	£4.399m	£0.602m
2025/26	£5.414m	£0.450m
2026/27	£6.780m	£0.544m

These changes in the forecast balances are significant and reflect as previously highlighted, the ‘telescopic’ effect of the changes required to the long term forecast, which are summarised below along with the risk rating (RAG):

Changes to Underlying Income – Council Tax and Business Rates

- **Appendix I Line 1 & 2 – Council Tax Increase 1.99% / £5 (RAG Rating – AMBER)**
No changes are proposed as these assumptions remain consistent with proposed increases originally set out in the long term plan, although remain subject to the ‘capping’ criteria set by the Government each year.

- **Appendix I Line 3 – Growth In Business Rates – Inflation (RAG Rating – GREEN)**
Inflationary growth in business rates is based on the prevailing CPI rate at September each year. The long range forecast continues to reflect the Bank of England’s target rate of 2%, but for 2020/21 the estimated CPI rate at the time of writing this report was 0.6%, which reduces the projected income by **£95k** in 2021/22.
- **Appendix I Line 4 – Growth In Business Rates / Council Tax – general property growth (RAG Rating – RED)**
There has been no change between forecasts but it does remain a high risk item. The main risk to this line of the forecast has been the move to the new business rate retention model which could see a Government ‘reset’ which could have a major impact on tax base growth. The risk has increased due to the fact that any long term impact from COVID 19 would be reflected in this line of the forecast. Such risks could include reduced collection rates in both Council Tax and Business rates and from any increases in the ‘cost’ of the Local Council Tax Support Scheme. Some potential adverse scenarios have been included as part of the sensitivity work undertaken which is set out further on in this report.
- **Appendix I Line 5 – Collection Fund Surpluses B/Fwd (RAG Rating – RED)**
Although line 4 of the forecast reflects the longer term collection performance of Council Tax and Business Rates, this line of the forecast reflects the more immediate impact in 2021/22. Any surplus or deficit against the budgeted collection performance at the end of March 2021 is automatically carried forward into 2021/22 in line with associated accounting guidance. Over recent years the amount carried forward has reflected a surplus and therefore a favourable position against which to ‘build’ the following year’s budget. However, given the in-year collection performance as discussed in Section 1 of this report, there may be a deficit on the collection fund at the end of this year, although expected to be within manageable parameters.

As part of the Government’s general response to COVID 19 and supporting Local Authorities, it has revised the accounting treatment for collection fund deficits and it will now be possible to spread the cost of any deficit at the end of 2020/21 across the following three years rather than just the one. Although it is not yet clear what the Council’s position will be at the end of 2020/21, this will provide some flexibility if the Council is faced with an end of year deficit on its Collection Fund.

At the present time, no collection fund deficit or surplus has been reflected in the forecast for 2021/22 to provide a neutral position at this point in the budget setting process for next year.

Changes to Net Cost of Services and Other Adjustments

- **Appendix I Line 6 – Reduction in RSG (RAG Rating – GREEN)**
When developing the budget for 2020/21, the Government unexpectedly continued the pay Local Authorities a Revenue Support Grant although it was originally planned to be phased out completely in that year. It was assumed that the Government took this approach to reflect that the roll-out of the new 75% Business Rates Retention Model had been delayed. Given the COVID 19 crisis, the move to a new Business Rates retention model has been further delayed. Although no RSG has been included in the forecast in 2021/22 (only the removal of the RSG in 2020/21 has been included), it could be possible that the Government continue with the existing arrangement and pay a modest RSG to Local Authorities again in 2021/22. This will

be kept under review as part of developing the budget over the coming months and will reflect the outcome of the Government's Spending Review (which they have announced will cover only one year rather than three as was originally planned).

- **Appendix I Line 7 & 8 – Removal of One-off Items from Prior Year, including the Collection Fund Surplus (RAG Rating – GREEN)**

Only minor technical adjustments have been made to the forecast to reflect changes between years.

- **Appendix I Line 9 – Employee Costs (RAG Rating – AMBER)**

This line of the forecast has seen an increase of **£133k** in 2021/22 which reflects the rebased position following the 2.75% pay award agreed in 2020/21. The changes in future years of the forecast reflect the knock on impact of this along with underlying increases of 1.5% each year.

- **Appendix I Line 10 – Inflation – Other (RAG Rating – AMBER)**

There has been a small reduction in 2021/22 to reflect the lower level of CPI expected for the business rates as discussed above but in this case applies to the rates paid by the Council on its own properties.

- **Appendix I Line 11 – Impact of PFH WP Savings (RAG Rating – GREEN)**

Given the COVID 19 crisis there is expected to be delays to the office transformation project and the savings that will emerge from the disposal of the Council Offices in Weeley. Although part year savings may be deliverable based on the actual disposal date, the forecast currently reflects this will start to be fully realised in 2022/23 onwards. However an adjustment is set out in **Appendix H** which will allow this expected saving to be accounted for in 2021/22 as originally planned.

- **Appendix I Lines 13, 14 and 17– Revenue Contribution to the Capital Programme, Changes in Reverses and Other Adjustments (RAG Rating – GREEN)**

These reflect a number of technical adjustments that net to nil at this stage of developing the budget for 2021/22. One of the biggest changes relates to the use of reserves to fund the pension deficit contribution upfront rather than across three years, which generated a significant revenue saving. This has been removed in 2021/22 and replaced with an associated contribution to reserves to pay back the amount initially drawn down to meet the deficit payment costs.

- **Appendix I Line 15 – On-going Savings Required (RAG Rating – RED)**

Following a recent commitment from the Portfolio Holder for Corporate Finance and Governance, the required savings target has been 'relaxed' in 2021/22 given the current COVID 19 crisis and the on-going pressures faced by services. The long term approach to the forecast was always designed to provide some degree of flexibility such as the timing of savings for example, which enables the proposed approach to be taken in 2021/22.

However it is important to highlight that significant savings are still required over the life of the long term forecast and targets may have to be increased to respond to any adverse issues such as those that may emerge as the country recovers economically from the on-going COVID 19 crisis as discussed elsewhere in this report.

- **Appendix I Line 16 – Unmitigated Cost Pressures (RAG Rating – RED)**

As has been the case in recent years, cost pressures have been limited wherever possible to those that cannot be avoided. This has been supported via the identification of one-off budgets to meet major costs associated with the repair and maintenance of the Council's assets for example, which aims to 'protect' as far as possible the Council's underlying revenue budget.

Other items, such as those supporting the delivery of the Council's priorities will also be considered wherever possible, outside of the annual budget setting cycle, e.g. delivering actions that support the emerging corporate plan and/or Back to Business Initiative. 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.

Consultation with Services is currently on-going to identify unavoidable items in 2021/22. Although the Government have supported the Council during the COVID 19 crisis via support payments and underwriting losses in income, it is unclear whether such adverse conditions will continue in 2021/22 and whether or not the Government considers providing further support.

Although this line of the forecast will be subject to further change as the budget for 2021/22 is developed, the cost pressure 'allowance' has been increased to **£250k** from **£150k** in earlier forecasts to reflect the increase in risks.

As discussed previously, the long term forecast remains 'live' and will be updated over the remainder of the year to take account of issues that emerge or where additional certainty emerges around specific issues and challenges.

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 J**.

Further details are provided in respect of each line of the forecast above where the current RAG has been highlighted.

As discussed previously, it is proposed to review the long term forecast in 2023 which would see 3 to 4 years to go until the end of the original 10 year plan. This will provide an opportune time to review the Council's financial position going forward and reflect on any longer term impact from the current COVID 19 crisis.

Delivering a positive outturn position each year

The long term forecast is based on achieving in-year savings of **£500k**. A contribution of **£41k** can be made to Forecast Risk Fund at the end of the second quarter. As previously mentioned, opportunities to identify further in-year savings will be considered over the second half of the year with the aim of achieving the **£500k** target by the end of March 2021.

To date the Council has also refrained from using one-off money such as the New Homes Bonus and general reserves to support the on-going budget. The forecast is based on this prudent principle continuing which supports the robust approach developed and aims to address any potential issues raised by the 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.

As part of the review this year, the impact of the current COVID 19 crisis has been included. Although it is unclear as to its impact, both scale and speed of recovery, a number of scenarios have been revised to reflect this new threat to the forecast. Although the Forecast Risk Fund was established to underwrite the risks to the long term approach to the forecast, 'Forecast Sensitivities - Table 2' within **Appendix J** highlights that if some of the scenarios become reality, then the fund could be depleted in as little as 3 years. This would therefore require the Council's overall financial position to be reviewed which will undoubtedly require the savings targets to be increased to be able to sustainably deliver a balanced budget.

In repeating a point made earlier in this report, against the limited number of scenarios tested the level of the Forecast Risk Fund should not be seen as too cautious as it only provides a modest level of financial 'protection' over the life of the forecast.

The forecast will therefore need to continue to remain alert and reflect the most up to position in terms of the impact from COVID 19. If the Council's financial position looks to be moving to a position where the long term approach to the forecast starts to become unsustainable, then this will be brought to the attention of Management Team and Members at the earliest opportunity.

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 In-Year Budget

RELATING TO SECTION 2 OF THE REPORT

Appendix I – Updated Long Term Financial Forecast

Appendix J – Risk Analysis of Each Line of the Forecast

Tendring District Council



Appendices Included:

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

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

September 2020

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

Financial Performance Report - Executive Summary as at the end of September 2020

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	0	92,090	92,132	42
Corporate Services	(25,682,550)	(3,157,786)	(8,975,874)	(5,818,088)
Operational Services	18,175,180	6,347,066	5,906,321	(440,746)
Planning and Regeneration	7,507,370	1,220,144	620,498	(599,646)
Total General Fund	(0)	4,501,514	(2,356,924)	(6,858,438)

Housing Revenue Account

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
Total HRA	0	(4,181,307)	(4,322,419)	(141,111)

Capital

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
General Fund	10,797,400	770,795	776,989	6,194
Housing Revenue Account	5,608,140	2,218,567	1,995,181	(223,386)
Total Capital	16,405,540	2,989,362	2,772,170	(217,192)

Collection Performance

	Collected to Date Against Collectable Amount
Council Tax	53.20%
Business Rates	52.87%
Housing Rents	97.17%
General Debt	82.35%

Treasury

	£'000
Total External Borrowing	39,429
Total Investments	114,797

Revenue Budget Position at the end of September 2020

General Fund Portfolio / Committee Summary

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £
Leader	4,488,640	892,200	362,695	(529,505)
Corporate Finance and Governance	285,900	(1,909,863)	(5,068,180)	(3,158,318)
Environment and Public Space	7,677,280	2,457,650	2,253,037	(204,613)
Housing	3,126,430	5,983,183	3,211,112	(2,772,071)
Partnerships	1,305,210	251,805	282,220	30,415
Business and Economic Growth	3,690,550	138,764	93,958	(44,806)
Leisure and Tourism	7,441,510	1,792,058	1,650,840	(141,218)
Independent Living	492,430	480,500	487,060	6,560
Budgets Relating to Non Executive Functions	787,110	107,682	110,058	2,375
	29,295,060	10,193,980	3,382,800	(6,811,180)
Revenue Support for Capital Investment	3,834,590	0	0	0
Financing Items	(3,346,130)	1,936,910	1,889,662	(47,248)
Budget Before use of Reserves	29,783,520	12,130,889	5,272,461	(6,858,428)
Contribution to / (from) earmarked reserves	(15,201,900)	0	0	0
Total Net Budget	14,581,620	12,130,889	5,272,461	(6,858,428)
Funding:				
Business Rates Income	(4,438,020)	(2,548,997)	(2,549,007)	(10)
Revenue Support Grant	(428,790)	(222,973)	(222,973)	0
Collection Fund Surplus	(1,360,420)	(680,210)	(680,210)	0
Income from Council Tax Payers	(8,354,390)	(4,177,195)	(4,177,195)	0
Total	(0)	4,501,514	(2,356,924)	(6,858,438)

Revenue Budget Position at the end of September 2020

HRA Portfolio Summary

	2020/21 Current Full Year Budget	2020/21 Profiled Budget to date	2020/21 Actual to date	2020/21 Variance to Profile
	£	£	£	£
Housing	(1,992,030)	(4,181,307)	(4,322,419)	(141,111)
	(1,992,030)	(4,181,307)	(4,322,419)	(141,111)
Revenue Support for Capital Investment	280,820	0	0	0
Financing Items	1,711,210	0	0	0
Budget Before use of Reserves	0	(4,181,307)	(4,322,419)	(141,111)
Total	0	(4,181,307)	(4,322,419)	(141,111)

Corporate Budget Monitoring - General Fund Budget Position at the end of September 2020

Department - Office of Chief Executive

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	178,550	89,275	89,827	552	44,638	
Transport Related Expenditure	2,820	1,410	64	(1,346)	705	
Supplies & Services	2,810	1,405	2,241	836	703	
Total Direct Expenditure	184,180	92,090	92,132	42	46,045	
Net Direct Costs	184,180	92,090	92,132	42	46,045	
Net Indirect Costs	(184,180)	0	0	0	0	
Total for Office of Chief Executive	0	92,090	92,132	42	46,045	

Department - Office of Chief Executive

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Chief Executive	0	92,090	92,132	42	
Total for Office of Chief Executive	0	92,090	92,132	42	

Corporate Budget Monitoring - General Fund Budget Position at the end of September 2020

Department - Corporate Services

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Next Quarters Profile £	Comments
Analysis by Type of Spend						
Direct Expenditure						
Employee Expenses	10,004,500	4,819,642	4,610,924	(208,717)	1,346,418	
Premises Related Expenditure	443,020	182,265	178,364	(3,901)	123,785	
Transport Related Expenditure	101,630	52,170	34,562	(17,608)	37,842	
Supplies & Services	43,628,530	37,159,996	34,168,615	(2,991,381)	927,647	
Transfer Payments	45,115,060	19,462,920	19,106,673	(356,247)	9,731,460	
Interest Payments	20,460	9,555	5,968	(3,587)	1,823	
Total Direct Expenditure	99,313,200	61,686,548	58,105,107	(3,581,441)	12,168,974	
Direct Income						
Government Grants	(87,580,450)	(56,070,685)	(58,417,418)	(2,346,733)	(13,647,579)	
Other Grants, Reimbursements and Contributions	(1,364,580)	(776,101)	(642,624)	133,477	(351,119)	
Sales, Fees and Charges	(141,830)	(66,157)	(50,490)	15,666	(45,050)	
Rents Receivable	(650)	(424)	(215)	209	(98)	
Interest Receivable	(489,280)	(301,592)	(337,617)	(36,025)	(158,580)	
RSG, Business Rates and Council Tax	(14,581,620)	(7,629,375)	(7,629,385)	(10)	(4,534,752)	
Total Direct Income	(104,158,410)	(64,844,334)	(67,077,749)	(2,233,416)	(18,737,178)	
Net Direct Costs	(4,845,210)	(3,157,786)	(8,972,643)	(5,814,857)	(6,568,204)	
Net Indirect Costs	(5,635,440)	0	(3,231)	(3,231)	0	
Net Contribution to/(from) Reserves	(15,201,900)	0	0	0	0	
Total for Corporate Services	(25,682,550)	(3,157,786)	(8,975,874)	(5,818,088)	(6,568,204)	

Department - Corporate Services

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Deputy Chief Executive and Administration	5,170	118,379	80,920	(37,459)	
Total for Governance and Legal Services	54,520	199,605	143,516	(56,089)	
Page 61 Total for Finance, Revenues and Benefits	1,753,540	5,222,500	2,536,700	(2,685,800)	Although adjusted as part of the year end subsidy reconciliation process, Housing Benefit payments to claimants are lower than budgeted at the end of September. In addition, this area of the budget also 'holds' the money provided by the Government to enable £150 to be provided to claimants in receipt of local council tax support as part of their overall COVID support packages. Although this money is being actively applied to eligible claimants, it remains subject to review over the remainder of the year and will also form part of the overall collection fund adjustments at the end of the year. It is also worth highlighting that income from court costs in connection with the recovery of council tax is currently £100k behind profile. This is due to only limited recovery action taken during the year to date reflecting the COVID 19 crisis. From a budgetary position, this will be kept under review over the remainder of the year and revisited as part of reporting the quarter 3 position in February.

Department - Corporate Services

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Total for Finance - Other Corporate Costs	(462,330)	(5,500,755)	(8,418,552)	(2,917,797)	The primary reason for the variance to date is the timing of the payment of the various COVID related business grants and the final reconciliation process. The amount of funding received by the Council was based on the Government's estimate of the level of grants which is different to the actual grants paid. The variance to date also includes new burdens funding of £292k some of which has been included in Appendix H as part of the overall proposed adjustments to the budget as at the end of September 2020.
Total for Finance - Financing Items	(15,271,280)	2,226,367	2,221,310	(5,057)	
Total for Finance - RSG, Business Rates and Council Tax	(14,581,620)	(7,629,375)	(7,629,385)	(10)	
Total for Property Services	297,550	151,980	191,883	39,903	
Total for People, Performance and Projects	757,990	361,708	355,994	(5,714)	
Total for IT and Corporate Resilience	551,960	1,177,050	1,043,361	(133,689)	Variations in this service area broadly reflect the timing of the delivery of a number of projects and initiatives associated with various strands of the digital transformation project.
Total for Democratic Services	1,211,950	514,755	498,380	(16,375)	
Total for Corporate Services	(25,682,550)	(3,157,786)	(8,975,874)	(5,818,088)	

Corporate Budget Monitoring - General Fund Budget Position at the end of September 2020

Department - Operational Services

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	10,524,970	5,208,390	5,298,720	90,330	2,480,930	
Premises Related Expenditure	3,430,400	1,948,102	1,722,978	(225,124)	779,323	
Transport Related Expenditure	515,950	252,537	228,605	(23,932)	94,287	
Supplies & Services	4,588,670	1,937,251	1,530,073	(407,178)	1,020,184	
Third Party Payments	5,124,660	2,158,836	2,197,773	38,938	1,292,557	
Transfer Payments	500,390	250,195	268,167	17,972	125,098	
Total Direct Expenditure	24,685,040	11,755,311	11,246,316	(508,995)	5,792,379	
Direct Income						
Government Grants	(748,930)	(425,170)	(425,167)	3	0	
Other Grants, Reimbursements and Contributions	(1,380,240)	(551,942)	(684,122)	(132,180)	(412,059)	
Sales, Fees and Charges	(7,536,240)	(3,963,068)	(3,707,658)	255,410	(1,867,098)	
Rents Receivable	(329,000)	(187,305)	(246,403)	(59,098)	(64,724)	
Direct Internal Income	(481,540)	(280,760)	(276,646)	4,114	(138,155)	
Total Direct Income	(10,475,950)	(5,408,245)	(5,339,995)	68,249	(2,482,036)	
Net Direct Costs	14,209,090	6,347,066	5,906,321	(440,746)	3,310,343	
Net Indirect Costs	3,966,090	0	0	(0)	(5,560)	
Total for Operational Services	18,175,180	6,347,066	5,906,321	(440,746)	3,304,783	

Department - Operational Services

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Corporate Director and Administration Operational Services	630,370	178,195	165,779	(12,416)	
Total for Public Realm	2,078,810	500,104	489,450	(10,654)	Although the net variance to date is relatively small, it masks a reduction in income at the Crematorium. Following a fire at the facility earlier in the year, it had to close for approximately 6 weeks which has contributed to reduced income of £165k against the profiled budget at the end of September 2020. No adjustment has been made to the budget at the present time but the position will be monitored over the remainder of the year as it may be possible for income to recover more generally over the this longer time frame. In terms of a favourable position at the end of September, income from car parks has fully recovered from the COVID lockdown period at the start of the financial year with the position being ahead of the profiled budget by £73k.
Total for Customer and Commercial Services	587,610	563,784	603,089	39,305	

Department - Operational Services

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Page 65 Total for Sports and Leisure	4,477,780	1,256,896	942,054	(314,842)	<p>Due to the significant impact from COVID 19, the income budgets for the various sports facilities have been adjusted as set out in Appendix H, which has been supported by Government funding. However there are also a number of corresponding reductions in expenditure at the facilities that would have been experienced over the same period. Reduced income will continue to be supported by the Government's sales, fees and charges (SFC) compensation scheme which does require any loss of income to be offset by reductions in expenditure wherever possible. This position will therefore form part of a wider reconciliation process over the rest of the year. Please see the main body of the report for additional information about the SFC compensation scheme. There is also an underspend of £80k due to the Airshow not going ahead this year and it is proposed to consider this available funding as part of the Back to Business initiative where it may be possible to support alternative events this year.</p>
Total for Housing and Environmental Health	2,889,470	857,941	781,909	(76,032)	

Department - Operational Services

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Total for Building and Engineering	7,511,140	2,990,146	2,924,040	(66,105)	Recycling credit income remains ahead of the profile - £114k at the end of September, reflecting increased recycling rates. In addition, a number of underspends are emerging against the general office accommodation budget which would be expected given many officers are working from home. These two favourable issues are however masking a potential issue within Engineering Services where there is an adverse variance of £133k at the end of September - further details are set out in the main body of the report.
Total for Operational Services	18,175,180	6,347,066	5,906,321	(440,746)	

Corporate Budget Monitoring - General Fund Budget Position at the end of September 2020

Department - Planning and Regeneration

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	2,484,970	1,221,930	1,066,137	(155,793)	610,965	
Premises Related Expenditure	28,970	20,590	16,895	(3,695)	4,190	
Transport Related Expenditure	35,300	17,650	4,938	(12,712)	8,825	
Supplies & Services	5,524,360	760,495	364,128	(396,367)	441,417	
Third Party Payments	870	0	0	0	0	
Total Direct Expenditure	8,074,470	2,020,665	1,452,098	(568,567)	1,065,398	
Direct Income						
Government Grants	(17,500)	(17,500)	(17,506)	(6)	0	
Other Grants, Reimbursements and Contributions	(60,000)	0	288	288	0	
Sales, Fees and Charges	(1,419,350)	(758,435)	(784,846)	(26,411)	(330,458)	
Rents Receivable	(52,880)	(24,586)	(29,537)	(4,951)	(16,487)	
Total Direct Income	(1,549,730)	(800,521)	(831,601)	(31,080)	(346,945)	
Net Direct Costs	6,524,740	1,220,144	620,498	(599,646)	718,453	
Net Indirect Costs	982,630	0	0	0	0	
Total for Planning and Regeneration	7,507,370	1,220,144	620,498	(599,646)	718,453	

Department - Planning and Regeneration

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Corporate Director	0	50,195	17,444	(32,751)	
Total for Planning and Customer Services	60,250	865,040	634,279	(230,761)	The variance to date is primarily against employee budgets which are offsetting the cost of agency staff and other issues within the Planning and Development area of budget set out below.
Total for Planning and Development	1,796,970	(519,150)	(390,241)	128,909	Planning fee income is running £43k ahead of the profiled budget at the end of September. However the cost of agency staff is £156k ahead of the budget along with £70k of additional costs being incurred in respect of planning appeals. This position is being supported by the variance within Planning and Customer Services highlighted above.
Total for Planning Policy	1,184,940	398,275	(9,666)	(407,941)	The position to date primarily reflects the timing of expenditure associated with the development of the Local Plan.
Total for Building Control	257,300	12,305	6,503	(5,802)	
Total for Regeneration	4,207,910	413,479	362,178	(51,301)	
Total for Planning and Regeneration	7,507,370	1,220,144	620,498	(599,646)	

Corporate Budget Monitoring - Housing Revenue Account Budget Position at the end of September 2020

Housing Revenue Account

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	1,132,930	352,555	329,589	(22,966)	176,278	
Premises Related Expenditure	3,527,810	1,747,286	1,553,045	(194,241)	818,283	
Transport Related Expenditure	23,870	11,935	5,632	(6,303)	5,967	
Supplies & Services	527,540	172,750	201,325	28,575	60,096	
Third Party Payments	1,030	515	0	(515)	258	
Transfer Payments	17,000	8,500	8,294	(206)	4,250	
Interest Payments	1,358,430	384,550	384,554	4	250,070	
Total Direct Expenditure	6,588,610	2,678,091	2,482,439	(195,652)	1,315,201	
Direct Income						
Government Grants	0	0	0	0	0	
Other Grants, Reimbursements and Contributions	(8,440)	(220)	(4,796)	(4,576)	(110)	
Sales, Fees and Charges	(539,380)	(285,931)	(317,769)	(31,838)	(113,764)	
Rents Receivable	(13,117,260)	(6,573,247)	(6,482,292)	90,955	(3,287,283)	
Interest Receivable	(51,600)	0	0	0	0	
Total Direct Income	(13,716,680)	(6,859,398)	(6,804,857)	54,541	(3,401,156)	
Net Direct Costs	(7,128,070)	(4,181,307)	(4,322,419)	(141,111)	(2,085,955)	
Net Indirect Costs	7,128,070	0	0	0	0	
Net Contribution to/(from) Reserves	0	0	0	0	0	
Total for HRA	0	(4,181,307)	(4,322,419)	(141,111)	(2,085,955)	

Housing Revenue Account

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Finance - Financing Items	1,992,030	0	0	0	
Total for Corporate Director and Administration Operational Services	660,090	46,415	94,713	48,298	Some items of additional expenditure have occurred in the first half of the year - please see Appendix H for further details
Total for Customer and Commercial Services	(50,350)	(84,000)	(94,661)	(10,661)	
Total for Housing and Environmental Health	(6,465,280)	(5,697,989)	(5,642,699)	55,290	Void losses are running at approximately 4% compared with the 2% budgeted for. A separate piece of work is currently underway to provide further details around this position which will be presented to members shortly.
Total for Building and Engineering	3,863,510	1,554,267	1,320,229	(234,038)	This primarily reflects the timing of expenditure against this budget. However, please see additional comments with the main body of the report in respect of the Engineering Services who provide in-house repairs work.
Total for HRA	0	(4,181,307)	(4,322,419)	(141,111)	

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of September 2020

	Total Budget Allocated to Scheme* £	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Expenditure						
Business and Economic Growth Portfolio						
SME Growth Fund Capital Grants	43,250	43,250	0	0	0	
Starlings and Milton Road Redevelopment	1,556,380	1,556,380	10,740	15,867	5,127	
Total for Business and Economic Growth Portfolio	1,599,630	1,599,630	10,740	15,867	5,127	
Corporate Finance and Governance Portfolio						
Joint HR and Payroll System	1,780	1,780	0	0	0	
Information and Communications Technology Core Infrastructure	345,040	180,040	40,510	40,511	1	
Agresso e-procurement	84,000	84,000	0	0	0	

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of September 2020

	Total Budget Allocated to Scheme* £	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Enhanced Equipment replacement - Printing and Scanning	6,210	2,600	0	0	0	
Office Rationalisation	355,100	355,100	115,120	115,119	(1)	Work will continue throughout the financial year towards the completion of the works in 2021.
Total for Corporate Finance and Governance Portfolio	792,130	623,520	155,630	155,631	1	
Environment and Public Space Portfolio						
Cranleigh Close, Clacton, landscaping works	1,830	1,830	0	0	0	Remaining budget allocated, with project scheduled to be finalised November 2020.
Environmental Health Database Migration	5,250	5,250	0	0	0	
Laying Out Cemetery	154,650	154,650	4,400	4,400	0	Following initial ecology surveys, further preliminary works are now required before works can commence.
Crematorium and Cemeteries Road Works	31,190	31,190	31,190	31,583	393	Works Complete.
Bath House Meadow Play Area, Walton	6,580	6,580	6,580	6,582	2	Works Complete.

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of September 2020

	Total Budget Allocated to Scheme* £	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Resurfacing Works, Off Valley Road	6,130	6,130	0	0	0	Project to be completed Autumn 2020, with orders now raised for final works.
Bath House Meadow Security Measures	16,610	16,610	11,040	11,043	3	Further works planned for Autumn 2020.
Clacton Multi-Storey car park repairs	180,000	180,000	0	0	0	Project in planning phase, with a follow up tender process to be arranged.
Public Convenience Works	40,000	40,000	0	0	0	Refurbishment programme agreed, with further works planned for 2020/21.
Works at Halstead Road Play Area, Kirby	100,850	100,850	93,330	93,327	(3)	Works to play area complete, with final landscaping works to be carried out in 2020/21
Total for Environment and Public Space Portfolio	543,090	543,090	146,540	146,936	396	
Housing Portfolio						
Replacement of High Volume Printers	29,000	29,000	0	0	0	
Replacement debit and credit card payment facility	14,630	14,630	0	0	0	

Corporate Budget Monitoring - General Fund Capital Programme Position at the end of September 2020

	Total Budget Allocated to Scheme* £	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Replacement Scan Stations	12,000	12,000	0	0	0	
Housing in Jaywick	464,230	464,230	890	888	(3)	Investigation works continuing - detailed design phase commencing.
Private Sector Renewal Grants/Financial Assistance Loans	297,150	297,150	8,470	8,470	0	
Disabled Facilities Grants	7,978,210	5,707,210	388,745	383,437	(5,308)	
DFG - Discretionary use of BCF	0	0	0	5,304	5,304	
Private Sector Leasing	75,660	75,660	0	0	0	
Empty Homes funding	152,220	152,220	0	0	0	This project remains subject to review to identify alternative options / opportunities as part of the Council's wider investment plan.
Total for Housing Portfolio	9,023,100	6,752,100	398,105	398,099	(6)	

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of September 2020

	Total Budget Allocated to Scheme* £	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Independent Living Portfolio						
Careline - Replacement Telephone System	21,860	21,860	3,970	4,644	674	Project has commenced and is on profile with a likely completion at the end of the financial year following delays due to the Covid 19 lockdown.
Total for Independent Living Portfolio	21,860	21,860	3,970	4,644	674	
Leisure and Tourism Portfolio						
Replacement of beach hut supports - The Walings	11,620	0	0	0	0	
Princes Theatre Toilets	40,000	40,000	0	0	0	Project has now commenced
Town Centre Fountain	159,080	159,080	0	0	0	
CLC - Spa and Wetside Re-development	521,480	521,480	27,160	27,163	3	Tender specification now completed by contractor - awaiting specification review from building services before putting out to tender. Specification delayed by Covid 19 lockdown.
New Beach Huts	64,600	64,600	0	0	0	Project awaiting completion of lease agreement before building of huts can commence.

Corporate Budget Monitoring - General Fund Capital Programme Position at the end of September 2020

	Total Budget Allocated to Scheme* £	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Cliff Stabilisation Scheme	438,630	438,630	28,650	28,650	0	A final walkthrough of the scheme has identified the need for some additional drainage works before the project can be finalised.
Marine Parade West Clacton Cliff Works	29,930	29,930	0	0	0	Works Complete.
Purchase of Street Cleansing Equipment	3,480	3,480	0	0	0	
Total for Leisure and Tourism Portfolio	1,268,820	1,257,200	55,810	55,813	3	
Total Approved General Fund Capital	13,248,630	10,797,400	770,795	776,989	6,194	

* 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 2020

	2020/21 Current Full Year Budget £	2020/21 Profiled Budget to date £	2020/21 Actual to date £	2020/21 Variance to Profile £	Comments
Improvements, enhancement & adaptation of the Council's housing stock	2,696,410	759,737	611,733	(148,004)	The programme has been impacted by the Covid 19 restrictions, especially the 'lockdown' period at the start of the financial year.
IT Upgrade & Replacement	20,000	0	2,133	2,133	
Disabled Adaptations	420,000	207,930	72,051	(135,879)	
Acquisitions - 1-4-1 Capital Receipts	310,000	310,000	317,210	7,210	
Acquisitions - Section 106	294,000	147,000	198,149	51,149	Please see Appendix H for the proposed adjustment to cover the buy back of DIYSO Properties.
Cash Incentive Scheme	60,000	0	0	0	
New Build Initiatives and Acquisitions	1,807,730	793,900	0	(793,900)	
Jaywick Sands - New Build/Starter Homes	0	0	793,904	793,904	Please see Appendix H for the proposed adjustment to cover the outstanding costs of this project.
Total Housing Revenue Account Capital Programme	5,608,140	2,218,567	1,995,181	(223,386)	

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

MHCLG Target Date for Expenditure	Required Expenditure to meet MHCLG Target				Remaining Expenditure Required to Meet MHCLG Target
	30 % 1-4-1 Receipts to Retain from MHCLG £	70 % Expenditure Required by TDC £	Total Expenditure Required to Retain Receipts £	Total Actual Expenditure by TDC £	Total Expenditure £
31/12/2019	30,646	71,506	102,152	102,152	0
31/03/2020	124,070	289,496	413,566	413,566	0
30/06/2020	82,820	193,246	276,066	276,066	0
30/09/2020	160,839	375,291	536,130	536,130	0
31/12/2020	381,031	889,074	1,270,105	1,249,306	20,799
31/03/2021	45,057	105,136	150,193	0	150,193
30/09/2022	185,551	432,954	618,505	0	618,505
31/12/2022	113,411	264,626	378,037	0	378,037
Cumulative Expenditure	1,123,425	2,621,329	3,744,754	2,577,220	1,167,534

Collection Performance : Position at the end of September 2020

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

Council Tax			Business Rates																																
<table border="1"> <caption>Council Tax Collection Performance</caption> <thead> <tr> <th>Quarter</th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td>Quarter 1</td> <td>29.20%</td> <td>27.79%</td> </tr> <tr> <td>Quarter 2</td> <td>55.86%</td> <td>53.20%</td> </tr> <tr> <td>Quarter 3</td> <td>82.25%</td> <td></td> </tr> <tr> <td>Quarter 4</td> <td>96.09%</td> <td></td> </tr> </tbody> </table>			Quarter	2019/20	2020/21	Quarter 1	29.20%	27.79%	Quarter 2	55.86%	53.20%	Quarter 3	82.25%		Quarter 4	96.09%		<table border="1"> <caption>Business Rates Collection Performance</caption> <thead> <tr> <th>Quarter</th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td>Quarter 1</td> <td>29.37%</td> <td>22.75%</td> </tr> <tr> <td>Quarter 2</td> <td>55.03%</td> <td>52.87%</td> </tr> <tr> <td>Quarter 3</td> <td>81.36%</td> <td></td> </tr> <tr> <td>Quarter 4</td> <td>98.19%</td> <td></td> </tr> </tbody> </table>			Quarter	2019/20	2020/21	Quarter 1	29.37%	22.75%	Quarter 2	55.03%	52.87%	Quarter 3	81.36%		Quarter 4	98.19%	
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Quarter 3	82.25%		Quarter 3	81.36%																															
Quarter 4	96.09%		Quarter 4	98.19%																															
Housing Rents			General Debt																																
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Quarter 4	97.24%		Quarter 4	95.08%																															

Treasury Activity : Position at the end of September 2020

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	207	0	52	155	
Long Term PWLB Borrowing - HRA	40,106	0	832	39,274	
TOTAL BORROWING	40,313	0	884	39,429	
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	54,900	4,570,400	4,519,300	106,000	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 plus the impact of Business Rates Covid 19 grant funding, half of which was received from the Government in error.
Investments with UK financial Institutions (including Money Market Funds)	11,560	6,000	8,763	8,797	At the end of the period, investments were held with 5 counterparties.
Investments with non-UK Financial institutions	0	0	0	0	
Total Investments for less than a year	66,460	4,576,400	4,528,063	114,797	
<i>Investments for longer than a year</i>	0	0	0	0	
TOTAL INVESTMENTS	66,460	4,576,400	4,528,063	114,797	
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	13	6	6	0	The weighted average rate of interest on the Council's GF borrowing is currently 7.51%. (on an accrued basis).
Interest Paid on Borrowing - HRA	1,358	385	385	0	The weighted average rate of interest on the Council's HRA borrowing is currently 3.46%. (on an accrued basis)
Interest Received on Investments	(386)	(213)	(236)	(23)	The weighted average rate of interest being received on the Council's investments is currently 0.37%. (on an accrued basis)
PRUDENTIAL INDICATORS					
	Approved Indicator £'000	Highest amount reached in the period £'000	Comments		
Authorised limit for external borrowing	76,156	40,313	Borrowing has remained within approved limits.		
Operational boundary for external borrowing	67,525				

Income from S106 Agreements

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

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

ALLOCATED / BEING SPENT

Scheme	Amount Committed / Planned to be Spent in 2019/20 (including accrued interest as appropriate) £'000
Capital Schemes	
Cranleigh Close, Clacton - landscaping works	8
Valley Road, Car Park Resurfacing	7
Revenue Schemes and other Contributions	120
TOTAL	135

UNALLOCATED / UNCOMMITTED TO DATE

Permitted Use as per S106 Agreement	Amount Held / 'Spend by' Date			
	Less than 1 Year £'000	1 to 2 Years £'000	2 to 4 Years £'000	4 years + £'000
Regeneration Programme and Other Initiatives	0	0	0	2
Affordable Housing	0	0	0	1,706
Town Centre Improvements	0	0	22	22
Habitat Protection	0	0	0	3
Open Space*	3	29	52	1,135
TOTAL	3	29	74	2,868

* For schemes with a 'spend by' date of less than one year, this money must be spent as follows
£3,000 by November 2020

Proposed Adjustments to the Budget September 2020

Description	Expenditure Budget £	Income Budget £	Reason for Adjustment
GENERAL FUND REVENUE			
<i>The following items have no net impact on the overall budget</i>			
Air Show (net budget)	(79,270)		Please see main body of the report for additional comments.
Back to Business	79,270		
Total General Fund Revenue with no net impact on the overall budget	0	0	

<i>The following items will be adjusted against the Forecast Risk Fund</i>			
Reduction in Housing Benefit Administration Grant	8,620		The amount confirmed by the Government after the budget was agreed in February was lower than expected.
Reduction in LCTS Administration Grant	14,190		The amount confirmed by the Government after the budget was agreed in February was lower than expected.
Reduction in NDR Administration Grant	2,770		The amount confirmed by the Government after the budget was agreed in February was lower than expected.
Increased Property Repair Costs	65,000		Urgent repairs were required to the playing field wall at York Street, Dovercourt.
Insurance Premiums	29,350		Additional cost of premiums following the renewal process in 2020.
Officer Pay Award 2020/21	124,450		To meet the cost of the agreed 2020/21 pay award - 2.75% which was 0.75% greater than the 2% included in the original budget
Members Allowances	34,270		To reflect the Full Council's decision in September

Appendix H

Description	Expenditure Budget £	Income Budget £	Reason for Adjustment
Replacement Microphone System for Members	50,000		Following the move to virtual / hybrid meetings during the year, it is proposed to invest in new microphones and associated equipment / software to support this new way of working going forward.
New Burdens Funding		(170,000)	Reflects new burdens funding received from the Government that is not required to be committed within the associated area of the budget.
Employee Costs		(200,000)	Reflects vacancy savings that can be 'banked' at the end of September 2020
Forecast Risk Fund	41,350		The balance of the above adjustments results in a small contribution being made to this reserve
GENERAL FUND CAPITAL			
Schemes Reprofiled			
None			
Other Changes to General Fund Capital Programme			
None			
Total General Fund Capital Adjustment with no net impact on the overall budget	0		

Description	Expenditure Budget £	Income Budget £	Reason for Adjustment
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HRA REVENUE

The following items will be adjusted against the HRA General Balance

Implementation of new Housing Allocations IT / Software	40,950		Additional cost to support the changes to the associated processes which were recommended via a recent Internal Audit Review
Increased property valuation costs	20,000		Costs associated with the investigation of potential property purchases during the year
Implementation of new Job / Stock Management IT / Software	25,430		Additional expenditure required for the implementation of a new system to support the in-house Engineering Team, which also responds to a recent Internal Audit Review
Council Tax on Empty Properties	75,000		Costs primarily associated with long term empty properties at Honeycroft and Spendells
Officer Pay Award 2020/21	4,950		To meet the cost of the agreed 2020/21 pay award - 2.75% which was 0.75% greater than the 2% included in the original budget
Use of HRA Balances		(166,330)	The above costs to be met from HRA General Balances

HRA CAPITAL

Jaywick Sands - New Properties	1,200,000		This is the estimated amount to complete this scheme supported by the use of '1-4-1' capital receipts via the new build and acquisition general capital scheme.
Use of New Build and Acquisitions Budget within the HRA Capital Programme	(1,200,000)		
DIYSO Buy Back	46,300		To support the buy back of DIYSO properties funded from S106 contributions
Use of S106 Contributions		(46,300)	

Description	Expenditure Budget £	Income Budget £	Reason for Adjustment
COVID 19 FUNDING ADJUSTMENTS - MET FROM GENERAL GOVERNMENT GRANT (Already reflected in Appendices)			
<i>Expenditure</i>			
Additional temporary staffing capacity including overtime	39,540		
Purchase of PPE	45,000		
Costs associated with reopening offices and facilities in a COVID secure way	67,940		
IT equipment / licences to support / facilitate remote working etc.	91,020		
Advertising / Printing and Stationary	64,010		
Temporary outsourcing of service delivery	51,690		
Additional Homelessness Costs	120,000		
Deep Cleaning of Offices / Facilities	4,550		
Delay in the delivery of savings included in the budget (from the closure of Weeley Council Offices)	90,000		
Discretionary Grants Scheme - applications identified as eligible for grant funding after finalisation of the scheme	20,000		
IT changes to facilitate the administration of various Government COVID Support Schemes	5,430		
Additional cleaning of Public Conveniences and Seafronts	31,110		
<i>Income - Amounts deemed 'lost' rather than delayed</i>			
Career Track	60,000		
Sports Facilities / Recreation Grounds and the Princes Theatre	1,085,330		The full losses to date have not been adjusted for as the grant from the Government was not sufficient at this stage to do so. However, please see the main body of the report for further information, especially in respect of the Government's Sales, Fees and Charges Compensation Scheme.

Description	Expenditure Budget £	Income Budget £	Reason for Adjustment
CAROS (to reflect decision to waive rents for 3 months)	11,600		
Investment due to low interest rate environment	96,420		
Use of Government COVID Support Funding		(1,883,640)	
	1,883,640	(1,883,640)	

UPDATED LONG TERM FINANCIAL FORECAST

APPENDIX I

Line	Budget 2020/21 £	Estimate* 2021/22 £	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £
Underlying Funding Growth in the Budget							
1 Council Tax Increase 1.99%	(0.158)	(0.165)	(0.168)	(0.171)	(0.175)	(0.178)	(0.182)
2 Ctax increase by £5 (amounts set out are over and above 1.99% above)	(0.079)	(0.077)	(0.074)	(0.071)	(0.067)	(0.064)	(0.060)
3 Growth in Business rates - Inflation	(0.110)	(0.041)	(0.137)	(0.139)	(0.142)	(0.145)	(0.148)
4 Growth in Business rates / council tax - general property / tax base growth	(0.365)	(0.187)	(0.198)	(0.208)	(0.219)	(0.230)	(0.242)
5 Collection Fund Surpluses b/fwd	(1.360)	0.000	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
	(2.072)	(0.470)	(0.676)	(0.690)	(0.703)	(0.717)	(0.732)
Net Cost of Services and Other Adjustments							
6 Reduction in RSG	(0.007)	0.429	0.000	0.000	0.000	0.000	0.000
7 Remove one-off items from prior year	0.013	(0.412)	0.000	0.000	0.000	0.000	0.000
8 Remove one-off items from prior year - Collection Fund Surplus	0.710	1.360	0.000	0.100	0.100	0.100	0.100
9 Inflation - Employee Costs (including annual review adjustments)	0.615	0.507	0.386	0.390	0.394	0.398	0.403
10 Inflation - Other	0.231	0.148	0.164	0.169	0.173	0.178	0.184
11 First / Second / Third year impact of PFH WP Savings	0.000	0.000	(0.090)	0.000	0.000	0.000	0.000
12 PFH WP Grant To Parish Council's	0.000	(0.037)	0.000	0.000	0.000	0.000	0.000
13 Revenue Contrib. to Capital Programme	(0.045)	(0.209)	0.000	0.000	0.000	0.000	0.000
14 Specific change in Use of Reserves	1.103	2.265	0.000	0.000	0.000	0.000	0.000
15 On-going savings required	(0.301)	0.000	(0.450)	(0.450)	(0.450)	(0.450)	(0.450)
16 Unmitigated Cost Pressures	0.884	0.250	0.250	0.250	0.250	0.250	0.250
17 Other Adjustments	(1.157)	(2.056)	0.000	0.000	0.000	0.000	0.000
	2.045	2.245	0.260	0.459	0.468	0.477	0.486
Net Total	(0.027)	1.775	(0.416)	(0.231)	(0.236)	(0.240)	(0.245)
Add back Use of Reserves / Forecast Risk Fund in Prior Year	0.027	(0.000)	1.774	1.358	1.127	0.892	0.651
Net Budget Position	(0.000)	1.774	1.358	1.127	0.892	0.651	0.406
Use of Forecast Risk Fund to support the Net Budget Position	0.000	(1.774)	(1.358)	(1.127)	(0.892)	(0.651)	(0.406)

* 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	(3.253)	(3.753)	(2.479)	(1.621)	(0.993)	(0.602)	(0.450)
Applied in year as set out in the forecast above	(0.000)	1.774	1.358	1.127	0.892	0.651	0.406
Additional contributions generated in year	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)
Balance to Carry Forward	(3.753)	(2.479)	(1.621)	(0.993)	(0.602)	(0.450)	(0.544)

FORECAST SENSITIVITIES - TABLE 1	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£	£	£	£	£	£
Forecast Budget Gap / (Surplus) from table above (BASE Position)	1.774	1.358	1.127	0.892	0.651	0.406
Revised Forecast Budget GAP / (SURPLUS) in the event of the following possibilities						
Council Tax Increase are lower by 1% per annum compared to the base	1.858	1.529	1.389	1.250	1.107	0.965
Property Growth does not grow over the life of the forecast	1.962	1.556	1.336	1.111	0.882	0.648
Property Growth is lower than the forecast by 10% compared to the base	1.794	1.394	1.179	0.958	0.732	0.500
Inflation increases at a rate of +1% faster than the base	2.004	1.598	1.378	1.154	0.924	0.690
Inflation decreases at a rate of 1% slower than the base	1.544	1.118	0.876	0.630	0.378	0.122
Savings achieved are lower by 10% per annum compared to the base	1.774	1.448	1.262	1.072	0.876	0.676
Savings achieved are lower by 20% per annum compared to the base	1.774	1.538	1.397	1.252	1.101	0.946
Unmitigated Cost Pressures are greater by 10% per annum compared to the base	1.799	1.408	1.202	0.992	0.776	0.556
Unmitigated Cost Pressures are greater by 20% per annum compared to the base	1.824	1.458	1.277	1.092	0.901	0.706

FORECAST SENSITIVITIES - TABLE 2		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Impact on Forecast Risk Fund - Year End Balance		£	£	£	£	£	£
Forecast Year End Balance from table above (BASE Position)		(2.479)	(1.621)	(0.993)	(0.602)	(0.450)	(0.544)
Council Tax Increase are lower by 1% per annum compared to the base		(2.395)	(1.366)	(0.476)	0.273	0.881	1.346
Property Growth does not grow over the life of the forecast		(2.291)	(1.236)	(0.400)	0.211	0.593	0.740
Property Growth is lower than the forecast by 10% compared to the base		(2.459)	(1.566)	(0.887)	(0.429)	(0.197)	(0.198)
Inflation increases at a rate of +1% faster than the base		(2.249)	(1.151)	(0.272)	0.381	0.806	0.996
Inflation decreases at a rate of 1% slower than the base		(2.709)	(2.091)	(1.714)	(1.585)	(1.706)	(2.084)
Savings achieved are lower by 10% per annum compared to the base		(2.479)	(1.531)	(0.768)	(0.197)	0.180	0.356
Savings achieved are lower by 20% per annum compared to the base		(2.479)	(1.441)	(0.543)	0.208	0.810	1.256
Unmitigated Cost Pressures are greater by 10% per annum compared to the base		(2.454)	(1.546)	(0.843)	(0.352)	(0.075)	(0.019)
Unmitigated Cost Pressures are greater by 20% per annum compared to the base		(2.429)	(1.471)	(0.693)	(0.102)	0.300	0.506

Relevant line of the Forecast	RAG Assessment of Risk	Comments
<i>Underlying Funding Growth in the Budget</i>		
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, although a one-off exceptionally low rate is expected in 2021/22 due to the impact of COVID 19.
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 in the long term. However the medium term impact of COVID 19 is unclear at the present time. The other 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 move forward with their proposals which have been delayed for at least a further year given the impacts from COVID 19.

Relevant line of the Forecast	RAG Assessment of Risk	Comments
Collection Fund Surpluses b/fwd		Although only relatively modest amounts have been included in the forecast, the short to medium term impact of COVID 19 is unclear. A surplus for 2021/22 has now been removed from the forecast given this increased risk with the figures in later years being kept under review. (The forecast excludes any benefit from being a member of the Essex Business Rates Pool as it is accounted for on an actual basis rather than building it into the base budget given its one-off nature and complexities in the overall business rate calculations)
Net Cost of Services and Other Adjustments		
Reduction in RSG 6000000		Given the delays to the Government's fair funding review and move to the new 75% business rates retention model, it may be possible that RSG is receivable again in 2021/22 (although the Government may be reluctant to continue it given the impact of COVID 19 on national finances) However no RSG has been assumed within the forecast at the present time pending the outcome from the Government's one year spending settlement.
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)		Following an increase of 2.75% in 2020/21, the forecast for future years has been maintained at 1.5%.
Inflation - Other		Although the Government's target CPI inflation is 2%, this is a long term target which will inevitably see fluctuations over short financial cycles. However 2% and 3% remain the basis for calculating an inflationary allowance for contracts and budgets that are based on either CPI or RPI respectively.
First / Second / Third year impact of PFH WP Savings		These are known adjustments which will be delivered in total but is recognised that the timing may differ to that originally anticipated which will be reflected in the forecast. The item included in 2022/23 relates to the annual revenue savings expected from the disposal of Weeley Council Offices.

Relevant line of the Forecast	RAG Assessment of Risk	Comments
LCTS Grant To Parish Council's		This will be subject to the level of RSG receivable from the Government, as to date the change in the level of grant funding provided to Town and Parish Councils has mirrored the changes in RSG.
Specific change in Use of Reserves		Changes in the use of reserves primarily reflect other changes elsewhere in the budget/ forecast so are not a significant risk in isolation.
On-going savings required		This line of the budget fundamentally acts as the 'safety valve' for other changes elsewhere in the forecast and would need to be increased if adverse issues were experienced or estimates were not in line with predictions. Although the long term forecast provides flexibility in the timing of the delivery of such savings, it is important that on-going savings continue to be secured to meet the amounts set out in the forecast.

Relevant line of the Forecast	RAG Assessment of Risk	Comments
<p>Unmitigated Cost Pressures</p> <p>Page 93</p>		<p>It is recognised that this line of the forecast presents one of the highest risks, especially given the amount of unavoidable cost pressures included in 2020/21. On-going revenue items remain the most difficult items to respond to. Although one-off items, such as those associated with repairing / refurbishing assets could also have a significant impact on the forecast, one-off funding has been made available elsewhere in the budget to support these costs which therefore contributes to the mitigation of this risk.</p> <p>One of the most significant risks within this line of the budget relates to external income, especially from elsewhere in the public sector where similar financial pressures are being experienced. Such items include the funding from the major preceptors in respect of the Council Tax Sharing agreement, which totals over £700k each year. This has been reflected in the forecast based on ECC's current commitment, but it may need to be increased based on future proposals put forward by ECC.</p> <p>To support the management of risks, the Council continues to resist using one-off money, such as the New Homes Bonus, to support the on-going base budget.</p> <p>The cost pressure allowance has been increased from £150k to £250k per year, given the level of cost pressures identified in prior years and to respond to potential future items.</p>

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RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

16 NOVEMBER 2020

Report Reference for this Committee: A.5

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

13 NOVEMBER 2020

REPORT OF THE LEADER OF THE COUNCIL

A.4 BACK TO BUSINESS

(Report prepared by Richard Barrett, Mike Carran, Will Lodge and Laura Richardson)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

For Cabinet to adopt a Council wide plan to support the District's recovery from the ongoing Covid-19 pandemic and agree a number of short term actions in advance of a wider delivery plan being adopted.

EXECUTIVE SUMMARY

- Covid-19 has significantly changed the way we work and live our lives, as well as impacting on our national and local Tending economy. In its role as a community leader, the Council is committed to supporting the Districts recovery towards a brighter future;
- This Back to Business process will be targeted at improvements to our environment/ quality of life and support for our residents, businesses and wider local economy to recover from the challenges of the Covid-19 pandemic. The plan will also focus on the Council and its services adapting to the challenges of the pandemic and long term planning for how services will operate moving forward.
- Following Greater Essex moving into Tier 2 High Alert' level for Covid and the subsequent announcement of a national lockdown, this plan and impending delivery plan, is intended to complement the business support schemes provided through Government and Essex County Council. It will be a continually evolving agenda which will adapt to the challenges faced by our businesses and residents alike;
- This Back to Business plan sets out the Councils approach to supporting the District's recovery from Covid-19 and includes a number of short term projects (as set out in part 2 of this report), in advance of a wider action plan being brought forward to Cabinet. This agenda and the subsequent actions and projects brought forward are underpinned by the Council's Corporate Plan;
- It is recognised that a successful recovery will only be achieved through a collective approach, both within the Council's range of portfolios and with local businesses,

partners and stakeholders;

- To ensure the Council has sufficient resources to support the delivery of its range of Back to Business actions and projects, it is proposed that a dedicated resource will be provided to deliver this plan. This resource will be tasked with bringing forward a wider Back to Business delivery plan, with a number of deliverable projects and actions. This will reflect feedback from the Resources and Services Overview and Scrutiny Committee and the responses from members following the associated All Member Briefing and subsequent request from the Portfolio Holder for Corporate Finance and Governance.

RECOMMENDATION(S)

a) That Cabinet agrees the content of Council's 'Back to Business' agenda.

b) Subject to a) above, allocates £862,000 from the Back to Business budget and delegates the Portfolio Holder for Corporate Finance and Governance to do the following:

- Explore options to provide dedicated resources to manage the Council's Back to Business agenda.**
- Subject to a Project Initiation Document being approved by the Portfolio Holder for Corporate, Finance and Governance and appropriate procurement rules followed, explore options for the refurbishment of Clacton Skate Park.**
- Update the Council's procurement rules to ensure more of the Council's spending stays within the local economy.**
- Within the parameters of the Council's financial regulations, make arrangements for a framework to be developed to provide redundant Council IT equipment to disadvantaged young people.**
- Explore options to allocate additional funding towards local organisations providing mental health services to young people.**

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

This strategy will support a number of priorities in the Corporate Plan as set below:

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

Further to that, the following opportunities listed in the plan will be impacted upon by the strategy:

- Clear vision for economic growth and prosperity;
- Our coast;
- Tourism, culture and sport.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

In order to support the short term projects and actions set out in this report, the sum of £862,000 will be allocated from the Back to Business budget towards this agenda.

Furthermore, a dedicated resource will be set aside for the Council's Back to Business approach to ensure capacity is in place to deliver projects in a timely manner. A review of appropriate options and implementation will be delegated to the Deputy Leader, Portfolio Holder for Corporate, Finance and Governance, to ensure timely delivery of the short term projects and actions, together with producing a full delivery plan for adoption by Cabinet.

In order to support the emerging action plan, Officers will develop an investment plan during 2020/21 which will be directly linked to the Council's budget and evolving financial position and supported by the reprioritisation of budgets / existing funding and/or as part of the long term forecast.

LEGAL

The proposals are within the Council's powers. The Request for allocation of budget will be in accordance with the Budget and Policy Framework, as set out in Part 5 of the Council's Constitution.

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.

Area or Ward Affected

The Council's Back to Business agenda impacts on the entire District.

Health Inequalities

Improving employment opportunities through growing the sector will positively impact on quality of life of local people.

Consultation/Public Engagement

All Members of the Council have been consulted on the Back to Business approach and the Resources and Services Committee have put forward a number of potential projects and actions. These will be considered through the process of formalising a full delivery plan for adoption.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

As set out in this report, it is proposed to establish a dedicated internal resource to undertake the following:

- a). Work with internal Council services to progress and monitor both the projects and actions set out in this report and those existing projects which will support the recovery. They will work with the team of Assistant Directors to bring forward the delivery of projects to include:

New Back to Business Actions and Projects:

- Develop plans for a heritage trail from Jaywick Sands to Holland Haven,

including Clacton town centre, to mark the town's 150th anniversary – paid for with lottery funding;

- Work with users to refurbish Clacton Skate Park;
- Reviewing our purchasing rules to see how we keep more of our spending in our local economy by using Tendring firms;
- We have applied for funding for two full-time employment and training advisors for a year, to help residents find sustainable jobs, work experience or training;
- Giving our redundant IT equipment to local groups and schools so disadvantaged children and young adults can do homework or home-learning study;
- Working with partners to find extra funding for the Digital Access Support Team, which gives people the knowledge and confidence to go online safely – particularly important as we have reduced contact due to Covid-19;
- Looking to set-up Covid secure 'quiet spaces' where children and young adults can study remotely if they cannot do so from home.

Alongside driving forward the projects above, the dedicated resource will also monitor the progression of existing Council projects which support the Back to Business agenda. These will include:

- Continued our national and international partnership work to reinvigorate plans to commemorate Mayflower 400 and welcome postponed visitor tours from the US, Holland and UK in 2021;
- Preparing to stage a 'Celebrate Tendring' initiative in 2021, including the Illuminate Festival and attracting high quality events such as cycling's Women's Tour and the British Rally Championship Corbeau Rally stage;
- Working with the Football Foundation (FF) and Essex Football Association to secure match funding for three new artificial grass pitches by 2022;
- Deliver with partners an art sculpture trail for Tendring in summer 2021; encouraging people to get active and visit local attractions and retailers;
- Moving forward with the existing 'Starlings' redevelopment project in Dovercourt to see it delivered in 2021 - supporting local businesses and improving public space.

b). To actively engage with local businesses, Town and Parish Councils and other stakeholders in relation to the Council's Back to Business agenda.

c). To bring forward a full delivery plan to support the District's recovery from the Covid-19 pandemic, which takes into account the suggestions of Council Members and the work of the Resources and Services Committee. This will also encompass other key projects to be brought forward together with our partners.

BACKGROUND PAPERS FOR THE DECISION

None.

APPENDICES

None

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2020



BACK TO BUSINESS

Tendring
District Council



Although this is Tendring District Council's approach to bouncing back from Covid-19, it is not something we can or want to tackle alone. As always our approach is about community leadership, and working with our partners to draw upon their expertise, funding and initiatives, for the good of all.



Cabinet Members



Councillor Neil Stock OBE
Leader of the Council



Councillor Joy Broderick
Portfolio Holder for Independent Living



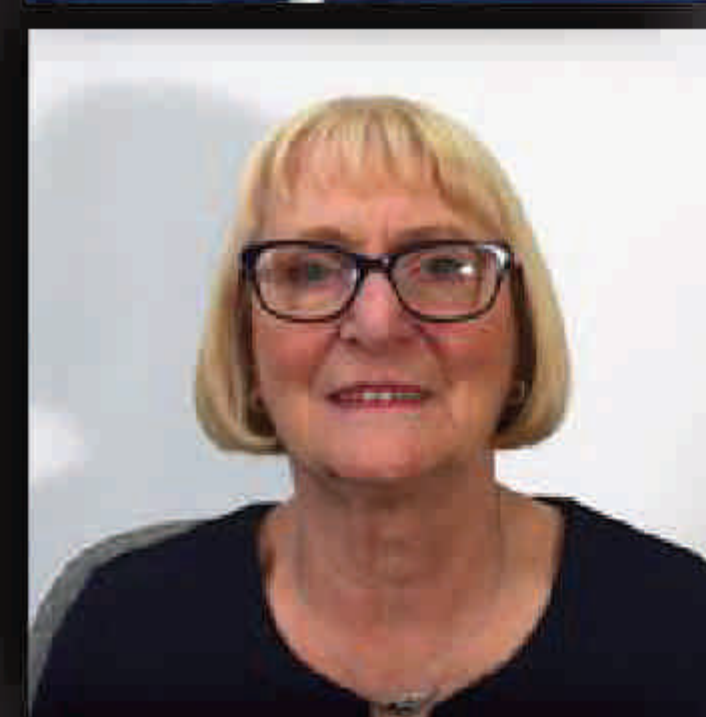
Councillor Carlos Guglielmi
Portfolio Holder for Corporate Finance & Governance



Councillor Paul Honeywood
Portfolio Holder for Housing



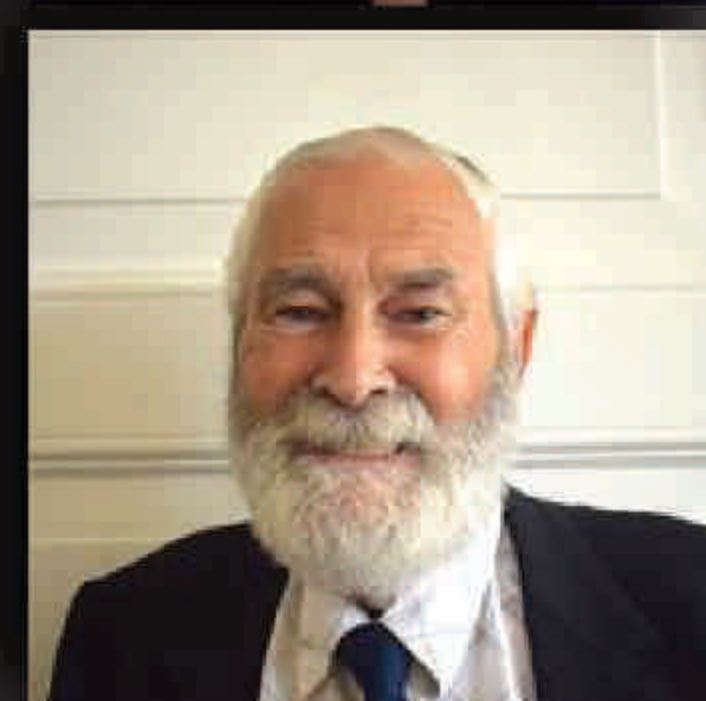
Councillor Lynda McWilliams
Portfolio Holder for Partnerships



Councillor Mary Newton
Portfolio Holder for Business & Economic Growth



Councillor Alex Porter
Portfolio Holder for Leisure & Tourism



Councillor Michael Talbot
Portfolio Holder for Environmental & Public Space

We are committed to working across all of our portfolios to deliver this recovery plan and help our district spring back from the pressures placed on it by Covid-19. By putting this as a focus for the whole Council, together – with our partners, businesses and residents – we can ensure Tendring prospers. Although we will be publishing our full delivery plan soon, this plan includes many of the things we have done or are planning to aid our recovery.

Foreword

At any given moment Tendring District Council will have a number of exciting projects on the go, all contributing in some way to our overall Corporate Plan and long-term strategies to improve our district for the good of all. It's just what we do.

Covid-19 has had a massive impact on everyone, changing the way we all work and live our social lives, and we at the council are no exception to that.

Our passion and determination to deliver the very best for our district has not lessened during the pandemic – if anything it has been strengthened – but it has meant we have to look again at what our priorities are, and how we achieve those to fit with our Corporate Plan.

Coronavirus has had many negative impacts, and our thoughts are with everyone who has lost a loved one or seen their health deteriorate as a result of this virus.

But it also provides an opportunity to change the way we work, while also re-prioritising our focus. Some projects may be less relevant now, while others have become more important than ever.

What they all do is improve the way we **live, strive and thrive** in Tendring; from having a decent home, creating employment opportunities, and improving how we spend our free time.

This is how we will help Tendring through these tough times.

Councillor Neil Stock OBE

Leader, Tendring District Council



As we work to put measures in place to support our residents and businesses, and nurture our visitor economy, we have to think about how we pay for these things without putting pressure on our council tax payers.

That is why we're re-prioritising our existing budgets and drawing on outside funding – whether from Government, partners or lottery funding – as much as we can, while minimising other lost income caused by the lockdown.

We are halfway through our ten-year financial plan, which set out a savings target for the council each year as we transitioned from being reliant on Government funding, to being self-sufficient. But following this unprecedented pandemic, we are looking at relaxing our savings target for 2021/22 to ensure there is no adverse impact on service during this challenging time.

Councillor Carlos Cuglielmi

Deputy Leader and Cabinet Member for Finance & Corporate Resources



Live

Alongside economic recovery, we will continue to focus on the importance of pride in where we live, celebrating our culture and heritage and improving quality of life. There has never been a more appropriate time to focus on all the things that make Tendring special.

£250,000 – amount of money received from National Lottery Heritage Fund to celebrate Clacton's 150th anniversary

Cllr Alex Porter:

"We are blessed with unspoilt coastline, family attractions, heritage of international importance, stunning countryside and some of the best events in the country. These proposals will complement a series of events, which could make 2021 a very special year."

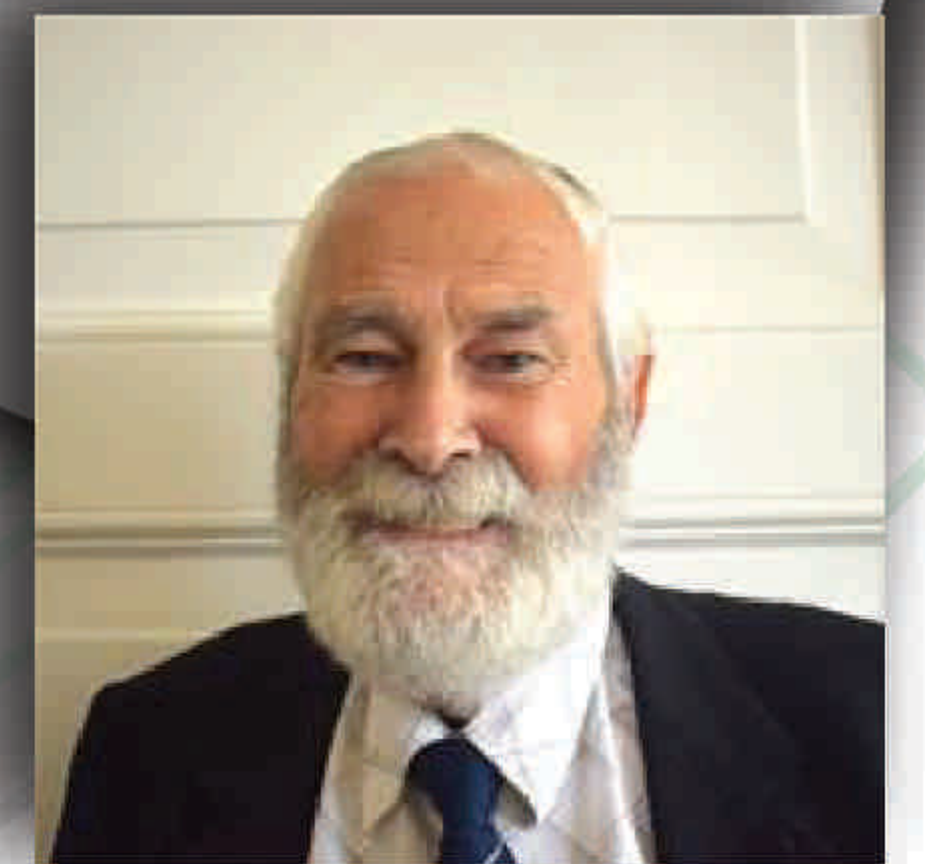


Four – number of Green Flags held by open spaces in Tendring



Cllr Michael Talbot:

"Our open spaces team work incredibly hard, hand-in-hand with local volunteers, to keep our green spaces so vibrant for residents and visitors alike to enjoy."



Three Blue Flags and Seven Seaside Awards held by our seafronts



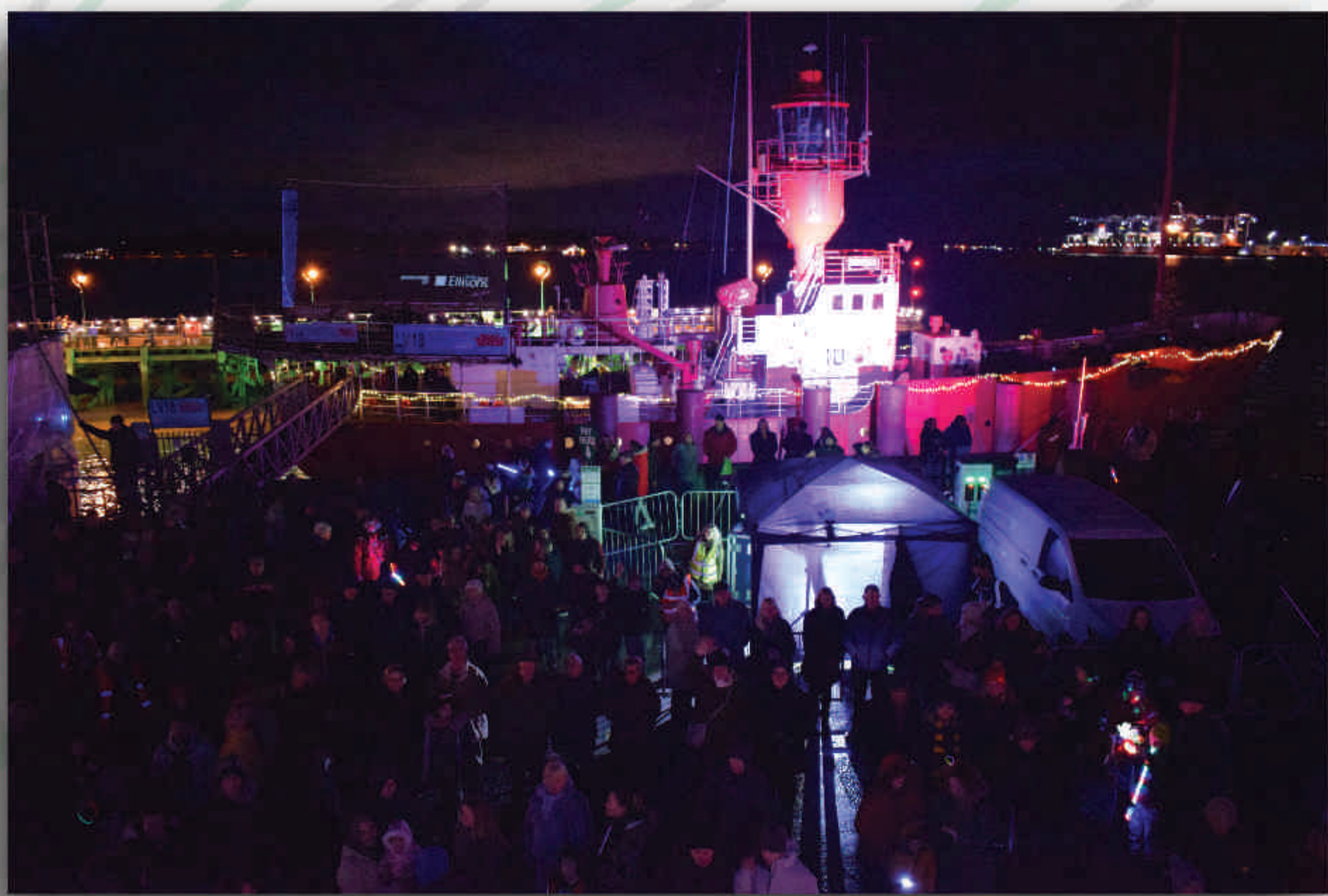
What have we done?

Continued our national and international partnership work to reinvigorate plans to commemorate Mayflower 400 and welcome postponed visitor tours from the US, Holland and UK in 2021.



Developed plans for a heritage trail from Jaywick Sands to Holland Haven, including Clacton town centre, to mark the town's 150th anniversary – paid for with lottery funding.

What are we doing?



Preparing to stage a 'Celebrate Tendring' initiative in 2021, including the Illuminate Festival and attracting high quality events such as cycling's Women's Tour and the British Rally Championship Corbeau Rally stage.

Working with the Football Foundation (FF) and Essex Football Association to secure match funding for three new artificial grass pitches by 2022.

Work with users to refurbish Clacton Skate Park.

Deliver with partners an art sculpture trail for Tendring in summer 2021; encouraging people to get active and visit local attractions and retailers.

Strive

Throughout the pandemic the Council has been working hard preparing for how we can support our economy through the challenges it undoubtedly faces. We have updated our economic development strategy and are concentrating resources to support the local recovery, whilst recognising it is Tendring's businesses that will deliver economic growth.

Businesses have been kept informed of available national and local support via a dedicated webpage and through issuing 17 e-bulletins since lockdown began, using an existing database of local businesses already signed up to hear from the Council in quarterly updates. A survey was also held to get feedback and tailor the Council's services to best help the business community.

The Council has paid out a total of £1,727,721 in discretionary grants to local businesses.

Shop Local campaign running since mid-July has had a combined reach of 3.1 million.

Billy Peak, owner Clacton Pavilion and Magic City:

"Thank you in assisting us with the Discretionary Grant process. These grants have come at a time that will help us be able to plan before the critical winter months."



Cllr Mary Newton:
"Local businesses are the cornerstones of our economy, not only supplying goods and services but also providing jobs, and it is important we support them."

What have we done?

Using cash from Government's 'Reopening High Streets Safely Fund', a 'Shop Local, Shop Safe' campaign has been running since July, promoting local businesses/town centres and how people can shop in a Covid-Secure way.



Funding application made to develop new affordable business space in Jaywick Sands



Provided grants to businesses to support growth; such as £625k through the existing SME Growth Fund, and £4k from the ongoing Harwich & Dovercourt Bay Grant scheme (from an original allocation of £20k)

Set up a Creative and Cultural Board with £100k to allocate to initiatives to grow businesses and create jobs in this important sector.

What are we doing?

Reviewing our purchasing rules to see how we keep more of our spending in our local economy by using Tendring firms.



Working with partners to present a compelling case to Government for developing Harwich as a Freeport

Moving forward with the existing 'Starlings' redevelopment project in Dovercourt to see it delivered in 2021 - supporting local businesses and improving public space.



Working with partners to bring forward a range of additional projects to support our community.

Thrive

Many residents of all ages have been adversely affected by the impact of the Covid-19 pandemic, whether through being furloughed, feeling isolated while shielding or being home-schooled during lockdown. We are looking at measures to support our residents through these difficult times, towards a positive future.

Our ultimate aim is to improve everyone's quality of life, through supporting active lifestyles, healthy minds, a sense of belonging and wellbeing.

Cllr Lynda McWilliams: *"To help residents remain healthy, both physically and mentally, we will work with Active Essex and the Sport England Local Delivery Pilot, and partners such as the Tendring Mental Health Hub to support people in maintaining a good quality of life."*



The Council won Best Employer and Trade Union Partnership at the Public Services People Managers' Association Awards 2020

Cllr Joy Broderick: *"We know how difficult it has been for businesses to adapt, having to change the way our Careline team has worked during the pandemic. Throughout, our professional, dedicated and hardworking Careline team has been helping keep so many members of our community independent and safe in their own homes."*



97 individuals or families have been supported by the homelessness team during the pandemic

27 apprentices have been supported within Tendring by the Council's Career Track team during the pandemic



Cllr Paul Honeywood:

“Through our new Housing Strategy we are supporting families who find themselves homeless, helping those living with disabilities to keep their independence, and by ensuring we make best use of housing can help young people find a house near their home as they grow older – all contributing to a better quality of life for+ our residents.”



We're building ten new flood resilient homes in Jaywick Sands, five for rent and five for sale with priority for locals, to help provide high quality homes for our residents to live in. We are planning to provide another 200 over the coming years.

What have we done?

Continued to employ and support our own apprentices, and others in partner organisations and businesses, through our Career Track programme



Started to set up a Local Creative Education Partnership (LCEP) to foster links with schools to improve the skills of young people, part-funded by the Royal Opera House Bridge.

What are we doing?

We have applied for funding for two full-time employment and training advisors for a year, to help residents find sustainable jobs, work experience or training.

Giving our redundant IT equipment to local groups and schools so disadvantaged children and young adults can do homework or home-learning study.

Working with partners to find extra funding for the Digital Access Support Team, which gives people the knowledge and confidence to go online safely – particularly important as we have reduced contact due to Covid-19.



Our new street cleaning regime will keep our town centres pleasant places to visit and work in.



Working with businesses and other partners, we've received £150k to bid for a grant of up to £25million from Government to re-shape Clacton town centre for the better.

Tendring
District Council



RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

16 NOVEMBER 2020

REFERENCE REPORT FROM NEGC LTD JOINT SCRUTINY PANEL

A.6 SCRUTINY OF NEGC LTD AND GOVERNANCE OF FUTURE COUNCIL CONTROLLED COMPANIES

(Report prepared by Keith Simmons)

PURPOSE OF THE REPORT

The report advises the Overview and Scrutiny Committee (OSC) of the work of the NEGC Joint Scrutiny Panel, to formally invite this OSC and the Community Leadership OSC to note that that the Joint Scrutiny Panel was being dissolved and to consider the recommendations of the Joint Scrutiny Panel in respect of governance of future Council controlled companies.

BACKGROUND

This OSC and the Community Leadership OSC, at their respective meetings held on 29 July 2019 (Minute 15 refers) and 5 August 2019 both approved that a joint scrutiny panel be established in order to scrutinise the work of the North Essex Garden Communities Limited (NEGC) and, in particular, its interim business plan and future business plans.

The membership of the Joint Scrutiny Panel established, was delegated to the Chairmen of the two OSCs to determine, subject to ratification by those two OSCs. The following were appointed to the Joint Scrutiny Panel:

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

This OSC endorsed the above membership at its meeting on 14 October 2019 (Minute 28 refers). The Community Leadership OSC also endorsed that Membership on 7 October 2019.

The Joint Scrutiny Panel met three times as follows:

16 October 2019
12 February 2020
17 September 2020

The Joint Scrutiny Panel looked at the various responsibilities of the Council as community leader, shareholder of NEGC Ltd and having a Director of the Board of that Company. The inherent conflicts and the management of those conflict points were also mentioned.

The absolute importance of Part 1 of the Local Plan in the critical path for Garden Communities and NEGC Ltd (and any future delivery vehicle for the Communities) was referenced at the meetings. NEGC Ltd had been commissioned by the partner Councils (Braintree, Colchester, Essex and Tendring) to undertake work for those partner Councils as part of the work of those Councils to secure approval of Part 1 of their Local Plans.

While the process of adoption of the Local Plan was underway, the NEGC Ltd had developed interim business plans only. The Interim Business Plans for NEGC Ltd from 2018/19 and 2019/20 were submitted to the Panel for consideration.

The work of this Council's Monitoring Officer and section 151 Officer with their colleagues in the other partner Councils in respect of protecting the interests of this Council in relation to NEGC Ltd and the governance arrangements was reflected on several times.

The Panel also looked briefly at possible future delivery vehicles for the Garden Communities.

Across all meetings of the Joint Scrutiny Panel there was reference to best practice models for governance arrangements for Council controlled companies such as NEGC Ltd. In part this discussion was about what might be appropriate for the future development of governance around NEGC Ltd, but, also around future companies that the Council may establish or participate in where the Company was a Council controlled company.

At the Joint Scrutiny panel's last meeting, it noted the decision of the North Essex Garden Communities Ltd Board on 6th July 2020 to take all the necessary steps to wind up its three Local Delivery Vehicles. The three Councils concerned had also all approved that NEGC Ltd itself cease trading on 31 August 2020 and that the necessary winding up procedures for it be undertaken, subject to the Leader of the Council, in consultation with the Section 151 Officer and the Monitoring Officer, being satisfied around the final accounting processes.

The Panel was advised that NEGC Ltd had been solvent and, after settling any outstanding liabilities, the remaining assets of the company would be apportioned to the shareholders entirely as it should be.

On the basis that the NEGC Ltd was being wound up the Joint Scrutiny Panel had concluded its work based on the approved scope and terms of reference for the Panel.

RECOMMENDATION

- (1) To note that the winding up of NEGC Ltd meant that the rationale for establishing the Joint Scrutiny Panel, and the approved scope of the Panel, had also ended and that this Committee and the Community Leadership Overview and Scrutiny Committee be RECOMMENDED to formally note that the Panel was being dissolved.**

(2) That this Committee receives the following recommendations from the Joint Scrutiny Panel and determines whether to submit (a), (b) and (d) below to the Cabinet for consideration:

- (a) To record and applaud the hard work of officers in respect of the development of the Tendring-Colchester Borders Garden Community that resulted in the proposals for the Garden Community being accepted by the Local Plan Inspector in his enquiry into the draft Local Plan.**
- (b) To note that there is important work being undertaken on various work streams to secure an exemplar development through the Tendring-Colchester Borders Garden Community.**
- (c) To establish a further Joint Scrutiny Panel at an appropriate time in the future to monitor, examine and review arrangements for delivery of the Tendring-Colchester Borders Garden Community (and particularly the commitments and financial expose of the Council to any external body established by the Council to lead on the development of that Garden Community).**
- (d) To endorse the principle that where the Council establishes a company limited by shares (on its own or with other bodies) that it also establishes a Shareholder Group (either solely or with the other public bodies where the company established jointly) and that, the terms of reference similar to those set out at Appendix A to this report should form the terms of reference for that Shareholder Group, adjusted as necessary to the particular circumstances, business of the Company and consideration of such matters as:
 - (i) How any co-opted members are used and how they are defined in the terms of reference;**
 - (ii) The Chairman of the relevant overview and scrutiny committee and the Chairman of the Audit Committee being appointed to the Shareholder Group as non-voting members; and**
 - (iii) Ensuring that any “invitations to attend” issued to councillors or officers etc. must be provided to such persons at least five working days in advance of the meeting.****

APPENDICES

A – Indicative Terms of Reference (and notes) for Shareholder Groups for Council controlled companies.

BACKGROUND PAPERS

None.

Resources and Services Overview and Scrutiny Committee
16 November 2020

Reference from the NEGC Ltd Joint Scrutiny Panel

Shareholder Group or Board

Extract from LLG Guidance Note

- 6.1 The structure described creates a governance process whereby, so far as appropriate under this Code's Principles, the company is left to get on with its business. Following the UK Corporate Governance Code, the companies will utilise a unified board, with appropriate non-executive directors providing outside expert help and with board committees (such as an audit committee) to provide oversight and ensure delivery.
- 6.2 The Leader, in turn, will seek to inform the executive decisions and to hold the company to account by utilising a reflection of the company board structure in the form of a Shareholder Group, including external expertise and sub-groups. The role of this group is to provide the necessary oversight from a shareholder's perspective that the parameters, policies and boundaries that the executive as the shareholder has established for the company are being adhered to. In it, the Leader (or his or her appointee) remains the decision maker but the Group act as advisors in the making of those executive decisions.
- 6.3 Such a Shareholder Group is considered to be an effective means of governance of the companies. This is because it allows for decision making and discussion in an informed atmosphere, which also provides the executive with:
- a mechanism to communicate the shareholders' views to the company; and
 - a means to evaluate the effectiveness of the company board and the delivery of the company performance against strategic objectives.
- 6.4 It is intended that the Mayor/Leader (or his/her appointee) will make most decisions concerning the executive's role in respect of company interests at meetings of the Shareholder Group (in a similar manner to the Mayor/Leader's executive decisions made at various partnership boards and the health and well-being board). It is envisaged that key decisions concerning the companies will, however, still normally be made at meetings of the Cabinet.
- 6.5 The Terms of Reference for the Shareholder Group are set out at Annex 1.

SHAREHOLDER GROUP - TERMS OF REFERENCE

Overview

The purpose of the Shareholder Group is to advise the Leader in the exercise of their responsibility for the Council's functions as corporate shareholder of a company, in their role to represent the interests of the Council as Shareholder Representative at meetings of a company.

Decision making

The Leader or other Cabinet member appointed by the Leader for this purpose (referred to "as the appointed Cabinet Member") may make decisions concerning companies in which the Council is or is proposed to become a shareholder (**consider major/minor shareholders**), either:

- (a) in Cabinet; or
- (b) in the presence of the Shareholder Group.

TDC Note: Make reference to recording decision

Membership and Arrangements

The Shareholder Group shall consist of the Leader (or the appointed Cabinet member) in the presence of:

- (a) Any additional Members of the Cabinet as are appointed by the Mayor/Leader (which shall be at least two);
- (b) Two co-opted members, who will be independent persons providing relevant expertise and appointed on merit (but which process may be carried out in association with the Audit Committee's arrangements for co-opted appointments); and

TDC Note: Consider use of co-opted members and phrase independent persons (maybe a different definition)

- (c) Relevant senior officers of the Council as are appointed by the Chief Executive; together with
- (d) The Chair of Overview and Scrutiny, as a Member of the Council from outside of the Cabinet, to act in the capacity of Observer.

TDC: consider Audit Committee Observer?

The Section 151 Officer and Monitoring Officer, will be advisors to the Group to provide open and strong advice.

Other members of the Cabinet (who are not directors of any of the companies concerned) may attend and vote as substitutes in the event that an appointed

member of the Shareholder Group is unable to attend

Restrictions on Membership

As the Shareholder Group is to advise and discharge executive functions in relation to company matters and the role of the Shareholder Representative, only Cabinet members can be members of the Shareholder Group with voting rights, although other Cabinet members and non-Cabinet members can be invited to attend, without voting rights.

Meetings

The Shareholder Group shall meet on a basis agreed by itself and normally in private.

The quorum shall be the Leader or other appointed Cabinet member in the presence of a minimum of:

- (a) one other Cabinet Member;
- (b) one independent co-optee; and
- (c) one senior officer appointed to the Group (or their appointed deputy).

An invitation to attend must have been provided to the Chair of Overview and Scrutiny Committee (or their nominated deputy) at least three clear days in advance of the meeting taking place. This notice period may be waived if the Chair of Overview and Scrutiny Committee (or their nominated deputy) so agrees.

An invitation to attend must also have been provided to the section 151 officer and the monitoring officer (or their nominated deputies), which will normally be at least three clear days in advance of the meeting taking place.

The Leader (or appointee) will chair the Shareholder Group and a Vice Chair will be selected from the elected members of the Shareholder Group.

Sub Groups

To assist it in its functions the Shareholder Group:

1. may establish and consult standing sub-groups, such as might be required in respect of:
 - (a) Audit and Risk;
 - (b) Ethical practices; or
 - (c) Nominations and Remuneration
2. may establish and consult ad-hoc or task and finish sub-groups in respect of any matter; and
3. may establish and consult stakeholder groups on any particular aspect or the generality of the objects of the trading companies

A sub-group or stakeholder group may contain such co-opted members, advisors or

observers as the Shareholder Group sees fit.

Functions

1. Monitor the performance of a company in relation to its Business Plan and, in particular, the company's performance:
 - (a) in financial matters
 - (b) against the social goals of the company as set out in the company's Objects, Business Case or Business Plan; and
 - (c) against the values of the Council.
2. Evaluate and monitor:
 - (a) the financial and social returns on investment (be that shareholding, loans or direct investment); and
 - (b) risks and opportunities including those arising from joint ventures or new opportunities.
3. Consider matters reserved to the Council for shareholder approval, such as:
 - (a) Varying Articles of Association
 - (b) Varying ownership and structure
 - (c) Variations to shares (number of, rights, etc.
 - (d) Entering contracts that:
 - (i) have a material effect on Council business (including other companies within the group)
 - (ii) are outside of the business plan or do not relate to the business
 - (iii) significant in relation to the size of the business, the business plan, etc.
 - (e) Material legal proceedings outside of ordinary business
 - (f) Adopting and amending business plans each year and strategic plans (3 years)
 - (g) Appointment, removal and the remuneration of directors (members of the company board)
 - (h) Selection of the chair of the board
 - (i) Appointment of auditors
 - (j) Issue of dividendsas more particularly set out in a company's Articles of Association or Shareholder Agreement.

Relationship

The Shareholder Group as it considers appropriate in accordance with its functions described above, may:

1. report and make formal recommendations to the Leader, directly or to the wider Cabinet;
2. make reports to and consult Overview and Scrutiny (including full Council) or
3. make reports to and consult the Audit Committee, in relation to that Committee's particular functions.

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Resources and Services Overview and Scrutiny Committee
16 November 2020

RECOMMENDATIONS MONITORING REPORT
(Prepared by Keith Simmons)

Recommendation(s) Including Date of Meeting and Minute Number	Actions Taken and Outcome	Completed, follow-up work required or added to Work Programme
<p>Resources and Services Overview and Scrutiny Committee held on 22 June 2020 (Minute 62 refers)</p> <p>FINANCIAL PERFORMANCE REPORT: IMPACT OF COVID-19</p> <p>The Committee RECOMMENDED TO THE CABINET that:</p> <p>[...]</p> <p>(b) within the allocation of £4,000,000 for cliff stabilisation work, a District wide survey is commissioned this year to identify the implications for the Council of works and thereby assist in the resource considerations of the Council over the long term.</p> <p>[...]</p>	<p>On 11 September Cabinet approved:</p> <p>(a) That the RSOS Committee is thanked for the work they have undertaken; and</p> <p>(b) That Cabinet notes the comments raised, which will be considered as part of associated activities going forward.</p> <p>The Portfolio Holder for Corporate Finance and Governance made the following comments:</p> <p>[...]</p> <p><i>In respect of point (b), a lot of work is undertaken within the framework of the long term forecast in terms of keeping an eye on potential cost pressures that the Council faces, such as cliff stabilisation that the Committee refers to. Such considerations will continue to be an important element of the long term forecast in 2020/21 and beyond. In addition, the Council continues to support the approach of keeping work in-house</i></p>	<p>Completed, follow-up work required or added to Work Programme</p> <p>The Resources and Services Overview and Scrutiny Committee on 21 September 2020 (Minute 85 refers) requested an update in relation to an item regarding the cliff stabilisation survey, to clarify whether the Portfolio Holder's response included a District-wide survey as recommended.</p>

	<p><i>wherever possible, which has already proved a success with the management of previous cliff stabilisation work that has been completed on time and within budget.</i></p> <p>[...]</p>	<p>TO BE REPORTED TO THE MEETING OF CABINET TO BE HELD ON 18 DECEMBER 2020</p>
<p>Resources and Services Overview and Scrutiny Committee held on 22 June 2020 (Minute 68 refers)</p> <p>OVERVIEW AND SCRUTINY OF HOUSING ISSUES</p> <p>The Committee RECOMMENDED TO THE CABINET that:</p> <p>(a) Cabinet be recommended to develop a public engagement plan in respect of financial assistance for private sector housing that includes providing information to community groups, health professionals and more widely to ensure that all those who would benefit from adaptations that could be funded through the financial assistance available through the Disabled Facilities Grant arrangements are aware of those arrangements and the process to apply for those Grants;</p> <p>[...]</p>	<p>On 11 September Cabinet noted and endorsed the following comments of the Housing Portfolio Holder’s response to the recommendations of the Resources and Services Overview & Scrutiny Committee.</p> <p>“[...].</p> <p>I therefore accept the recommendations (a) [...] as proposed above.</p>	<p>The Resources and Services Overview and Scrutiny Committee on 21 September 2020 (Minute 85 refers) requested:</p> <p>In respect of (a) - whether the recommendation in relation to a public engagement plan as well as more information to the public in relation to the grants available, had been implemented.</p>

<p>(d) the maintenance contract currently out for tender not be extended beyond the first year or re-tendered until this Committee has had the opportunity to review the delivery of that contract and the appropriate balance between in-house and contracted maintenance.</p>	<p>In respect of (d) the Maintenance contract is tendered as a seven year contract and as such I propose to carry out a review after one year to ensure that the contract is being run properly and to ensure an appropriate balance between the in-house and contracted maintenance delivery.”</p>	<p>In respect of (d) – whether this OSC could be part of that review proposed by the Portfolio Holder.</p> <p>TO BE REPORTED TO THE MEETING OF CABINET TO BE HELD ON 18 DECEMBER 2020</p>
<p>Resources and Services Overview and Scrutiny Committee held on 21 September 2020 (Minute 86 refers)</p> <p>SCRUTINY OF THE WASTE AND RECYCLING COLLECTION SERVICE</p> <p>The Committee RECOMMENDED TO THE CABINET that</p> <ol style="list-style-type: none"> 1. that the Committee’s recommendation from 17 February 2020 about waste minimisation information to residents (perhaps in the council tax leaflet) be repeated; 2. that the Cabinet be invited to set the aspiration for this Council over the next four years to reach the mean level of recycling for all local authority districts in the East of England; 3. that (further to (2) above) the aspirational information presented to the meeting be 	<p>TO BE REPORTED TO THE MEETING OF CABINET TO BE HELD ON 18 DECEMBER 2020</p>	

<p>assessed and an action plan be developed to take the relevant ones forward in the short, medium and long term and aimed at achieving the aspiration referenced. This action plan to be submitted to this Committee for its overview.</p> <p>4. that work with primary schools on waste reduction, minimisation and recycling should start at the first practical opportunity and details of such involvement be passed to the relevant ward councillors in advance of such work commencing. Cabinet should also explore the possibility of funding for schools to support recycling efforts;</p> <p>5. that details of all bring sites be submitted to the Committee detailing the recycling available, the extent of use as far it is known, the collection frequency and the plans for improving them, the range of recycling to be made available to extend that provision and address any excess of use over capacity for it and the signage at those sites to be clear that side waste should not be left.</p>		
<p>Resources and Services Overview and Scrutiny Committee held on 21 September 2020 (Minute 87 refers)</p> <p>LEISURE PROVISION BY THE COUNCIL IN THE DISTRICT</p>	<p>TO BE REPORTED TO THE MEETING OF CABINET TO BE HELD ON 18 DECEMBER 2020</p>	

The Committee RECOMMENDED TO THE CABINET that

1. the Committee, whilst noting the intentions of a sports and leisure strategy to be considered in early 2021, nevertheless requests that such strategy be brought forward as early as possible as it believes that the additional time will ensure that the strategy can address the issues facing the District, including encouraging people to progress from being fairly active to active and from inactive to fairly active and with provisions for those with disabilities. The Committee would welcome the early sight of the emerging strategy and the associated action plans to support delivery of that strategy. The strategy itself, should rightly address the position beyond COVID.
2. the Committee notes that intentions for the redevelopment of Clacton Leisure Centre has been shelved for the end of this calendar year but reminds the Cabinet that this Committee has previously requested that the consultation with users should be undertaken and a detailed examination of the costs of the works be undertaken in order to secure value for money and a positive contribution to the Council's aims of reducing its carbon foot print.

<ol style="list-style-type: none">3. proposals around refurbishing the Clacton Skate Park be pursued and that the associated lessons from the site in Dovercourt as delivered to Harwich Town Council, be harnessed.4. the previous issue, of the vital importance of consistent and common branding as previously identified by this Committee in respect of tourism, should also be applied to leisure services in order to help promote the area and its facilities to both residents and visitors.5. all tenders for improvements to the Council's leisure facilities should contain a specific recommendation in respect of energy efficiency costs and savings and the long term impact of the carbon foot print of Tendring District Council.6. the Sports Facilities Strategy should focus on the District as a whole.		
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Agenda Item 12

Resources and Services Overview and Scrutiny Committee 16 November 2020

OVERVIEW AND SCRUTINY PROCEDURE RULE 13 – SCRUTINY OF PROPOSED DECISIONS

(Prepared by Keith Simmons – forthcoming decisions published since 01/09/2020)

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	Decision Due Date
<p><u>Terms for acquisition of open space at Memorial Way, Colchester</u> [Exempt from publication]</p> <p>To agree terms to acquire an area of public open space off Memorial Way Colchester at variance from the relevant section 106 agreement.</p>	No	Deputy Leader of the Council and Corporate Finance & Governance Portfolio Holder	30/11/2020
<p><u>Determination of an Asset of Community Value Nomination - The Manor Public House</u></p> <p>To consider a Nomination for an Asset of Community Value received in respect of The Manor Public House, Great Holland</p>	No	Cabinet	18/12/2020
<p><u>Future booking of a temporary accommodation hostel in Clacton</u></p> <p>A decision in respect of the future booking of a hostel in Clacton that is being used for temporary accommodation.</p>	Yes - Expenditure or Saving of £100,000 or more;	Cabinet	18/12/2020
<p><u>Recharge Policy for Council Tenants and Leaseholders</u></p> <p>To set out the definition of and the circumstances when repairs will be recharged to Council tenants and leaseholders</p>	Yes - Affects more than 1 ward;	Housing Portfolio Holder	30/11/2020
<p><u>Decant Policy</u></p> <p>To set out the approach that the Council will take when moving</p>	Yes - Affects more than 1 ward;	Housing Portfolio Holder	30/11/2020

tenants from their property to enable work to be carried out to their property where it is not safe or possible for them to remain in situ.

Alterations and Improvements Policy for Council Tenants and Leaseholders

Yes - Affects more than 1 ward;

Housing Portfolio Holder

30/11/2020

To set out the approach that the Council will take in granting permission for tenants and leaseholders to make alterations and improvements to their homes to ensure that these are carried out safely and appropriately.

Terms for a new lease to Harwich and Dovercourt Cricket Club

[Exempt from publication]

No

Deputy Leader of the Council and Corporate Finance & Governance Portfolio Holder

11/2020

Terms for a new lease of the PLA Tower, Holland on Sea

[Exempt from publication]

No

Deputy Leader of the Council and Corporate Finance & Governance Portfolio Holder

11/2020

Terms for a new lease over land at Low Road Recreation Ground to Harwich and Dovercourt Rugby Club

[Exempt from publication]

No

Deputy Leader of the Council and Corporate Finance & Governance Portfolio Holder

11/2020

Potential Grant of Easement over land off Colchester Road, Ardleigh

[Exempt from publication]

No

Deputy Leader of the Council and Corporate Finance & Governance Portfolio Holder

11/2020

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

<https://tdcdemocracy.tendringdc.gov.uk/mgDelegatedDecisions.aspx?RP=0&K=0&DM=0&HD=0&DS=1&Next=true&H=0&META=mgforthcomingdecisions&v=0&bcr=1>

Resources and Services Overview and Scrutiny Committee (OSC)

Work Programme 2020/2021

SCRUTINY PROPOSALS FOR THE REMAINDER OF NEXT MUNICIPAL YEAR

Article 6.01 of the Council’s Articles and Rule 7 of the Council’s Overview and Scrutiny Procedure Rules both require each OSC to submit a work programme for the year ahead and a review of the previous year’s activities to the Annual Meeting of the Council for approval.

The Committee will need to determine its programme for scrutiny in 2020/21; 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.

The following have been identified to this point:

Date of Committee Meeting	Broad topic for examination	Matter to be examined and the purpose of the examination	Relevant Portfolio Holder(s)/Outside bod(y)(ies)	Relevant TDC Officer
16 November 2020	Transformation Agenda of the Council – and delivery against it	Looking holistically at this work stream, including: Looking holistically at this work stream, including: <ul style="list-style-type: none"> • Delivery to the public (24/7 services/improved access),* • Staff (IT* and flexible working, home working and productivity), and • Buildings (rationalisation, modernisation and reduced running costs), • Councillors (including IT for them/Modern.Gov).* 	Carlo Guglielmi	Damian Williams/ Paul Price/Mark Westall/ Andy White/ Carol Magnus/ John Higgins/ Keith Simmons

		*The Committee will be invited to determine a date for an additional meeting of the Committee in late November/early December to consider just the highlighted elements of the transformation strategy.		
	Review of Reserves and Provisions	<p>The Committee on 13 August 2020 resolved (among other things) as follows as relevant to this meeting:</p> <p><i>That Cabinet be recommended to] Implement the invitation from the Portfolio Holder for Corporate Finance and Governance to convene a meeting with the Chairman of this Committee, and other interested Councillors, to examine in detail the financial reserves and provisions to look at progressing further and speedier with those schemes or releasing the funds with a view to the outcome of that meeting being reported to the meeting of this Committee to be held on 21 September 2020.</i></p> <p>A meeting of the Committee's Chairman with the Portfolio Holder for Corporate Finance and Governance is scheduled for 9 November 2020. The outcome of that meeting will be reported by the Chairman to the Committee's meeting</p>	Carlo Guglielmi	Richard Barrett
	Back to Business	To examine the report to Cabinet on 'Back to Business' which sets out a Council wide plan to support the District's recovery from the ongoing Covid-19 pandemic and agree a number of short term actions in advance of a wider delivery plan being adopted. The decision of Cabinet will be scrutinised.	Neil Stock OBE	Richard Barrett/All Members of Management Team

	Financial performance Report Q2 2020/21	To examine the report to Cabinet scheduled for its 13 November 2020 which will (1) set out the position of the Council's income and expenditure at the end of Q2 against the budget along with (2) the updated long term financial forecast.	Carlo Guglielmi	Richard Barrett
5 and 11 January 2021	Budget Setting for 2021/22	<p>Looking at the Medium Term Financial Strategy (MTFS) and the anticipated budget for 2021/22</p> <p>[Note: a discussion between the Committee's Chairman, Assistant Director Finance and IT and Head of Democratic Services & Elections took place on 17 September to look at the programming of these meetings. The outcome of that discussion is set out below:</p> <p>(1) Approval of fees and charges will be by individual Portfolio Holder and so forthcoming decisions around these will be published and the OSC will see these and determine whether it proposes to scrutinise those fees (just as it does for any other Cabinet/Portfolio Holder decision).</p> <p>(2) The reports to the respective Portfolio Holder on Fees and Charges will identify major variances so that these are clear to the reader. Otherwise it will identify the broad basis for general changes to fees.</p> <p>(3) The 5 January meeting of the OSC scheduled to look at the budget will be maintained for 2020. The papers for the OSC will be circulated</p>	All Portfolio Holders	Richard Barrett/All Members of Management Team

		<p>well in advance and Committee members asked to identify the questions they want to ask on the budget. These questions will be collated and circulated prior to the meeting and they will form the lines of enquiry at the meeting. The practice of going page by page or line by line through the budget will not be factored into the meeting.</p> <p>(4) The MTFs will be next reviewed by Cabinet on 9 October. This will be subject to scrutiny by the OSC as it sets out the overall approach to the income and expenditure of the Council to meet its ongoing needs.</p> <p>(5) The intended meeting of the OSC Chairman and the Deputy Leader to look at reserves and provisions will be arranged and will look at delivery of those schemes as and projects for which funding has been made available to ensure that the OSC can, over time, scrutinise the timing of decisions to establish reserves/provisions and the mechanism for managing the implementation of those schemes/projects. It is intended that this process will assist the OSC to consider Corporate Plan Priorities and Projects in advance and then delivery of them.</p> <p>(6) The report template for OSC reports will be reviewed to provide for the Assistant Director of Finance to provide details of the budget for the service being scrutinised alongside the service department's comments on its service etc.</p>		
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		<p>The above will be reviewed following the planned meeting referred to in (5) above.</p> <p>In addition to the above, it is important to remember that the Constitution puts a requirement on the OSC to look at the annual budget proposal and while this is the case we will need to think how best to arrange this.</p> <p>The Committee will be asked to consider whether both meetings dates of 5 and 11 January 2021 are required to undertake the work to be transacted.</p>		
1 February 2021	Housing	<p>To examine the intended Housing Acquisition Strategy – to assess right to buy numbers, values, type and age of housing and impact on the risk appetite for Council house building. Plus to consider the progress deliberations around a Pension Provider providing a lease-back housing development.</p> <p>The meeting will also examine the use of Community Infrastructure Levy/section 106 funds to provide facilities/services and infrastructure.</p>		
29 March 2021	Tourism	<p>To scrutinise the draft Tourism Strategy as approved by Cabinet on 11 September 2020 and associated with this, the Committee will enquire in respect of:</p> <ul style="list-style-type: none"> Marketing of the varied activities, events and attractions across the district to audiences likely to 	Alex Porter	Paul Price/Mike Carran

		<p>be attracted to (or return to) the area to secure not just attendance at a specific event but to venture out and use other facilities/attractions. The market segmentation evidence to support those decisions will also be considered.</p> <ul style="list-style-type: none">• The positive contribution that a well maintained public realm; buildings, street furniture, cleaning and weed control on the visitor experience.• The Committee is interested to look at possible measures to drive up the quality of guest accommodation• In respect of disabled access, that access to beaches and the sea (and plans to extend it) will be discussed. The Committee would like to explore whether there is an opportunity for the area to be exemplar for disabled access to the coastal facilities/attractions. Associated provision of changing facilities will form part of this work.• Local 'wayfinding' information and signage, including consistent branding to attract use of facilities is a stream of work to be included in this review.• The support for water sports will be examined including the designation of specific areas for this and the sign posting of those areas.• The opportunities for group travel and the promotion of those will be looked at.		
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		The development of a year round set of events to encourage out of season/a lengthened season approach to support tourism will be a topic for discussion.		
24 May 2021		To be determined		

SCRUTINY TO BE PROGRAMMED

Topic	Detail and Comments	Lead Officer(s)
Street Cleaning and the condition of the Public Realm	<p>Proposal from Cllr Placey:</p> <p>The 'new' super new machine – is it operational given reports about evidence of bird excrement, cigarette butts and old gum marks. Is cleaning predominantly of the “fountain” area and the proms? What are the service standards in that area and more widely (for roads and pavements). Plus dog waste, bins, campaigns around responsible owners, reporting and enforcement.</p>	Damian Williams, Andy White and John Hamlet
Local Government Reorganisation	<p>Proposal from Cllr Steady:</p> <p>The reform as explained would affect our transformation policy thereby needing our budget plans to be reviewed</p>	Ian Davidson

SCRUTINY UNDERTAKEN TO THIS POINT IN THE MUNICIPAL YEAR

Meeting Date	Topics	Detail
22 June 2020	Scrutiny of decisions of the Leader of the Council during the peak of the COVID-19 pandemic in so far as they relate to the pandemic and the response to it	<p>The Committee considered each of the decisions taken by the Leader of the Council during the peak of the First national Lockdown associated with the Covid-19 lockdown. These decisions included the following which the Committee commented upon:</p> <ul style="list-style-type: none"> a) Use of the Tendring Community Fund to allocate £1000 per member to support those organisations supporting residents in the first lockdown - acknowledged as a success. b) The write off of the Leisure fees to be recognised as soon as possible. c) That the waiving of rents to those in receipt of support through the CAROS Scheme – it should be extended through July and August 2020. <p>The Committee also recommended that the Cabinet consider a secondary payment of the Tendring Community Fund in light of a possible second wave of COVID-19.</p>
	Financial Performance Report: Impact of Covid-19	<p>The Committee looked at the financial impacts of the Council of the First Lockdown associated with the Covid-19 Pandemic. Members were informed that at the end of April 2020, the income collected was £384,907 lower than for the same period last year, with the biggest impact being seen in car parks and sport and leisure facilities. In respect of council tax collection, as at the end of April, 11.29% of the total annual budgeted amount had been collected. The picture for business rates was a little further behind the collection performance compared with the same period last year (at 10.39% of the total annual amount budgeted). Taking expenditure and income together, the net cost of responding to the COVID 19 crisis was estimated to be £1,427,500 to the end of June. The Government recognised the issue being faced by Local Authorities and had provided blocks of funding to offset losses. In addition, the Council held uncommitted reserves of £4,000,000 which take into account the need to react to emergency situations such as the one currently being faced. To date, through robust treasury management practices, the Council had not experienced any major cash flow issues.</p>

		<p>The Committee was also advised of the two following items which could also impact on the Council's financial position:</p> <ul style="list-style-type: none"> • Potential Cremator Replacement – potential cost £1.5m+ • Cliff stabilisation works – potential cost £4.0m+ <p>The Committee considered that a District wide survey around Cliff Stability should be commissioned as part of the preparations for such costs occurring in the short, medium and long term.</p>
9 July 2020	Housing Issues	<p>The work of the Committee at this meeting centred on the following areas concerning Housing:</p> <p>(a) Private Sector Housing Financial Assistance Policy - specifically Disabled Facilities Grants: the processes, the timescales, any obstacles to delivery and options for solutions (and whether those options have been pursued) and the relative advantages of pooling. The report and the appendix to that report submitted to Cabinet at its meeting held on 26 June 2020 were submitted to this meeting.</p> <p>(b) Vacated/Empty Council Housing ('Voids') - the numbers of empty properties there have been over the past year, the proportion that those represent of the entire Council housing estate, expectations on standards of vacated properties, the extent to which the vacated properties were subject to major/minor repair works, the target times for inspecting vacated properties once they are empty and for repairs to be conducted, the periods of time properties were empty, the lost rental income during the period it was empty and the cost of housing homeless persons in the same period. The enquiry also covered the situation one year on from the Council taking back the ROALCO Ltd contract (following the company being placed in administration), the transfer of staff to the Council and responding to the immediate issue this posed and planning for sustaining the work now and in the future.</p>

		<p>(c) Council Housing Tenant Satisfaction and Involvement - the measurement processes in relation to tenant satisfaction levels and tenant participation arrangements.</p> <p>(d) New Build of 10 Council Houses in Jaywick Sands - the project and delivery of those 10 houses and whether there are lessons for further development there and for the emerging Acquisitions and Development Strategy of the Council.</p>
13 August and 3 September	Back to Business	The Committee was invited to consider the 'Back to Business' agenda as restrictions on social and economic activities eased (at the time) following the first lockdown starting in March 2020 in response to the Covid-19 pandemic. Having considered the matter the Committee made extensive submissions to the Council's Cabinet on the approach to 'Back to Business', by way of particular schemes, themes and the development of a fully costed programme with defined timelines. The Committee recorded its intention to review the adopted Cabinet plans for 'back to Business'.
	Financial Outturn 2019/20	The Committee considered an overview of the Council's financial outturn for the year 2019/20 and the allocation of the associated General Fund Variance for that year. These included the decision to allocate £862k from the 2019/20 General Fund Outturn variance to 'Back to Business' Initiatives and associated activities. The Committee determined that further work was required in respect of reserves and provisions and the delivery of projects. It called for a corporate dedicated project completion resource, with project management skills, with a direction to progress projects and priorities of corporate significance to the Council, support delivery milestones for those projects and unlock capacity and other issues that could frustrate delivery of those projects and priorities.
21 September 2020	Waste and Recycling	The Committee considered the Portfolio Holder's future ambition for the service; including improving recycling levels further over the remainder of the contract with Veolia in respect of waste collections.

		<p>The Committee was also advised that arranging a site visit for all Councillors to waste and recycling centres as part of developing understanding by Councillors of these activities had been delayed due to the restrictions during the Covid-19 Pandemic.</p>
	Leisure Provision	<p>The Committee examined:</p> <ul style="list-style-type: none">• The emerging district-wide Leisure Strategy as previously reported to it – progress with the development of the Strategy• The refurbishment of the Clacton Leisure Centre – reviewing arrangements for the refurbishment since they were last presented to the Committee.• The sale of land to Clacton County High School, community access to the pitches on that land, management of that community access and the conditional works on the existing 3G pitches at the Leisure Centre and information on progress/timescales• The refurbishment of the Skate Park at the Leisure Centre and specifically plans and timescales for this.

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