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## RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

**DATE:** Thursday, 3 September 2020  
**TIME:** 7.30 pm  
**VENUE:** You can view this online at  
<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 Durran on 01255 686585.

DATE OF PUBLICATION: Thursday, 27 August 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 - 8)**

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

### **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 A.1 - Tendring Back to Business Priorities and Projects 2020/21 (Pages 9 - 14)**

Following on from the Committee meeting on the 13<sup>th</sup> August (minute 74) the Committee agreed that its proposed response to the Cabinet on this matter would be circulated to the Committee Members for confirmation. The Chairman has decided to reconvene to formally endorse that response.

**Date of the Next Scheduled Meeting**

*The next scheduled meeting of the Resources and Services Overview and Scrutiny Committee is to be held in the To Be Decided at 7.30 pm on Monday, 21 September 2020.*

## **Information for Visitors**

**FIRE EVACUATION PROCEDURE**

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

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

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

Your calmness and assistance is greatly appreciated.

**MINUTES OF THE MEETING OF THE RESOURCES AND SERVICES OVERVIEW  
AND SCRUTINY COMMITTEE,  
HELD ON THURSDAY, 13TH AUGUST, 2020 AT 7.30 PM  
THE MEETING WAS HELD IN ACCORDANCE WITH SI 2020/392. LINK TO THE LIVE  
STREAM IS FOUND HERE: [HTTPS://WWW.TENDRINGDC.GOV.UK/LIVEMEETINGS](https://www.tendringdc.gov.uk/livemeetings)**

<b>Present:</b>	Councillors M Stephenson (Chairman), Scott (Vice-Chairman), Alexander, Allen, Barry, Bray, Codling, Griffiths and Morrison
<b>Also Present:</b>	Councillor Carlo Guglielmi (Deputy Leader of Council; Portfolio Holder for Corporate Finance & Governance; Deputy Leader of Conservatives Group)
<b>In Attendance:</b>	Richard Barrett (Assistant Director (Finance and IT) & Section 151 Officer), Keith Simmons (Head of Democratic Services and Elections), Tom Gardiner (Head of Regeneration), Keith Durran (Democratic Services Officer), Karen Harges (IT Training Officer), Hattie Dawson-Dragisic (Apprentice (Democratic Services & Elections)) and Emma Haward (Leadership Support Assistant)

**69. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

An Apology for absence was submitted on behalf of Councillor Harris (with Councillor Alexander substituting).

**70. MINUTES OF THE LAST MEETING**

It was **RESOLVED** that the Minutes of the meeting of the Committee held on Thursday 9 July 2020 be approved as a correct record and were be signed by the Chairman.

**71. DECLARATIONS OF INTEREST**

There were none on this occasion.

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

Pursuant to the provisions of Council Procedure Rule 38, Councillor Griffiths asked the Chairman of the Committee:-

*“With reference to the Resources and Services Overview and Scrutiny Committee, on Thursday 13 August, and with reference to Garden Communities Project page 53.*

*Would it be possible to outline the cost pressures and costings relating to this project?*

*In relation to*

- a) past expenditure and costings*
- b) current expenditure. and costings*

- c) *financial risks and cost pressures relating to recent decisions by Colchester Borough Council, in relation to Garden Communities, and the financial impact and costings of those decision on Tendring District Council”.*

The Chairman responded to Councillor Griffiths’ question as follows:-

*“To date, the cost of the project has been met from contributions from the Government and each of the 4 partnering authorities.*

*In terms of the contributions that this Council has made to the project, these total £950k to date.*

*The latest position covering the points raised, including the recent decision of Colchester Borough Council was set out in an associated report to Cabinet on 24 July 2020.*

*As set out in the recommendations of that report, Cabinet noted Colchester Borough Council’s disappointing decision not to approve their partnership contribution to the NEGC project and requested the Leader of Tendring District Council to formally write to Colchester to express its concerns with regard to future working arrangements and seeking clarity around remedying their equal share of project responsibilities.*

*The letter from the Leader has been sent to Colchester Borough Council with a response still awaited.*

*An upcoming meeting of the NEGC Joint Scrutiny Panel is scheduled to consider these issues further along with exploring the various options to take the project forward”.*

**73. REPORT OF THE ASSISTANT DIRECTOR (FINANCE AND IT) & SECTION 151 OFFICER - A.1 - FINANCIAL OUTFURN 2019/20 AND ALLOCATION OF GENERAL FUND VARIANCE FOR THE YEAR**

A report was provided to the Committee of 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. The reports considered by the Corporate Finance and Governance Portfolio Holder on 17 July 2020 in respect of the Financial Outturn 2019/20 position and by Cabinet on 24 July 2020 (Minute 40 refers) in respect of the Outturn 2019/20 and propose allocation of the General Fund variance for the year were submitted to the Committee to assist it with its scrutiny of those matters.

The Committee was advised that on 17 July 2020 the Corporate Finance and Resources Portfolio Holder had considered the Financial Outturn 2019/20 and made the following decision:-

*“That the Corporate Finance and Governance Portfolio Holder:-*

- (a) notes the financial outturn position for 2019/20 as set out in this report and appendices;
- (b) approves the financing of General Fund capital expenditure for 2019/20 as detailed in Appendix D;
- (c) approves the movement in uncommitted and earmarked General Fund reserves for 2019/20 set out in Appendix E;
- (d) approves the qualifying carry forwards totalling £17.914m (£9.518m Revenue and £8.396m Capital) as set out in Appendix K;
- (e) agrees that all other carry forwards totalling £0.658m requested by services be transferred to the relevant earmarked reserve pending consideration by Cabinet at its July 2020 meeting;
- (f) that subject to the above, approves that the overall General Fund Outturn Variance for the year of £0.862m be transferred to the Revenue Commitments reserve until Cabinet formally considers the allocation of this funding at its July 2020 meeting;
- (g) in respect of the HRA, approves the movement on HRA balances for 2019/20 including any commitments set out within Appendices H and/or I along with recharges to the HRA from the General fund of £2.808m for the year and the financing of the HRA capital expenditure set out in Appendix I; and
- (h) delegation be given to the Council's S151 Officer, in consultation with the Corporate Finance and Governance Portfolio Holder, to adjust the outturn position for 2019/20 along with any corresponding adjustment to earmarked reserves as a direct result of any recommendations made by the Council's External Auditor during the course of their audit activities relating to the Council's 2019/20 accounts."

On 24 July 2020, Cabinet considered the Outturn 2019/20 and the Proposed Allocation of the General Fund Variance for the Year and made the following decision:-

*"That Cabinet:*

- (a) agrees that the total of £0.658m requested by Services can be retained by them via the associated carry forward requests, as set out in Appendix A to item A.6 of the Report of the Corporate Finance and Governance Portfolio Holder; and
- (b) approves the allocation of the General Fund Variance for the year of £0.862m as set out in Table 1 of the Portfolio Holder's report and repeated below:-

<b>Proposed Allocation</b>	<b>Amount</b>	<b>Portfolio Holder's Comments</b>

<p><i>'Back to Business' Initiatives and associated activities</i></p>	<p><b>£0.862m</b></p>	<p><i>"It is proposed to allocate the full uncommitted General Fund variance to this major initiative and associated regeneration and economic activities.</i></p> <p><i>As elsewhere in the country, the Tendring District has been hit hard by the COVID19 crisis. Therefore it is important that this Council establishes a clear focus and determination in supporting the district and the economy to not only recover as quickly as possible but to also strengthen and embed a level of resilience that will undoubtedly be required going forward. This approach will provide a solid foundation along with complimenting all of the Council's overall prioritised and strategic objectives.</i></p> <p><i>As already discussed by Members, there should be no constraints to the range of projects and initiatives that are put forward for consideration to support the whole district or perhaps more locally at ward level.</i></p> <p><i>In agreeing the carry forwards of £0.658m set out earlier on in this report, along with other existing projects and actions, there will be an overlap with direct back to business activities going forward to make this initiative a success.</i></p> <p><i>In terms of this success, it is also acknowledged that local businesses must have a strong influence in terms of how the Council can help and support them through what has been and will continue to be a very challenging time for them and our residents.</i></p> <p><i>The 'Back to Business' initiative will continue to be developed over the coming weeks and further</i></p>
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That Cabinet be **RECOMMENDED TO:**

- (a) 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;
- (b) Note this Committee endorses the decision to allocate £862k from the 2019/20 General Fund Outturn variance to 'Back to Business' Initiatives and associated activities; and
- (c) Consider establishing 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.

It was also **RESOLVED** to consider the measures to assist with the delivery of corporate projects and priorities following the meeting referenced in recommendation (a) above.

**74. REPORT OF THE ASSISTANT DIRECTOR (GOVERNANCE) - A.2 - TENDRING  
BACK TO BUSINESS PRIORITIES AND PROJECTS 2020/21**

The Committee had before it a report of the Assistant Director of Governance regarding the development of 'Priorities and Projects' that was incorporated as part of the Council's Back to Business and Recovery Plan, and Performance Management framework for the Council for 2020/21 in advance of any decisions by Cabinet/Council on those matters. The report included an Appendix prepared by the Assistant Director of Finance which drew together the numerous proposals and concepts arising from a survey of businesses locally, from individual Councillors and from Officers to help the District to build back better following the economic and social impact locally of the lockdown associated with the Covid-19 pandemic.

The Chairman of the Committee expressed his appreciation for the work of the Deputy Leader in launching the initiative to gather ideas to address locally the challenges arising from the lockdown.

The Committee was invited to identify its collective view on the themes and activities that should be key strands of work to focus on helping the district recover and included restarting the local economy, keeping residents and visitors safe and harnessing the power of the voluntary sector to deliver much needed services and improve the quality of life locally.

It was **RECOMMENDED** that Cabinet considers the following as it formulates its back to business strategy and the content of that strategy:

- In considering business development and encouragement, there should be an element that recognises the enduring and ongoing need for a range of service trades (such as plumbing, engineering, building and carpentry) – support for those business should not be overlooked and there should be engagement with other agencies to support training opportunities locally in the skills and competencies to work in those service trades.
- Similar to the above, there was an opportunity to look at opportunities to support skills development and business location associated with the off shore wind farm industry and green initiatives to lower energy usage and costs associated with that energy use (around heating, insulation and cooling) and providing services to other businesses to harness the same energy reduction measures.
- The District had tremendous potential for tourism. But this needed to harness the separate and distinct elements across the District. Branding around the opportunities and attractions of the Tendring Peninsula were critical to this to avoid visitors just visiting one town or village and not benefitting from the richness

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that the wider District has to offer. Part of this would be about developing and maintaining up to date directories of places to go and enjoy, to look early at promoting events to be held in 2021, to harness and reflect national and international interest such as in the years of the Olympic Games to promote related activities locally, but also to look at events and activities to try to appeal to potential visits throughout each month of the year. Increasing access to information about points and walks of interest, including facilitating elements of sampling digitally those walks, would increase interest in the Tendring peninsula going forward. This would also positively contribute to encouraging local people to take more walks and thereby improving the health of the population.

- There was a need to address the needs of our communities and provide, perhaps limited at first, but opportunities for the public that are in Clacton-on-Sea to safely come into the Town Hall so that they can be sign-posted to services that they require. In addition, the Council should review its spending power to ensure that it was as sustainable in energy terms, it supported training opportunities for local people (including apprentices) and that local businesses had every opportunities to secure work from the Council and therefore recirculate public money locally where this represented good value for money.
- The Council was in a powerful position, subject to the review of its own spending referenced earlier, to deliver a consistent message around the benefits to the community of buying locally to boost the local economy, to encourage local businesses to succeed and through success to employ more locally and develop that virtuous circle of spending.
- To provide tangible support for business a dedicated Covid-19 resource would be beneficial to help businesses access the latest advice speedily and to assist those businesses to identify practical measures to deliver services safely. The capacity of local businesses and the opportunity for new start-up businesses could be assisted by providing pop-up style facilities and market stall facilities. And engagement with businesses and providing them with an opportunity to build local supply chains and attract new entrants/apprentices was vital and could be facilitated through existing and new business to business clubs and a jobs fair.
- There was an urgent imperative to support super-fast broadband provision locally and end the blight for communities, individuals and businesses that prevented them from making the most of the digital environment. As part of the dedicated Covid-19 resource referenced above, there should be an element that encourages and entuses businesses locally to embrace fully the opportunities of expanding their customer base globally through using digital commerce tools effectively.
- There was an opportunity to support a shift to assist individuals to make healthier life choices, to look at expanding the outdoor gym class provision, to implement early the learning from the pilot project around transitioning inactive people to some form of activity and encouraging the slightly and moderately active to increase their activity levels. To look at embracing the opportunities for the District to be a cycling attraction and thereby encourage local individuals to enjoy this leisure activity; perhaps through the London style free bike pick up and drop off scheme along stretches of the coast, by providing outdoor community gym style sites at intervals along the coast and elsewhere and sign posting people to multi-

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use games areas (MUGAs). These measures would also help to expand the attraction of the area to a wider range of visitors and tourists. Measure to encourage healthier eating habits and opportunities to 'grow your own'.

[Note: The Committee agreed that its proposed response to the Cabinet on this matter would be circulated to the Committee Members for confirmation. In the event that there was a need, the Committee would reconvene to formally endorse that response.]

**75. AGENDA ITEMS FOR SEPTEMBER MEETING OF THE COMMITTEE**

The Committee was advised that this meeting, and the Committee's meetings in June and July, were extraordinary meetings and had concentrated scrutiny and overview work on particular themes. The remaining meetings of the Committee in 2020/21 were to be ordinary meetings for which a new work programme would be required.

The Committee noted that, further to Minute 73 above, it was envisaged that its meeting on 21 September 2020 would consider further the issue of projects and priorities (and delivery of those) and the related financial reserves and provisions. The Committee had also determined at its meeting on 17 February 2020 (Minute 54 refers) that there should be a further report from the Portfolio Holder for the Environment on the ambition/vision for the waste and recycling service in the District (including improving recycling levels further over the remainder of the current contract with Veolia).

The work programme for the period October 2020 to April 2021 would also be considered at the 21 September 2020 meeting.

The meeting was declared closed at 9.25 pm

**Chairman**

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**RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE****3 SEPTEMBER 2020****REPORT OF HEAD OF DEMOCRATIC SERVICES AND ELECTIONS****A.1 'BACK TO BUSINESS' PLANNING**  
(Report prepared by *Keith Simmons*)**PURPOSE OF THE REPORT**

Through this report the Committee is invited to confirm its submission to the Council's Cabinet on the approach to the 'Back to Business' agenda as restrictions on social and economic activities ease following the lockdown in response to the Covid-19 pandemic.

**BACKGROUND**

At its meeting on 13 August 2020 the Committee considered the issue of 'Back to Business' agenda and submissions from a variety of sources as to what should be undertaken to support businesses and residents to address the threats arising from the turmoil due to the pandemic and its associated lockdown and to be able to take the positive opportunities that also present themselves.

The discussion at the meeting on 13 August has been captured in the Minutes of that meeting. The opportunity has been taken subsequently to review the outcome of the discussion and to look at what the Cabinet should be recommended to do next to help achieve a coherent and integrated response to the 'Back to Business' agenda locally.

**DETAILED INFORMATION**

The discussion at the Committee's meeting on 13 August around 'Back to Business' identified many specific measures that Councillors considered important to the delivery of a sustainable and vibrant economy that addressed some of the inequalities that exist in the District. The discussion on this item, as recorded in the Minutes of that meeting are set out at Appendix A to this report.

In addition, and in relation to the Committee's consideration of the Outturn 2020/21 item at its meeting on 13 August, there was a desire to hone further the Council's delivery of projects to ensure that every penny of public funds was effectively used to deliver against the Council's Corporate Plan if the ambitions of that Plan were to be realised to their maximum. In this regard the Committee recommended the following (as referenced in the Minutes):

- (a) *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;*

- (b) Note this Committee endorses the decision to allocate £862k from the 2019/20 General Fund Outturn variance to 'Back to Business' Initiatives and associated activities; and*
- (c) Consider establishing 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.*

Through the combination for the review of the Council's reserves and provisions and the establishment of a dedicated project completion resource it is envisaged that we can build further confidence that progress with achieving the approved Corporate Plan (approved by full Council) does not falter for any of a range of reasons.

The above decisions concerning the Outturn 2020/21 and the discussion around 'Back to Business' suggest that a clear and deliverable action plan is developed by the Cabinet taking in the range of proposals. These proposals now need to be assessed and the component parts examined to identify the various steps that are necessary to achieve them. The timing and financing of those proposals needs to be thoroughly worked through to avoid wasted energy and public funds. Initially, schemes and services that are already in place or were anyway going to be implemented in this timeframe may be better started or refocussed with minimal delay. This will ensure that the Council does not defer intervention while the range of proposals are worked on.

As 'back to business' steps are developed they may themselves suggest related or associated steps are also taken. Such associated and related steps may help deliver enhanced benefits and maximise the deliverables that can be achieved through the 'back to business' agenda. To help encourage this approach it would assist to theme the proposals. Through an agreed themed plan a more coherent approach can be encouraged. A suggested theme for the 'back to business' plan is set out at Appendix B to this report. This itself identifies that in many areas proposals will fit into more than one theme and thereby achieve advantage across those themes.

The 'back to business' agenda is not intended to replace the Corporate Plan and so there will be activities on-going to achieve that Plan and it is vital that this activity continues. Indeed, some of the more long term proposals arising from the 'Back to Business' discussion will fit well with delivery of the Corporate Plan goals.

In view of the above, the Committee is invited to confirm its decisions of 13 August 2020 in respect of the outputs from its discussion of 'Back to Business' (and the Outturn 2020/21) and to recommend that the Cabinet approves the necessary work to assess the various 'Back to Business' proposals, proceeds to implement those schemes and services that can be speedily focussed on 'Back to Business', develops an Action Plan of assessed and costed proposals (based on short, medium and long-term measures) and sets about the delivery of that Action Plan.

In developing the Action Plan, the themed approach at Appendix B is recommended to the Cabinet.

## RECOMMENDATION

**That the Committee:**

- (a) confirms its decisions of 13 August 2020 in respect of the outputs from its discussion of 'Back to Business' (and the Outturn 2020/21, as set out in this report);**
- (b) recommends that the Cabinet approves the necessary work to assess the various 'Back to Business' proposals, proceeds to implement those schemes and services that can be speedily focussed on 'Back to Business', develops an Action Plan of assessed and costed proposals (based on short, medium and long-term measures) and sets about the delivery of that Action Plan.**
- (c) Further recommends to Cabinet that the themed approach to 'Back to Business' at Appendix B be adopted.**

**APPENDICES**

Appendix A – Extract from the Minutes of the Committee's meeting on 13 August in respect of 'Back to Business' setting out the outputs from the discussion at the meeting around 'back to Business'.

Appendix B - the themed approach to 'Back to Business' proposed to be adopted.

**EXTRACT FROM THE MINUTES OF THE MEETING OF THE RESOURCES AND SERVICES OVERVIEW AND SERVICES COMMITTEE OF 13 AUGUST 2020****74. REPORT OF THE ASSISTANT DIRECTOR (GOVERNANCE) - A.2 - TENDRING BACK TO BUSINESS PRIORITIES AND PROJECTS 2020/21**

The Committee had before it a report of the Assistant Director of Governance regarding the development of 'Priorities and Projects' that was incorporated as part of the Council's Back to Business and Recovery Plan, and Performance Management framework for the Council for 2020/21 in advance of any decisions by Cabinet/Council on those matters. The report included an Appendix prepared by the Assistant Director of Finance which drew together the numerous proposals and concepts arising from a survey of businesses locally, from individual Councillors and from Officers to help the District to build back better following the economic and social impact locally of the lockdown associated with the Covid-19 pandemic.

The Chairman of the Committee expressed his appreciation for the work of the Deputy Leader in launching the initiative to gather ideas to address locally the challenges arising from the lockdown.

The Committee was invited to identify its collective view on the themes and activities that should be key strands of work to focus on helping the district recover and included restarting the local economy, keeping residents and visitors safe and harnessing the power of the voluntary sector to deliver much needed services and improve the quality of life locally.

It was **RECOMMENDED** that Cabinet considers the following as it formulates its back to business strategy and the content of that strategy:

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[Note: The Committee agreed that its proposed response to the Cabinet on this matter would be circulated to the Committee Members for confirmation. In the event that there was a need, the Committee would reconvene to formally endorse that response.]

# Back to Business

**Sound Financial  
Management  
supporting delivery**

## Place Shaping

- Building 200 Council homes
- Delivering sustainable Garden communities
- Encouraging quality private sector housing

## Economic Growth

- Harnessing 'Tendring4Growth'
- Actively supporting local business
  - Buy local scheme
  - Procure locally
  - Business advice
- Maximise our assets for our economy
- Broadband

## Tourism

- Tendring for cycling
- Heritage Appreciation
- Beautiful beaches and coastline
- Celebrating events like Mayflower 400