



RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

AGENDA

DATE:	Tuesday, 24 May 2022
TIME:	7.30 pm
VENUE:	Committee Room - Town Hall, Station Road, Clacton-on-Sea, CO15 1SE

MEMBERSHIP:

Councillor M Stephenson (Chairman)
Councillor Scott (Vice-Chairman)
Councillor Allen
Councillor Amos
Councillor Barry

Councillor Codling
Councillor Fairley
Councillor Griffiths
Councillor Morrison

Most Council meetings are open to the public and press. The space for the public and press will be made available on a first come first served basis. Agendas are available to view five working days prior to the meeting date and the Council aims to publish Minutes within five working days of the meeting. Meeting papers can be provided, on request, in large print, in Braille, or on disc, tape, or in other languages.

This meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The whole of the meeting will be filmed, except where there are confidential or exempt items, and the footage will be on the website for up to 24 months (the Council retains one full year of recordings and the relevant proportion of the current Municipal Year). The Council will seek to avoid/minimise footage of members of the public in attendance at, or participating in, the meeting. In addition, the Council is obliged by law to allow members of the public to take photographs, film, audio record and report on the proceedings at public meetings. The Council will only seek to prevent this should it be undertaken in a disruptive or otherwise inappropriate manner.

If you have any queries regarding webcasting or the recording of meetings by the public, please contact Keith Simmons Email: democraticservices@tendringdc.gov.uk or Telephone on 01255 686580.

DATE OF PUBLICATION: Monday, 16 May 2022

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 - 12)

To confirm and sign as a correct record, the minutes of the last meeting of the Committee, held on Monday, 14 March 2022.

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 Scrutiny of Proposed Decisions (Pages 13 - 14)

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.

6 Recommendations Monitoring Report (Pages 15 - 16)

To present to the Committee the updated Recommendations Monitoring Report, outlining recommendations the Committee have previously submitted to the Council's Cabinet (and the decision of Cabinet on those recommendations). The Committee is requested to consider the report and determine whether any further action is required on the matters submitted.

7 Review of the Work Programme (Pages 17 - 26)

- (a) To present to the Committee its detailed Work Programme for 2021/22 outlining the progress made and otherwise planned for enquiries set out in the Work Programme. The Committee is invited to note this report.
- (b) To consider a proposal received for a Work Programme item from the Leader of the Tendring First Group, Councillor Allen, under rule 8 of the Overview and Scrutiny Procedure Rules (and part 5 of the Council's Constitution). The proposed enquiry into the decision of the Portfolio Holder for Environment & Public Space:
 - (a) *To give consent for the use of the section of Frinton Greensward identified between 14 August 2022 and 5 September 2022 by the Frinton Summer Theatre subject to any necessary licences being obtained and conditions being adhered to; and*
 - (b) *That the details of any consents given make it clear that consent is given for this event only and that future events will be evaluated on their merits at the time.*

The decision followed an application from Frinton Summer Theatre to provide a tented theatre for the production of plays for four weeks on the Greensward at Frinton-on-Sea in the summer of 2022. A link to the decision on the Council's website is here:

[Decision - Frinton Summer Theatre - Application for Consent to use Frinton Greensward \(tendringdc.gov.uk\)](https://tendringdc.gov.uk/Decision-Frinton-Summer-Theatre-Application-for-Consent-to-use-Frinton-Greensward)

The request from the Leader of the Tendring First Group is that the decision made by Portfolio Holder be brought to the Committee to be scrutinised as he believes it was made without a full and thorough consultation with all the parties that will be affected by the decision along with the Councillors whose wards will be affected.

8 Task and Finish Group - Delivering High Quality Services/Minimise waste: Maximise recycling and Public spaces to be proud of in urban and rural areas

To consider the outcome of the enquiry undertaken by the Committee Members who formed the Task and Finish Group into this matter. The Group met on 16 May 2022 and an oral report will be provided on the outcome of that meeting. The enquiry was originally scheduled to be undertaken by the Committee itself on 1 November 2021 (Minute 34 of that meeting refers).

9 Enquiry - Corporate Investment Plan (Pages 27 - 36)

The purpose of this enquiry is to consider the decisions of Cabinet (Minute 137 of 25 February 2022 and Minute 154 of 25 March 2022 refer) and their implementation in respect of the Corporate Investment Plan for the Council. The Corporate Investment Plan approach included a pipeline of projects and a Corporate Investment Board that would regularly consider the pipeline of projects and give their view on those that should progress towards a formal decision. Priority drivers would help decision makers to prioritise and choose between competing proposals, and funding would be allocated, or reallocated, to a Corporate Investment Fund to enable the Council to put resources to the recommended projects from the pipeline.

A report in the name of the Portfolio Holder for Corporate Finance & Governance is attached and is submitted to assist the Committee with its enquiry.

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 Committee Room - Town Hall, Station Road, Clacton-on-Sea, CO15 1SE at 7.30 pm on Tuesday, 23 August 2022.

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 room and follow the exit signs out of the building.

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

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

Your calmness and assistance is greatly appreciated.

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE RESOURCES AND SERVICES OVERVIEW
AND SCRUTINY COMMITTEE,
HELD ON MONDAY, 14TH MARCH, 2022 AT 7.30 PM
IN THE COMMITTEE ROOM, TOWN HALL, STATION ROAD, CLACTON-ON-SEA,
CO15 1SE**

Present:	Councillors Gary Scott (Vice-Chairman, in the Chair), Terry Allen, Chris Amos, Mick Barry, Jim Codling, Chris Griffiths, Peter Harris and Pam Morrison
Also Present:	Councillors Garry Calver, Carlo Guglielmi (Portfolio Holder for Corporate Finance & Governance) and Alex Porter (Portfolio Holder for Leisure & Tourism) (except items 66 – 70)
In Attendance:	Ian Davidson (Chief Executive), Lee Heley (Interim Corporate Director (Projects Delivery)) (except items 66 - 70), Richard Barrett (Assistant Director (Finance and IT) & Section 151 Officer), Michael Carran (Assistant Director (Economic Growth & Leisure)) (except items 66 - 70), William Lodge (Communications Manager) (except items 67 - 70), Kai Aberdeen (Theatre General Manager (Technical)), Keith Durran (Committee Services Officer), Matt Cattermole (Communications Assistant) and Hattie Dawson-Dragisic (Performance and Business Support Officer)

59. CHAIR AND SILENT TRIBUTE

In the absence of the Chairman of the Committee (Councillor M E Stephenson), the Chair was occupied by the Vice-Chairman (Councillor Scott).

At the beginning of the meeting, Councillor Scott led the Committee in a minute's silence for the victims of the war in Ukraine.

60. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

An apology for absence was received from Councillor M E Stephenson (with no appointed substitute).

61. MINUTES OF THE LAST MEETING

It was **RESOLVED** that the Minutes of the meeting of the Committee held on Monday 7 February 2022 be approved as a correct record and signed by the Chairman.

62. DECLARATIONS OF INTEREST

Councillor Barry declared a Personal Interest in the Joint Use Facilities item (minute 65 below refers) and stated that he had been given a dispensation by the Monitoring Officer. In doing so, he read out the following statement:-

"In relation to Item A6 – the Joint Use Sports Facilities Update and in particular any discussion on the provision of funding to the Joint Use Facilities in Brightlingsea, I have a Personal Interest in accordance with Paragraph 5.1(d)(1) and (iii) of the Code of

Conduct as a result of being a Town Councillor for Brightlingsea. The Monitoring Officer has, following the principles set out in Section 33 of the Localism Act 2011, agreed to grant a dispensation to allow me to take part in the debate in my role as a District Councillor but only to take part in the debate, and that dispensation does not permit me to vote. This dispensation is granted for the sole purposes of representing the residents living in the Brightlingsea area as Ward Councillor relating to the value of the facility to the community whilst adhering to the duties and responsibilities of the Members' Code of Conduct".

Councillor Morrison also declared a Personal Interest in the Joint Use Facilities item insofar as she was both a local Ward Member and a Member of Harwich Town Council.

63. QUESTIONS ON NOTICE PURSUANT TO COUNCIL PROCEDURE RULE 38

Pursuant to the provisions of Council Procedure Rule 38 Councillor Griffiths asked the following question:-

"I read with interest the recent decision regarding the Jaywick Market Site. I note from the officer report that the original cost for the project in October 2021 was £2.1 million, two months later in December 2021, the project cost had risen to £4.4 million. I am concerned that the projected costing mechanism used for the Jaywick Market site does not appear to accurately reflect the cost of the build.

Would it be possible to outline the reasons why the project cost appeared to significantly increase over a two month period, TDC is a key player in the Garden City Community, actively seeking to encourage the creation of a Freeport, and a key player in the development of the much smaller Honeycroft scheme.

All these projects have projected costings associated with the construction and development of the sites, and some elements of financial contributions from TDC to cover aspects of the work.

Given the project cost increases at the Jaywick site, what assurances do we have that mechanisms are in place to keep costs at the Freeport, Garden City Community and Honeycroft under control, as there must be concerns that if our current financial model is unable to accurately predict the cost of a small industrial unit in Jaywick over a relatively small period of time, then a similar situation could occur with Honeycroft, The Garden City Community and the Freeport, in which the projected costs are significantly lower than the actual cost of the build".

The Chairman, Councillor Scott, responded as follows:-

"On the Jaywick Sands Workspace and covered market, the costings were developed for the original Get Britain Building bid in the summer of 2020. There was a subsequent review of the building design which increased some costs (in the region of £300,000) in relation to increasing the number of business units. So the cost base work was originally from 2020, and developed by our cost consultants. We reported to Cabinet in October 2021 that cost inflation was a significant risk on the project. We would only see the actual costs once tenders were received in December 2021. The scale of cost increases was unexpected – although all three tenders came in within c.7% of each other, showing that it was the reasonable market price at the time for the scheme.

On capital projects, the Council is aware that until tenders come in, we only have cost estimates for a scheme, not firm prices. We do not expect to see the exceptional increase in costs for the Jaywick Workspace project again and we will continue to monitor the market and work closely with our cost advisors on future projects. In addition, on the Freeport and Garden Communities: these are under development primarily by the private sector, so the main delivery of the schemes is not a cost risk to TDC; and they operate at a different scale to the Jaywick Workspace project. Cost inflation is less of a pressure on large schemes than small – as the economies of scale are much greater and firms will prioritise working on them”.

64. SCRUTINY OF PROPOSED DECISIONS

Pursuant to the provisions of Overview and Scrutiny Procedure Rule 13, the Committee reviewed the new and/or amended published forthcoming decisions relevant to its terms of reference and considered whether it wished to enquire into any such decision before it was taken.

The Committee was aware that matters could only be raised on those forthcoming decisions at Committee meetings where the Member had notified the Committee Services Manager in writing (or by personal email) of the question they wished to ask, no later than Midday, two working days before the day of the meeting.

There were no decisions that the Committee wished to enquire into on this occasion.

65. REPORT OF THE PORTFOLIO HOLDER FOR LEISURE AND TOURISM - A.6 - JOINT USE SPORTS FACILITIES UPDATE

The Committee recalled that, at its meeting held on Monday 7 February 2022 (minute 57 referred), Councillor Chapman BEM had requested that this Committee include in the work programme a revisit of its enquiry into the Joint Use Agreements for sports centres in Harwich and Brightlingsea.

The Committee had before it a report of the Portfolio Holder for Leisure and Tourism, as well as an addendum to that report, in relation to this matter. Those reports outlined the following:-

- *“at their meeting on 17 December 2021, Cabinet determined the following in relation to the Joint Use Agreements for and Brightlingsea Sports Centre (BSC) and Harwich Sport Centre (HSC):*
 - (a) “notes that the Joint Use Agreements between the Council and the Sigma Trust for the Harwich and Brightlingsea Sports Centres end on 31 December 2021;*
 - (b) agrees to the provision of transitional support from existing resources, for up to three months, to extend the community use of the facilities where possible;*
 - (c) invites representatives from the relevant Town Councils and the Sigma Trust to join an engagement group to meet during the transition period to work through the operations of providing community use from the facilities;”*

-
- *the Cabinet report highlighted that: ‘the Joint Use Facilities also require investment and Cabinet would need to consider the viability of investing in facilities which the Council does not own.’ The Council would have needed to invest significantly in the facilities to ensure they were fit for purpose and financially viable and stem the decline in attendances set out in the report.*
 - *Following on from the Cabinet report, Sigma Trust have agreed to keep their facilities open to the community and are working with Council Officers to accommodate as many of the existing customer base as possible. Updates are being provided to the respective Town Councils via the engagement group which has met regularly since the start of 2022.*
 - *The Council has arranged for a single point of contact at both sites, who are available to support existing users/hirers. These Officers have and will continue to support hirers who may have challenges in making the transition.*
 - *To date over 90% of current hirers (50 out of 55) at Brightlingsea and Harwich Sports Centres have either agreed and signed new booking forms with Sigma Trust, or agreed in principal to the new conditions and Sigma are awaiting forms to be returned.*
 - *There has been a trend at Brightlingsea towards block bookings and at Harwich towards more casual use. As the Sigma Trust cannot accommodate casual use, an action plan was devised of how casual use could be converted to hirers. The plan which is being worked through by the single point of contact at each site is set out in Section 2 of this report.*
 - *In addition to the work above, local people have been asked if they are interested in establishing a new club or clubs, which would allow racket sports to continue under the management of the Sigma Trust. The deadline for responses has now passed and a meeting with those interested is being arranged. Around 20 people have come forward in Harwich and there has been no response in Brightlingsea to date.*
 - *Given the level of interest shown by users in Harwich to form a club, the Council will work closely to support the formation of a racket sports club to block book from the Sigma Trust, and will look to invest to support its development.*
 - *The Leader agreed at Council in February 2022 to include the proposal for investment in sports facilities in Harwich and Brightlingsea to come forward through the Corporate Investment Plan. He reiterated this point at Cabinet February 2022, and agreed that officers will develop options to be considered by Cabinet in March.*
 - *Once the transition period is over on 31 March 2022 hirers of both facilities will become customers of the Sigma Trust, while arrangements for the Squash Courts at Harwich will be developed and reported to Cabinet in March. The booking process which has been set in place by the Trust, will also allow new customers use of the facilities.”*

Members were reminded that the public had had an opportunity to express their views on the joint use facilities in Brightlingsea at a public meeting held on 9 March 2022 8.00 pm, at the Brightlingsea Community Centre, which had been hosted by the Town Council. Attendees had raised a number of points, including:-

- *a show of hands indicated that there were a number of gym users in attendance, who expressed concern at the closure of the gym at the end of the month. The data on usage shows under 800 attendances of the fitness suite in 2019.*
- *two difficulties with booking operations were highlighted. One was accommodating a small number of bookers later into the evening and at weekends. Options for extending opening hours to meet this demand were proposed and a discussion held with one group still seeking to find a booking. The other was the operation of the booking system. It was recognised that, during the transition as groups moved over from the District Council to the Sigma Trust, the booking processes would require refining. An on-line booking system from the Sigma Trust was scheduled to be available from 1 April 2022.*
- *Non-group activities. Without the formation of a club, attendees who used the facilities on a casual basis without booking through a club, for example, playing table tennis, would not be able to use the facilities after the transition period ended. The difficulty for those without access to a car to drive to the facilities in Clacton or Colchester was highlighted.*

Two additional decisions had been made by Cabinet regarding the development of the leisure and sport offer across the District and the involvement of the Resources and Services Overview and Scrutiny Committee to provide input into that work. This would provide the platform for how the Council developed its Sports and Activities offer around the District over the lifetime of the strategy.

The Committee was informed that the Sigma Trust had been invited to attend the meeting but that they had politely declined the offer.

After a detailed discussion, it was moved by Councillor Allen, seconded by Councillor Morrison and resolved that the Committee:-

RECOMMENDS to Cabinet that it consider allocating a level of working capital to enable community access to resume in the evenings and at weekends, with a view to councils liaising with Sport England and Active Essex to establish a body to link between the community and the Sigma Trust in the longer term. In establishing this body/company it would take into account and integrate the new Sports Facilities Strategy into their development.

66. REPORT OF THE DEPUTY LEADER, PORTFOLIO HOLDER FOR CORPORATE FINANCE & GOVERNANCE - A.3 - TENDRING DISTRICT COUNCIL COMMUNICATIONS

Further to the decision of Council taken at its meeting held on 13 July 2021 (Minute 53 referred), the Committee undertook an enquiry into Tendring District Council's Communications Strategy.

The Committee had before it a report that outlined how Tendring District Council's Communications Strategy had been adopted in April 2021 and which set out the strategic framework and principles which guided all of the Council's communications activity. It built upon the development of communications already carried out following on from the Local Government Association's Corporate Peer Challenge of Tendring District Council in 2018, which had included: *"improve how you tell the story of your ambition, plans, successes and positive impact"* as one of its key recommendations.

Members heard that, whilst the Communications Team was responsible for overseeing the function, and would carry out many of the operational communications the Committee might recognise, as an organisation there were many Officers who carried out communications – whether explicitly, such as posting to social media for their service, or implicitly in conversations they had with residents, businesses and visitors. Therefore a key role of the Communications Team – and the Strategy – was to advise, guide and promote best practice in communications across the Council.

Communications, like the rest of the Council, had a digital-first approach; but recognised that some residents were digitally excluded, and therefore would need to be reached using other methods.

Communications also included how the Council shared information internally, with staff and Members, as well as externally to the wider public; and consideration of cascading information to all stakeholders in a timely manner formed a key principle when planning communications.

The Committee was informed that the Strategy adopted in 2021 set out a narrative of Council communications; the journey it had undertaken and the vision for the next three years, with the Strategy aligned to the Corporate Plan. The Corporate Plan, as throughout the Council, guided the priorities and objectives of communications.

Within that context, the Strategy set out five broad areas for improvement over its lifespan namely:-

- Video content
- Project work
- Social media
- Email and SMS communications
- Internal communications

From those flowed some SMART targets, as listed below along with the progress achieved to date:-

- By 2024 increase the number of videos created each year by 50% from the 2020 figure (50 – target of 75).

"In 2021 the Council created a total of 49 videos, against the 2024 target of 75, ranging from internal staff vlogs to live streams of events. The Tendring District Council Communications Group has begun discussions on ways of increasing this number. NB this figure does not include live streams of committee meetings, which is around 65 additional videos."

- Ensure every initiative which goes through the Council's Projects Boards has a communications plan.

"At the time of writing there were currently four projects progressing through the Boards, three of which had a communications plan or strategy associated with it. The fourth is not yet at an appropriate stage for a plan or strategy."

- Grow the number of Facebook followers on the Council's corporate account to 8,000 by 2024 (baseline of 5,300).

"As of 4 January 2022 the Council had 7,659 followers, showing a steady trajectory towards the target."

- Increase the number of staff actively carrying out posts to the Council's corporate Facebook page by 300% by 2024 (baseline of 5).

"Through 2021 we had 16 staff regularly posting; largely bolstered by the Community Ambassadors. Staff changes also slightly inflate the statistic. This figure should stabilise as we progress towards the target date."

- Present a business case for email communications software, and reinforce the Council's Branding Guidelines with regards to email content, by 2024.

"Initial work considering Digital Transformation Phase 3 Projects has a proposal within it for an email communications software, so this is in train. A full, independent, business case may need to be worked up independently of this. Revised Branding Guidelines with renewed focus on email content issued to staff in January 2022."

- Work with the IT Team as part of its review of SMS (i.e. texting) communications software, scheduled for completion by January 2022.

"An initial review meeting was held in May 2021, but due to pressures of Covid-19 and cyber security work this project has been put on hold temporarily."

- Review and improve the Council's Communications Group and the Intranet, refreshing both by the end of 2021.

"Funding for new Intranet software is included within a finance report agreed by Cabinet in February 2022, so this is in train although delayed against the original target. The Council's Communications Group has been reconvened and refreshed in 2021, with a revised membership and new Terms of Reference agreed."

Key campaigns

It was reported that communications campaigns were largely aligned with key projects or events, with the Communications Team supporting work of other Council services. An example of a larger campaign of this nature was the roll-out of the new waste and recycling service in 2019, which saw a programme of activity planned for, and delivered, from May 2019 until February 2020. More recently Covid-19 had seen more general campaigns devised in alignment with the response to the Covid-19 pandemic.

The Council's Summer Communications campaign rolled out across summer 2021, and aligned to the organisation's summertime plan, had picked up key messaging around five themes:

1. Destination marketing and the Love Tendring app
2. Water safety
3. Summer health
4. Covid-19
5. Anti-social behaviour (including littering, parking)

Members heard that this had been a multi-channel campaign, focused around a customer's journey; the concept being to reach people before they set off for the area, on their journey, and at various touchpoints once they arrived at destinations across the District. Different messaging and imagery had been used for local/nearby residents, compared to those who lived out of area. Out-of-area messaging had been targeted at locations such as East London, Hertfordshire and Luton, with those areas selected as known points of origin for summer tourists.

Outputs had included:

- Newspaper adverts in local press, titles in the target out-of-area locations, some magazines, and associated websites
- Digital adverts across a number of news websites, which appeared on smartphones within designated locations
- Billboards, bus shelters and supermarket digital screens
- Posters on bin lorries, banners along the seafront, stickers on seafront summertime bins and roundabout signs
- Adverts on two local radio stations and geo-located digital radio
- Social media – both paid-for with advertising partners, and the Council's own; including boosted posts.

The Communications Manager explained that, with any campaign, there was also a reactive element, picking up and addressing issues as they arose combined with looking out for short notice opportunities to support the overall campaign objectives. For example, reports from the Beach Patrol of a busy weekend and a specific incident around jumping from a groyne led to the issue of a press release to reinforce safety messages; or reinforcing the campaign messages within the responses to a media enquiries about parking issues in a seaside town and lifeboat call-outs.

The campaign had been successful: large numbers of impressions (i.e. times adverts were put in front of people) had raised the profile of the Essex Sunshine Coast out-of-area; relatively low numbers of issues had been raised during the summer (though it was noted there were a wide variety of factors at play there); and download figures of the LoveTendring app had matched communications activity. As a result there was a real positivity around the summer season despite the challenges posed by an increase in domestic holidays.

Expenditure

It was reported that, due to the way the function was structured corporately, the Communications service had a minimal annual budget (excluding staffing costs) to

cover software licences and equipment such as cameras. The total budget for 2021 (including staffing) had been £75,320, though that did not include spending on the communications drone. This was because spending on communications activity was paid for by the specific service which required it, with the activity recommended by the Communications Team. As much work as possible was carried out in-house to minimise costs, with the Communications Team expanding its skill set and capabilities to accommodate this.

Covid-19 had been the exception to this principle, where some specific communications activity had been undertaken to support the Council's wider response. This had included the 'Shop Local Shop Safe' campaign (largely funded from the Reopening High Streets Safely Fund allocation), and the 2021 Summer Communications Campaign funded from general Covid-19 grant funding. The latter had had an allocated budget of £90,000 (which included contingency), of which £77,058 had been spent. Spending had largely been on advertising space – such as billboards and bus shelters ('out of home'), print and online media, banners etc.

There had also been some expenditure on additional capacity to support the Communications team, with freelance help procured for the Shop Local Shop Safe initiative, and some funding provided for casual staff to assist with social media activity at peak times.

Analysis of reach, understanding and action

Members were informed that evaluation was an important part of communications, and was something the team had worked to develop over the past few years. Each month a 'Communications Snapshot' was created to take a high-level look at the effectiveness of various pieces of the team's work. This monthly report was submitted to Management Team, and then shared with the Senior Managers' Forum. As part of the ongoing development of monitoring and evaluation, the Communications Team was looking to focus more on outcomes than outputs; there was always, however, a balance to be struck between using available resources to carry out the required work and evaluating that work.

Individual campaigns could have evaluations carried out on them depending on their scope and requirements; the Summer Communications Campaign had had a full evaluation report written which had been presented to the Corporate Enforcement Group.

The Committee heard how it could be difficult to evaluate the success of communications, particularly when it related to information sharing, when there was a wide range of factors affecting behaviour. It could have been easier to achieve if a behaviour change campaign had been carried out, but again individuals' actions might have been driven by a number of factors. However, the Council could learn valuable lessons from the evaluation that it did conduct, such as around effectiveness; frequency of social media posting; uptake of press releases; and which topics would organically reach large numbers of people, and which would require more input.

Service user communications

The Committee was made aware that all Council services would carry out direct communications with their 'customers' to varying degrees. More formal, regular communications, could take the form of annual billing or letters. Some services had a newsletter (mostly digital) for their direct service users; examples would be the Princes Theatre (weekly and monthly 'What's on' mail-outs, plus seasonal programmes), Economic Growth (a monthly business e-bulletin), council housing (quarterly) and Careline (twice-yearly newsletter to customers). It was noted that the frequency of those publications had been less rigid during the Covid-19 pandemic. Those were not overseen by the Communications Team, as per the function and structure outlined above, but the team was available for support and guidance, as required. Moving forward, if a new email communications software was introduced there could well be more centralisation of the templates and structure of this function.

It was also reported that, regarding internal 'service users', there had been regular staff newsletters in the past – the corporate newsletter had been paused during the pandemic as information was changing so rapidly, while a short-term 'by staff, for staff' newsletter was run by a team of staff volunteers. Members were also aware of the regular email bulletins to them by the Chief Executive. A piece of work was currently underway to review and refresh internal communications. Due to the Covid-19 pandemic and the Council's move to virtual committee meetings the Communications Team had begun live streaming public meetings so that people could watch remotely; this had continued even with the return to physical meetings to maintain transparency and engagement, and for those who felt uncomfortable returning to public venues. Figures had varied meeting to meeting but viewers had peaked at 32 at any one time for the Planning Committee, and the streams had average around 16 viewers across meetings.

The live stream response had been created in-house and at short notice due to the pressures of the pandemic and had been maintained pending development of a more formal solution – with the skills, technology and learning being used for other live streams outside of Committee meetings.

Marketing

The Communications Manager reported that marketing had largely been undertaken by those services with a more commercial focus or approach, such as the Princes Theatre, Leisure Centres, and the Tourism Team in order to promote events such as the Clacton Airshow. The Communications Team had provided some support and advice if required, and had stepped into this arena to some degree during the pandemic with less conventional marketing of things such as the LoveTendring app, and a place marketing element to the Summer Communications Campaign. Communications had also acted as a central, corporate point to ensure messaging was both joined up, and cross-pollination opportunities maximised.

It was further reported that a Digital Marketing Apprenticeship post had been created in the Communications Team at the beginning of 2022 which, it was hoped, would strengthen the wider team's knowledge and capabilities in this area. To support content creation the Communications Team also operated a small drone, enabling it to collect aerial images and video of various council projects and at events, and the use of this was under continual development to identify suitable opportunities for its deployment.

The Chairman thanked the Communications Manager for the report and congratulated him and the rest of the Communications Team on their successful work.

After some discussion the Committee **RESOLVED** to **NOTE** the contents of the report.

67. A.1 RECOMMENDATIONS MONITORING REPORT

The Committee considered the updated Recommendations Monitoring Report, outlining any recommendations the Committee had sent to Cabinet, together with Cabinet's response thereto.

Having determined that no further action was required on the recommendations submitted, the Committee **RESOLVED** to **NOTE** the contents of the report.

68. A.2 REVIEW OF THE WORK PROGRAMME

The Committee reviewed its work programme.

The Chairman asked the Committee to start to consider, in readiness for a future meeting, what it might wish to be added to the upcoming 2022/23 Work Programme.

The Committee **RESOLVED** to **NOTE** the contents of the work programme.

69. REPORT OF ASSISTANT DIRECTOR FINANCE & IT - A.4 - ANNUAL CAPITAL AND TREASURY STRATEGY FOR 2022/23 (INCLUDING PRUDENTIAL AND TREASURY INDICATORS)

The Committee reviewed the Annual Capital and Treasury Strategy for 2022/23 (including the Prudential and Treasury indicators).

Members were informed that, at its meeting held on 25 February 2022, Cabinet had considered the Annual Capital and Treasury Strategy for 2022/23 (including the Prudential and Treasury Indicators) for consultation with the Resources and Services Overview and Scrutiny Committee.

At that meeting, Cabinet had resolved that:

- “(a) the Annual Capital and Treasury Strategy for 2022/23 (including Prudential and Treasury Indicators) be submitted to Full Council for its approval, subject to consultation with the Resources and Services Overview and Scrutiny Committee; and*
- (b) the Portfolio Holder for Corporate Finance and Governance be authorised to explore potential borrowing options associated with the redevelopment of the Honeycroft site for inclusion within the Annual Capital and Treasury Strategy that would be presented to Full Council on 29 March 2022.”*

A copy of the Portfolio Holder's report to Cabinet together with the Capital and Treasury Strategy 2022/23 was attached as appendices to the Report of the Assistant Director (Finance & IT).

Having considered the Strategy, it was:-

RESOLVED that the Committee notes the Annual Capital and Treasury Strategy for 2022/23 (including Prudential and Treasury Indicators) and confirms that it has no comments to make to Council on the Strategy.

70. REPORT OF ASSISTANT DIRECTOR FINANCE & IT - A.5 - FINANCIAL PERFORMANCE REPORT - IN-YEAR PERFORMANCE AGAINST THE BUDGET AT THE END OF THE THIRD QUARTER 2021/22 AND LONG TERM FINANCIAL FORECAST UPDATE.

The Committee had before it a report of the Assistant Director (Finance & IT) which provided it with an overview of the Council's financial position against the budget as at the end of December 2021 and which also presented it with an updated long term forecast.

Members were made aware that, at its meeting held on 25 February 2022, Cabinet had considered the same report and had resolved:-

“(1) That, in respect of the financial performance against the budget at the end of December 2021, Cabinet agrees:

(a) that the position as at December 2021 be noted; and

(b) that the proposed in-year adjustments to the budget, as set out in Appendix H to item A.9 of the Report of the Corporate Finance & Governance Portfolio Holder, be made.

(2) That, in respect of the Updated Long Term Forecast, Cabinet agrees that the latest position be noted and that the Resources and Services Overview and Scrutiny Committee be consulted on the most up-to-date position.”

Having duly considered the latest financial position and updated long term financial forecast it was:-

RESOLVED that the Committee notes the in-year financial position, as at the end of December 2021, together with the long term financial forecast update, and confirms that it has no comments or recommendations it wishes to make or put forward to the relevant Portfolio Holder or Cabinet on this occasion.

The meeting was declared closed at 10.30 pm

Chairman

Resources and Services Overview and Scrutiny Committee **24 May 2022**

OVERVIEW AND SCRUTINY PROCEDURE RULE 13 – SCRUTINY OF PROPOSED DECISIONS

(Prepared by Keith Simmons Head of Democratic Services and Elections)

The below forthcoming decisions are those published since 6 March 2022 – the publication date for the Committee's last meeting.

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
Housing Investment Programme	YES	Cabinet	18/04/2022
To agree terms of a new lease in respect of the Old Lifeboat House, East Terrace, Walton	NO	Corporate Finance & Governance Portfolio Holder	04/05/2022
Citizens Advice Tending - Service Level Agreement 2022/23	NO	Cabinet	20/05/2022
New Lease at Former Public Conveniences, Mill Lane, Walton-on-the-Naze	NO	Corporate Finance & Governance Portfolio Holder	07/06/2022
Terms for the Disposal of the Redundant Office Site at Weeley	YES	Cabinet	17/06/2022
To consider and approve an alternative option for the future of the new build Council owned homes in Jaywick Sands	YES	Cabinet	17/06/2022
Levelling Up Fund Bids	YES	Cabinet	17/06/2022
Purchase of a development of eight new homes and associated funding	YES	Cabinet	17/06/2022
Tending Carline Financial Forecast	YES	Cabinet	17/06/2022
Reference from Planning Policy & Local Plan Cttee - Conservation Area Appraisals & Management Plans	YES	Cabinet	17/06/2022
Financial Outturn 2021/22 - the end of year accounting processes	YES	Corporate Finance & Governance Portfolio Holder	24/06/2022
FINANCIAL OUTTURN 2021/22 - allocation of the overall 2021/22 General Fund and HRA variances	NO	Cabinet	15/07/2022
Treasury Outturn 2021/22	YES	Cabinet	15/07/2022
Shared Prosperity Fund Report	YES	Cabinet	15/07/2022
Performance Outturn	NO	Cabinet	15/07/2022
To consider and approve the continuation of a pilot scheme to	YES	Cabinet	15/07/2022

rent vacant sheltered housing flats to Essex County Council			
Financial Performance Update - Quarter 1 2022/23	NO	Cabinet	16/09/2022
Highlight Priorities 2022/23 Q2 Progress Report	NO	Cabinet	07/10/2022
2023/24 Initial Highlight Priorities	NO	Cabinet	16/12/2022
2023/24 Finalised Highlight Priorities	NO	Cabinet	27/01/2023
Highlight Priorities 2022/23 Q3 Progress Report	NO	Cabinet	27/01/2023

RECOMMENDATIONS MONITORING REPORT

(Prepared by Keith Simmons, Head of Democratic Services & Elections)

Recommendation(s) Including Date of Meeting and Minute Number	Actions Taken and Outcome	Completed, follow-up work required or added to Work Programme
<p><u>This Committee's meeting on 14 March 2022</u> <u>(Minute 65 refers)</u></p> <p><u>JOINT USE SPORTS FACILITIES UPDATE</u></p> <p><u>RECOMMENDED:</u></p> <p><i>"That Cabinet consider allocating a level of working capital to enable community access to resume in the evenings and at weekends, with a view to councils liaising with Sport England and Active Essex to establish a body to link between the community and the Sigma Trust in the longer term. In establishing this body/company it would take into account and integrate the new Sports Facilities Strategy into their development."</i></p>	<p><u>The Recommendation was submitted to the Cabinet Meeting on 25 March 2022 and the Portfolio Holder's Comments were as follows:</u></p> <p><i>"I would like to thank the Committee for its views on the Joint Use Sports Facilities. As Members of the Committee will be aware, although at this stage under the Sigma Trust the two facilities will not be open during school holidays and weekends, the Trust has indicated that opening hours will increase if there is a demand and financial case to do so. As the Committee are also aware, at their meeting on 25 March 2022, Cabinet will consider whether to assign a budget to support existing/newly formed clubs and organisations to make the transition from the facilities under the Council's management to that under the Sigma Trust. I will continue to work with the Chairman of the Resources and Services O & S Committee on the development of the emerging Sports and Activity Strategy."</i></p> <p><i>The recommendation made by the Resources and Services Overview & Scrutiny Committee was noted and the response of the Portfolio Holder thereto endorsed.</i></p>	

Recommendations monitoring for those recommendations from earlier meetings of the Committee have been previously reported to the Committee and, as such, are not repeated here as there is no further update to be provided on them.

This page is intentionally left blank

RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE 24 MAY 2022

Work Programme for the Committee 2021/22

ENQUIRIES TO BE UNDERTAKEN					
Item	Date of Enquiry	Relevant Corporate Plan Theme/Annual Cabinet Priority	Information to be provided in advance	Those to be invited to attend	Articulated value of undertaking the review
Disabled Facilities Grants –progress with the measures previously agreed and the occupational therapist support capacity to assist in the assessment and design of adaptations?	To be allocated	Strong Finances and Governance/Use assets to support priorities Community Leadership Through Partnerships/E2 – Health and Wellbeing-for effective services and improved public health	Details of the spend and numbers of applications received and processed, time span from receipt of application to payment of grant/decision to refuse in each of the last five years. Demographic details of the population of the District and any other indicators of latent demand. Details of the communications plan to bring the detail of the scheme to the attention of those in need.	Cllr. Paul Honeywood, Portfolio Holder Tim Clarke, Assistant Director Representatives of Essex County Council Occupational Health Service who assess applications Representatives of community groups who represent those most likely to require/use facilities funded by these grants.	To look at this element of the service provided to local residents and to assess whether the Cabinet should be recommended to take action in relation to this service

In order to submit a proposed Work Programme for 2022/23 to the Council meeting on 12 July 2022, it is proposed to schedule a special meeting of the Committee in the period 13-24 June to consider the outcome of consultation, timing and approach to different areas for overview and scrutiny enquiries.

ENQUIRIES TO BE UNDERTAKEN THROUGH JOINT PANELS WITH THE COMMUNITY LEADERSHIP OVERVIEW AND SCRUTINY COMMITTEE					
Item	Date of Enquiry	Relevant Corporate Plan Theme/Annual Cabinet Priority	Information to be provided in advance	Those to be invited to attend	Articulated value of undertaking the review
Carbon Neutral by 2030. The assessment of measures to progress towards the policy unanimously agreed by Full Council and adopted into the Council's Policy Framework. How will these carbon reduction measures affect the Council and its r partners financially (and is there a consequence for job numbers/skills of the individual measures)?	Scoping Document to be produced	Delivering High Quality Services/ A7 - Carbon Neutral by 2030	A copy of the approved Plan The papers considered by the Climate Change Portfolio Holder's Working Party that oversaw the development of the Plan. The Cabinet's approved Key Actions for 2021/22 to deliver elements of the Plan in that year. Performance detail against the Cabinet's Key Actions. Details of Carbon Neutral measures/plans adopted by Parish and Town Councils in the District.	Tim Clarke, Assistant Director Relevant representatives from Parish and Town Councils	To support delivery against the Plan in the most appropriate way that takes account of the wider implications of carbon neutral measures and to look at how we can work with our partners to pursue the wider objectives of encouraging carbon neutrality locally.

<p>Post COVID Regrowth Town Centres, Supporting them to survive and thrive (adapting to the post covid uses by residents and visitors) and investment into those Town Centres. Revisit Tendring4Growth and see when and where the money is being spent. Back 2 Business-joined up thinking of skills, jobs and enterprise, in short medium and long term goals. Progress with the previously discussed Business round table proposal. The prioritisation of the funded projects and initiatives.</p>	<p>Scoping Document approved by the Committee on 1 November 2021 (Minute 32 refers)</p>	<p>Building Sustainable Communities for the Future/ B6 - Effective planning policies and B3 - Vibrant Town Centres</p> <p>A Growing and Inclusive Economy/D2 - Support existing businesses</p>	<p>The Council's relevant policies and strategies (including Tendring4Growth). Copies of relevant bids; such as for the Government's Towns Fund</p> <p>The Cabinet's approved Key Actions for 2021/22 to deliver 'back to business'/business support in that year. Performance detail against the Cabinet's Key Actions. Details of occupancy, footfall and other measures of the vibrancy of the District's economy</p>	<p>Gary Guiver, Assistant Director</p> <p>Mike Carran, Assistant Director</p>	<p>To support delivery against the approved Plans/Strategies in order to maximise the benefit to the local economy and to look at how we can work with our partners to achieve this.</p>
--	--	--	--	---	--

COMPLETED ENQUIRIES				
Item	Date of Enquiry	Relevant Corporate Plan Theme/Annual Cabinet Priority	Information received.	Those who attended
<p>Waste</p> <p>(1) Specifically waste material that was generated in connection with the Waste Transfer Station and occurs along the A12 and A133.</p> <p>(2) Public Litter bin provision (determination of such sites and gaps in provision), replacing damaged bins, bin emptying schedules and rotas. How will that provision accommodate increased litter due to increased visitor numbers during the usual tourism season and outside</p>	Initial ly 1 Nove mber	<p>Delivering High Quality Services/Minimise waste: Maximise recycling and Public spaces to be proud of in urban and rural areas</p>	<p>No debate took place at the Committee's meeting and it was decided to create a task and finish group to undertake the enquiry. This Group met on 16 May 2022).</p>	<p>Cllr. Michael Talbot as Portfolio Holder Damian Williams, Corporate Director (Operations and Delivery), Andy White, Assistant Director Jon Hamlet, Head of Service</p>

<p>of that season (where popularity is increasing)?</p> <p>Recycling bring sites – looking at previously discussed improvements and progress with these to ensure such sites are accessible, known about, the adequacy of the range of opportunities to recycle, the cleanliness of those sites and the recording of usage/provision of additional capacity.(4)</p> <p>Progress with increasing the recycling levels from residents.</p>				
<p>To examine the Council's communications strategy – using different media, utilising technology</p>	<p>22 Marc</p>	<p>Delivering the Council's Vision</p> <p>Delivering High Quality Services</p>	<p>The Strategy and details of key campaigns</p> <p>Details of the expenditure on communications over the past five years</p> <p>Analysis of communication activity as to the reach, understanding and action based on the messages</p>	<p>Cllr. Carlo Guglielmi, Deputy Leader and Portfolio Holder</p> <p>Anastasia Simpson, Assistant Director</p>

efficiently, assessing the impact of communication			<p>Details of service user communications from across the Council (with details of frequency and examples)</p> <p>Marketing opportunities and those implemented for key services</p>	
Celebrating the Area's Heritage – what was being done, how much money the Council was invested in this and what were the outcomes of that investment.	7 February 2022	A Growing and Inclusive Economy/ D4 - Promote Tendring's tourism, cultural and heritage offers	<p>The Council's Heritage Strategy and action plans. The Strategy was adopted by decision of the Leader on 24 April 2020</p> <p>Details of budgets and performance/output indicates over the last five years.</p> <p>Heritage and Conservation Area Planning Guidance and its application for traditional farm buildings, conservation areas and listed buildings</p>	<p>Cllr. Alex Porter, Portfolio Holder</p> <p>Mike Carran, Assistant Director</p> <p>Gary Guiver, Assistant Director</p>
Budget Scrutiny	12 January 2022	Strong Finances and Governance/Effective and positive Governance	<p>The Committee received information on the updated financial forecast and proposed budget position for 2022/23; and</p> <p>(1) the Housing Revenue Account (HRA) Budget for 2022/23 including the movement in HRA Balances, the level of fees and charges for 2021/22 and the HRA Capital Programme.</p> <p>This enquiry considered the above in the light of the Council's Medium Term Financial Strategy and its Treasury Strategy.</p>	<p>Councillors, Stock, Guiglielmi, Porter, Honeywood, Newton and Talbot.</p>

			<p>The Committee's enquiry was assisted by the Leader and individual Cabinet Members who also outlined the Cabinet's initial highlight priority actions for 2022/23 and the synergy of those with the proposed Budget for 2022/23. A number of officers also supported the enquiry.</p> <p>The enquiry was conducted through a private evidence gathering stage on 5 January 2022 followed by a public meeting during the day of 12 January 2022.</p>	
Leisure Facilities Joint Use Report for Cabinet	13 December 2021	<p>Delivering High Quality Services</p> <p>Strong Finances and Governance/Effective and positive Governance</p> <p>Community Leadership Through Partnerships/Health and wellbeing - for effective services and improved public health</p>	<p>The report outlined that the Council's own facilities at Dovercourt and Walton had been subject to investment over recent years and a refurbishment was close to completion at Clacton Leisure Centre. The Joint Use Facilities also required investment and Cabinet would need to consider the viability of investing in facilities which the Council did not own. That should also be considered in the context of longer term investment requirements for the three facilities under the Council's ownership at Clacton Leisure Centre (CLC), Dovercourt Bay Lifestyles (DBL) and Walton on the Naze Lifestyles (WONL).</p>	Councillors G Guiglielmi (Deputy Leader), Porter (Portfolio Holder for Leisure and Tourism)

<p>TDC Enforcement in the district, it included:</p> <p>(1) Waste, Fly tipping, Littering, Abandoned cars and abandoned dogs enforcement</p> <p>(2) Environmental Protection Nuisances - Noise, odour, bonfires, pests and light pollution enforcement</p> <p>(3) Private sector Housing (private landlords) as well as Caravan parks and camp sites) enforcement</p> <p>(4) Food, Health and Safety, skin piercing operators, animal licensing, breeding, kennelling selling, riding establishments, performances of animals and zoos enforcement.</p> <p>(5) Alcohol, entertainment and</p>	<p>1 November 2024</p>	<p>Delivering High Quality Services/A6 - Effective Regulation and Enforcement</p>	<p>Details of strategies and plans from across the council on enforcement</p> <p>Details of the Council's co-ordination of enforcement approaches and detection of matters that could be evaluated for enforcement (cross-service training and working to identify and report matters while undertaking other activities)</p> <p>Use of PCN or similar, warnings, removal of authorisations and prosecution by services over the last five years.</p>	<p>Cllr. Carlo Guglielmi, Deputy Leader and Portfolio Holder</p> <p>Assistant Directors - Andy White.</p> <p>Tim Clarke</p> <p>Anastasia Simpson</p> <p>Graham Norse</p> <p>Richard Barrett</p>
---	--------------------------------	--	---	---

taxi/private hire licensing enforcement (6) Planning and Building Regulation Enforcement (7) Benefit fraud enforcement and Council/NNDR payment enforcement And looking at the co- ordination of the Council's enforcement across the above.				
Leisure centres and the Leisure Strategy – looked at the developing Strategy against previously discussed intentions for it and the implication for investment in Leisure provision locally to address those areas where Tendring was below comparable averages in activity	20 Sept mber 2021	Delivering High Quality Services Strong Finances and Governance/Effective and positive Governance Community Leadership Through Partnerships/Health and wellbeing - for	The Leisure Strategy and Action Plan Details of the leisure facilities of the Council and individual proposals for each of them based on the Strategy and Action Plan Consultation proposals for users of the facilities. Details of the budget over the last five years included revenue income and expenditure and capital/one off investments and grants to the Council. Details of usage of each of the facilities in each of those years and projects for usage in the current and next following four years. Details of percentage of the population that were inactive, fairly active and active etc. over the	Cllr. Alex Porter, Portfolio Holder Mike Carran, Assistant Director

levels among the local community.		effective services and improved public health	same five years and how that compares with all District Councils in the East of England in each of those years (21 September 2020 (Minute 87 refers)).	
<p>Seafront Expenditure</p> <p>Cliff stabilisation – The Beach Huts Service</p> <p>The costal defence ‘fish tails’, the created beaches and the potential for Beach recharge activities.</p>	20 September 2021	<p>Strong Finances and Governance /C1 - Balanced annual budget and 10 year financial plan</p> <p>Delivering High Quality Services/Public spaces to be proud of in urban and rural areas</p> <p>A Growing and Inclusive Economy/ Maximise our coastal and seafront opportunities</p>	Details of the expenditure on cliff stabilisation works over the last five years and the schemes that had been undertaken in those five years (including the specific stretch of cliff	<p>Cllr. Carlo Guglielmi, Deputy Leader and Portfolio Holder</p> <p>Richard Barrett, Assistant Director</p> <p>Andy White, Assistant Director</p>

RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

24 MAY 2022

REPORT OF CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER

A.1 CORPORATE INVESTMENT PLAN

(Report prepared by Lee Heley, Interim Corporate Director (Project Delivery))

PURPOSE OF THE REPORT

To enable the Committee to engage with the development of the Corporate Investment Plan to assist the Council to evolve its approach.

BACKGROUND

The Corporate Investment Plan has been under development over the last six months in response to recommendations by the Council's external auditors and peer reviews. At its meeting on 25 February 2022, Cabinet agreed to implement a Corporate Investment Plan approach to investment and to establish a Corporate Investment Board. Cabinet asked Portfolio Holders to explore with Officers further items for consideration by the proposed first meeting of the Corporate Investment Board in March.

The new Corporate Investment Plan approach includes a pipeline of projects, which are reviewed by the Corporate Investment Board. Priority drivers will help prioritisation between competing proposals, and funding will be allocated or reallocated to a Corporate Investment Fund to enable the Council to put resources to projects from the pipeline.

The Corporate Investment Plan does not impact on the current decision making framework within the Council, with the same level of transparency via Officer, Portfolio Holder and Cabinet decisions and the associated scrutiny and call in processes.

The Corporate Investment Board met for the first time on 12 - 2 pm on 15 March 2022 in the Town Hall. The agenda covered:

- the Terms of Reference for the Board, including the priority drivers from the February 2022 Cabinet Report;
- a pipeline of projects; and
- from the pipeline, the projects proposed to move forward to decision.

The meeting was attended by the Leader of the Council, the Deputy Leader of the Council, the Chief Executive, the Section 151 Officer and the Interim Corporate Director (Projects Delivery).

DETAILED INFORMATION

The Council has co-ordinated some of its investment over the last two years through the Back to Business Plan in response to the Covid 19 Pandemic. In line with the Capital Strategy, other investments and cost pressures have been managed via the financial strategy and in-year financial performance report. This approach has been supported by earmarking reserves and budgets with the aim of managing such costs separately to the annual budget cycle that in turn protects the underlying base revenue budget as far as possible.

In response to previous peer reviews and the annual governance statement action plan (including points raised by the Council's External Auditor), the opportunity has been taken to review the corporate framework against which projects and investments are prioritised. This is timely given the limited funding available to the Council outside of the money required to operate its key front line services and other day to day operations.

This framework also cuts across various aspects of demonstrating the effective use of resources, a key strand of work that the External Auditor reviews each year.

The above approach also aims to provide a clear and consistent path from the Council's priorities and high level action plans set out in Council Strategies (such as the Tourism Strategy, Heritage Strategy, and Economic Strategy) to the funding of individual schemes and projects that underpin them. In economic language, it aims to provide a basis against which the use of the Council's scarce resources - including people, IT, assets as well as money - can be considered

The new approach therefore allows the Council to merge the Back to Business Plan into a new Corporate Investment Plan along with the other proposals for schemes and projects that flow from initiatives and strategies, to compete for the Council's scarce resources. It also enables a reinvigorated approach to reviewing existing 'cash backed' schemes and projects where they can be considered against other emerging issues to ensure the Council's money is being put to effective use in the short, medium and long term.

From now on, the Corporate Investment Plan will bring together a fuller pipeline of opportunities to be funded, which enables the various competing priorities to be considered in a consistent way.

The new Corporate Investment Plan will include the following key elements:

Review process, including a **Corporate Investment Board** to review the project Pipeline, and comment on which should progress towards a decision on allocation of resources to deliver.

Criteria / Priority Drivers to help prioritise competing proposals, including a project's impact on the Council's priorities, its financial implications, statutory obligations and risk mitigation.

A Pipeline of projects showing: projects in delivery moving to completion; approved projects with published decisions against them; and a long list of proposals yet to be decided on whether to progress. The pipeline of proposals will be refreshed as new opportunities emerge, new challenges need to be resolved, and priorities change.

Key information is included in the following Annexes:

- A. Corporate investment Plan Pipeline March 2022, not exhaustive
- B. Corporate Investment Plan Process
- C. Review of Existing Ear Marked Budgets

RECOMMENDATION

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

Annex A: Corporate investment Plan Pipeline March 2022

Green: Projects in delivery. Amber: Funded projects in development. Grey: Project proposals under consideration.
Light Grey: Proposals agreed at March Cabinet.

Project	Start	End	Corporate Budget or Estimated Cost if Currently Unfunded	Notes (including updates since March Cabinet)
Projects in Delivery				
Starlings Project	2019	2022	£1,867,383	<ul style="list-style-type: none"> To create a new events space / carpark including EV charging points, regenerating Dovercourt town centre. Project agreed and funded by Cabinet January 2022 Contractors on site.
Cremators	2021	2022	£1.539m	<ul style="list-style-type: none"> To replace the Council's two cremators. Project agreed and funded by Cabinet
Jaywick Sands Market and Managed Workspace	2020	2022	£430,000	<ul style="list-style-type: none"> To develop a covered market, community garden, and managed workspace in Jaywick Sands. £4.4m total project cost. Funded by ECC and SELEP. Contractors on site.
Jaywick Sands Place Plan	2018	2023	£150,000	<ul style="list-style-type: none"> A spatial plan for Jaywick Sands that sets the framework for future development. HAT projects contracted to complete the Plan with work underway. £80,000 spent by 2020 and a further £70,000 allocated.
Jubilee Grants	2022	2022	£48,000	<ul style="list-style-type: none"> To provide £1,000 for each Councillor to fund local jubilee events. Cabinet agreed Feb 2022. Councillors

				allocating funds to groups.
Projects Where Decisions Made but Subject to Further Development / Funding Decisions				
Honeycroft redevelopment	2020	Date	£4m	<ul style="list-style-type: none"> To build new council homes in Lawford. Funding is allocated within Housing Revenue Account borrowing, with options to explore external funding
Garden Community	2020	2026	£1.3m	<ul style="list-style-type: none"> Cabinet agreed to set aside £1.3m to invest in future development in the Garden Community, outside the statutory plan making process. Council continues to work with partners to deliver this scheme.
Jubilee Scholarships	2022	2023	£200,000	<ul style="list-style-type: none"> To support young people from Tendring to pursue technical, artistic or academic qualifications who might not otherwise be able to do so. Proposed at Council 15/02/22. As agreed by Cabinet on 25 February 2022, a cross-party working group is being set up to explore the establishment of a local scholarship scheme. Currently unfunded.
Town Centre Levelling Up	2020	2026	£2.295m	<ul style="list-style-type: none"> Cabinet agreed to set aside funding towards Town Centre improvements in Clacton. Matched to Essex County Council's £5.87m funding and the potential for £20m from Levelling Up Fund.
Proposals Recommended to be Funded and Progressed to Decision Stage. Agreed 25 March Cabinet '22				
*Freeport East	2022	2024	£160,000	<ul style="list-style-type: none"> Funding to support skills and regeneration projects across the Freeport area. Retained rates from 2024/5 expected to repay cost

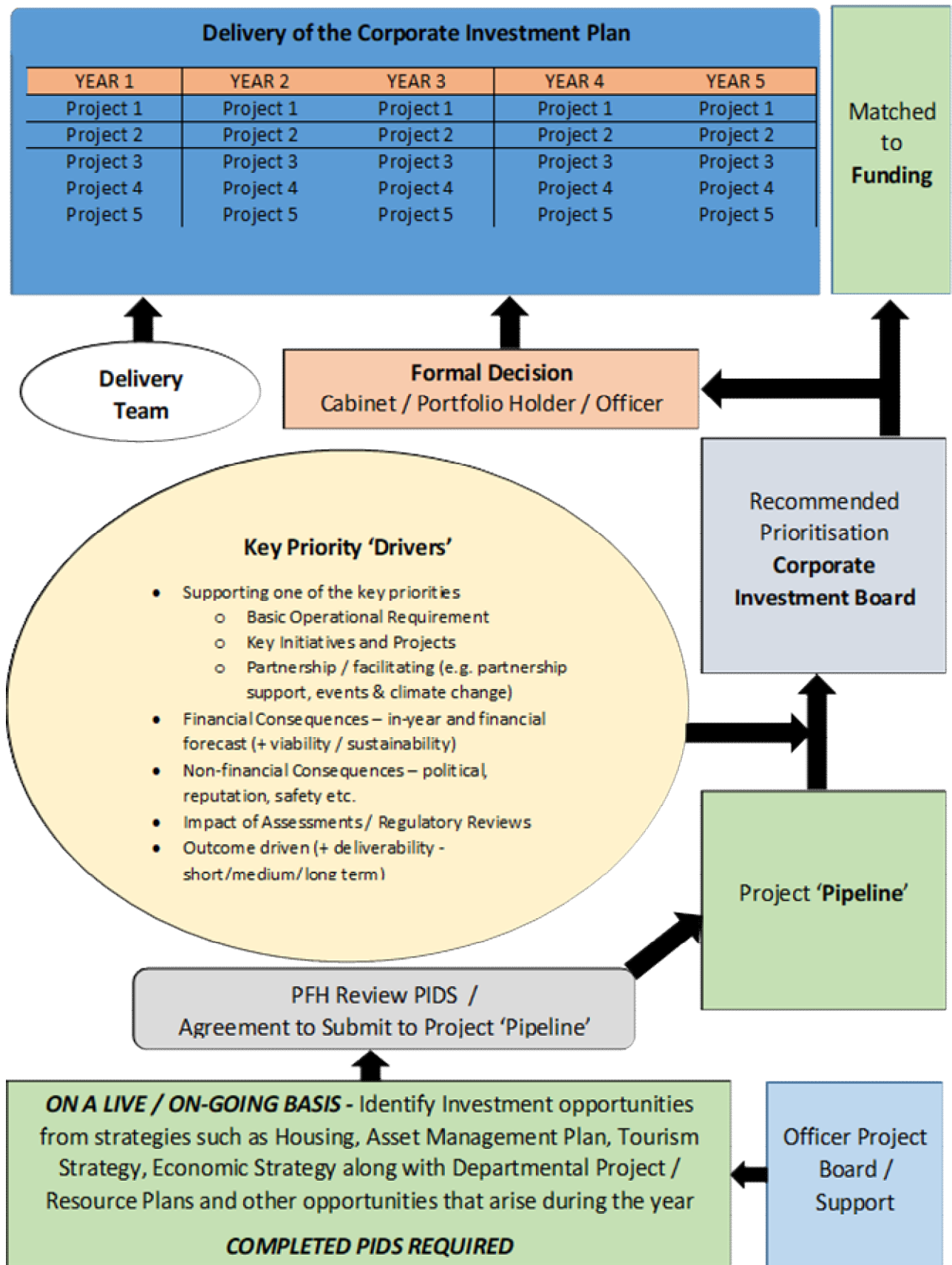
*Transition of Joint Use Centres	2022	2023	£25,000	<ul style="list-style-type: none"> Supporting the transition of the joint use centres to community use. Funding to support community sports / leisure groups.
*Elite Cycling Tour Series	2022	2022	£80,000	<ul style="list-style-type: none"> Elite cycling event in Clacton Town Centre Part of 10 point plan within the Tourism Strategy Wider events series to come forward during 2022
*Health inequalities programme	2022	2024	£400,000	<ul style="list-style-type: none"> Extension of existing health inequality posts for one year. Focused delivery on project co-ordination, family solutions, fuel poverty, environmental health and mental health and housing.
Proposals In Development / Subject to Further Consideration				
Milton Road Carpark Demolition	2022	2023	£140,000	<ul style="list-style-type: none"> To demolish the Milton Road Carpark in Dovercourt once the Starlings Project is complete in preparation for future development.
Milton Road Development	2023	2025	TBC	<ul style="list-style-type: none"> To develop housing on the Milton Road site.
Capital support scheme	2022	2023	£150,000	<ul style="list-style-type: none"> To support capital projects across the District Proposed at Council 15/02/22. Member Group with Town, Parish / unparished councillors to develop the proposal, to be set up within 3 months
Member Small Grants Scheme	2022	2023	£144,000	<ul style="list-style-type: none"> Members to award grants of £3,000 to Tendring organisations supporting residents with the cost of living. Extension of existing member small grants scheme.

Jaywick Housing Conditions Survey	2022	2024	£500,000	<ul style="list-style-type: none"> The Council has undertaken a house condition survey in Jaywick and work remains to identify the response.
Homelessness Early Intervention Officer	2023	2026	£150,000	<ul style="list-style-type: none"> To consider the extension of the current fixed term contract of this role.
Seafront Enhancements	2022	2024	TBC	<ul style="list-style-type: none"> To consider opportunities in conjunction with seaside communities (including Town / Parish Council's) To develop funding options e.g. expansion of beach hut provision.
Public Convenience Improvements	2022	2023	TBC	<ul style="list-style-type: none"> To develop options via the Public Convenience Strategy.
Extend Pedal Power	2022	2025	£400,000	<ul style="list-style-type: none"> To explore options to extend the Jaywick cycling pedal power scheme within the District. To seek external funding from the Local Delivery Pilot.
Disabled Bike Scheme	2022	2025	£300,000	<ul style="list-style-type: none"> To help disabled people to start cycling by running a specialist bike scheme. To seek external funding from the Local Delivery Pilot.

Further Projects being developed in consultation with Portfolio Holders for potential inclusion in 'project pipeline' include:

- *Exploring options relating to the future of Mistley Park*
- *On-going asset review to identify where essential repairs and maintenance may be required*
- *Improvements to Town Centres*
- *Events Programme including year of creativity and culture*
- *Beach Hut Strategy actions*
- *Heritage Strategy actions including Clacton seafront lights and Dovercourt Leading Lights*
- *Sport and Leisure Strategy actions*
- *Energy improvements to Council buildings*

CORPORATE INVESTMENT PLAN PROCESS



C. REVIEW OF EXISTING EARMARKED BUDGETS

Cat	Revenue / Capital	Service	Description	Original Budget	Comments
A	REVENUE	Finance - Other Corporate Costs	Garden Communities Project	1,300,000	To support the on-going development of this major project with our Partners
	REVENUE	Finance - Other Corporate Costs	Levelling Up Project	2,295,000	To support the on-going development of this major project with our Partners
	REVENUE	Corporate Director and Administration Operational Services	Community Housing Trust Grant	627,010	To support the on-going development of this project. However as potential schemes are developed, opportunities to link in with the Corporate Investment Plan will be explored.
	REVENUE	People, Performance and Projects	CCG Wellbeing Hub and other Health Partner Schemes	541,400	To support the on-going development of this project
	REVENUE	Planning and Development	Future High Streets Fund	186,600	To support the on-going development of this major project associated with Levelling up
	REVENUE	Regeneration	Tendring Community Fund	356,000	To support the on-going development of this project via the associated Member Working Group

	REVENUE	Finance - Other Corporate Costs	Accelerated delivery of key projects, priorities and initiatives.	157,000	To support the capacity to deliver the Corporate Investment Plan
	CAPITAL	Leisure & Tourism	New Beach Huts	64,600	To support the development of this project
B	REVENUE	Regeneration	Rural and Urban Infrastructure Fund	1,184,310	Associated projects to be taken forward as part of previous B2B plan (where relevant) or brought forward for inclusion within the Corporate Investment Plan
	REVENUE	Finance - Other Corporate Costs	Climate Emergency Initiatives	195,820	
	REVENUE	Finance - Other Corporate Costs	Energy Efficiency Schemes	100,000	
	REVENUE	Regeneration	Creative and Cultural Strategy	100,000	
	REVENUE	Regeneration	Economic Strategy	100,000	
	REVENUE	Finance - Other Corporate Costs	Enforcement Activities	234,000	
C	REVENUE	Finance - Other Corporate Costs	Fit for Purpose	336,980	To be merged into new Corporate Investment Plan 'Reserve' - (Total £2,557,680)
	REVENUE	Finance - Other Corporate Costs	EU Exit Preparation	272,620	

	REVENUE	Finance, Revenues and Benefits	Health & Safety Programme of works	165,000	
	REVENUE	Finance - Other Corporate Costs	New Homes Bonus 2022/23	1,595,000	
	CAPITAL	Housing	Replacement of High Volume Printers	29,000	
	CAPITAL	Leisure & Tourism	Town Centre Fountain	159,080	