



COMMUNITY LEADERSHIP OVERVIEW AND SCRUTINY COMMITTEE

DATE: Monday, 10 January 2022

TIME: 7.30 pm

VENUE: Committee Room - Town Hall,
Station Road, Clacton-on-Sea, CO15
1SE

MEMBERSHIP:

Councillor Chittock(Chairman)	Councillor Davidson
Councillor Amos(Vice-Chairman)	Councillor Miles
Councillor Chapman	Councillor Skeels
Councillor Clifton	Councillor Steady
Councillor Codling	

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Those attending the meeting may therefore be filmed. After the meeting, the recording of the live stream will normally be available using the same link. Agendas and Minutes are published on the Council's website www.tendringdc.gov.uk.

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DATE OF PUBLICATION: Thursday, 23 December 2021

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 - 4)

To confirm and sign as a correct record, the minutes of the last meeting of the Committee, held on Monday 8 November 2021.

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 District of Tendring and which falls within the terms of reference of the Committee.

5 Report of the Portfolio Holder for Housing. - A.1 - Housing Issues in the District - External Partners (Pages 5 - 10)

The Committee determined to undertake an enquiry into housing issues in the district; how these issues impact residents, socially, mentally and financially. The Enquiry was intended to consider the struggles of finding somewhere to live on low or no wages. To support this enquiry a report has been provided that outlines for the Committee an overview of the housing issues affecting the district and work the Council undertakes with external partners to resolve these issues. The Committee will seek to develop recommendations to help inform delivery of policies to assist with quality housing supply to meet local need (having considered the issues set out).

6 Furthering The Commitment To The Council's Corporate Plan 2020-24 - Developing Highlight Priority Actions For 2022/23 (Pages 11 - 24)

To enable the Committee to consider and provide feedback to the Cabinet on the Initial thoughts for the highlighted priorities for 2022/23 in pursuit of the Corporate Plan 2020-24. The Committee is provided with the report submitted to Cabinet on this matter on 17 December 2021 to support consideration of the matter.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Community Leadership 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 Monday, 31 January 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 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.

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**MINUTES OF THE MEETING OF THE COMMUNITY LEADERSHIP OVERVIEW AND
SCRUTINY COMMITTEE,
HELD ON MONDAY, 8TH NOVEMBER, 2021 AT 7.30 PM
IN THE COUNCIL CHAMBER - COUNCIL OFFICES, THORPE ROAD, WEELEY,
CO16 9AJ.**

Present:	Councillors Chittock (Chairman), Chapman, Codling, Davidson, Griffiths, Miles, Skeels and Steady
Also Present:	Councillor Mc Williams (Portfolio Holder, Health & Community Safety)
In Attendance:	Anastasia Simpson (Assistant Director (Partnerships)), Keith Simmons (Head of Democratic Services and Elections), Keith Durran (Committee Services Officer) and Matt Cattermole (Communications Assistant)
Also in Attendance:	The following participants attend remotely. Ian Davidson (Chief Executive), Lisa Hastings (Deputy Chief Executive), John Fox (Public Health, Wellbeing & Environmental Protection Manager), Tine Russel (Head of Children's Services), Jamie Mills (NHS Transformation Programme Manager), Eugene Staunton (West Suffolk Clinical Commissioning Group), Emma Strivens (Essex Partnership University NHS Foundation Trust)

20. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies were received from Councillor Amos (with Councillor Griffiths substituting) and Councillor Clifton (no substitution).

21. MINUTES OF THE LAST MEETING

It was **RESOLVED** that the Minutes of the meeting of the Committee held on Monday 27 September 2021 be approved as a correct record.

22. DECLARATIONS OF INTEREST

There were no declarations of interest by Councillors in relation to any item on the agenda for this meeting.

23. QUESTIONS ON NOTICE PURSUANT TO COUNCIL PROCEDURE RULE 38

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

24. REPORT OF HEAD OF DEMOCRATIC SERVICES AND ELECTIONS - A.1 -MOTION TO COUNCIL FOR A COVID-19 MEMORIAL AND DAY OF REMEMBRANCE

The Committee had before it a report that provided information on the motion submitted to Council on 13 July 2021 (minute 51 refers) by Councillor M Stephenson which sought to create a Covid-19 Memorial and Annual Day of Remembrance and to enable the Committee to decide whether to recommend, or not, that the Council should support the motion in its original format. The motion read;

“That Tendring District Council acknowledges the heartache, pain and suffering that Covid-19 has inflicted upon our residents and their families and that this Council supports the provision of a memorial to allow us all to recognise and commemorate the loss of so many loved ones.

The memorial to be situated in a form acceptable to those who have lost loved ones, be that a garden, plaque or public artwork, taking into consideration their wishes, at a suitable location, where families could gather together throughout the year at a day and time significant to them.

That this Council also considers an Annual Day of Remembrance to be established, where all members of the community could gather together for a service of Remembrance.

In addition, the commemoration would also remember all those key workers and volunteers, who continue to provide, throughout this pandemic, help and support and comfort to the bereaved in their time of need.”

After a short discussion it was **RECOMMENDED** to Council that:

That the motion as submitted be approved with the additional wording that the proposed memorial be located in the Clacton-on-Sea Memorial Gardens, adjacent to Marine Parade East, with the intention that the memorial should be an uplifting positive initiative for the whole District.

25. MENTAL HEALTH NEEDS OF RESIDENTS OF THE DISTRICT AND THE SERVICES TO MEET THOSE NEEDS

The Committee had a presentation before it (Appendix 1) in relation to the mental health needs of residents of the District and the services in place to meet those needs. Specifically looked beyond the Mental Health Hub and Primary School Mental Health initiative.

The Committee thanked the guests for their attendance and **NOTED** the contents of the presentation.

26. SCRUTINY OF PROPOSED DECISIONS

The Committee **NOTED** the contents of the report.

27. RECOMMENDATIONS MONITORING REPORT

The Committee **NOTED** the contents of the report.

28. REVIEW OF THE WORK PROGRAMME

After a brief discussion the Committee **RESOLVED** to move the item on Suicide Prevention from the meeting on the 13 December 2021 and put it back on the work programme in the “to be allocated” section. They then **NOTED** the rest of the report.

The meeting was declared closed at 9.33 pm

Chairman

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COMMUNITY LEADERSHIP OVERVIEW AND SCRUTINY COMMITTEE

10 JANUARY 2022

REPORT OF THE PORTFOLIO HOLDER FOR HOUSING

A.1 HOUSING ISSUES IN THE DISTRICT – EXTERNAL PARTNERSHIPS

(Report prepared by Tim Clarke and Peter Russell)

PURPOSE OF THE REPORT

To give Members of the Committee an overview of the housing issues affecting the district and work the Council undertakes with external partners to resolve these issues.

INVITEES

Sharon Lock Rough Sleeping Co-ordinator and Sarah Cooper, Temporary Housing Co-ordinator, Anglia Care Trust

Sharon and Sarah will give a short presentation to the Committee on their organisation's work with vulnerable rough sleepers in the district and those at risk of sleeping rough and will answer questions.

Richard Priest, Social Housing Consultant, Priest Property Consultants (TBC)

Richard will give a short presentation to the Committee on his work to invest in accommodation in the district to increase the supply of private rented accommodation for the most vulnerable and to improve conditions and management of HMO's he has procured. Richard will answer questions from the Committee.

Gavin Cowling, Team Manager (Essex) Peabody Floating Support

Gavin will give a short presentation on the work his organisation carries out to support clients with their housing and other related difficulties and will answer questions.

BACKGROUND

The Committee initially requested a report on housing issues in the district and how these issues can impact on residents' social, mental and financial well-being. Officers were asked to invite a representative from Shelter to speak at the meeting but Shelter no longer have an operational base in the East Of England.

The Council adopted its Housing Strategy in October 2020 and the strategy set out the housing challenges facing the district. The strategy highlighted four key housing priorities for the Council as follows:

- Delivering homes to meet the need of local people
- Reducing and preventing homelessness and rough sleeping
- Making the best use of and improving existing housing and;
- Supporting people in their homes and communities.

The Committee will be given information on the how the strategy focusses on external partnership working to achieve the above priorities..

DETAILED INFORMATION

The Council's Housing Strategy was adopted at a time when the Council was facing a number of national and local challenges, notably the Covid-19 pandemic. The Council is determined, in its community leadership role, to work with statutory and non-statutory partners to **deliver homes for local people, tackle homelessness, make the best use of our housing stock and to support residents in their homes and communities**. The Council works in partnership with partners in the statutory and non-statutory sector to ensure that we can meet these priorities to improve the lives and health and well-being of our residents in all housing sectors and to ensure that the district remains a great place to live.

Delivering Homes to Meet the Needs of Local People

Delivering homes to meet the needs of local people is a key priority for the Council. The Council's Housing Allocations Policy contains a residency requirement for the majority of applicants so that applicants cannot apply for housing unless they have lived in the district for at least three years. The Council has adopted a Housing Acquisitions and Development Policy to facilitate the delivery of new Council homes in the district.

Whilst the Council is keen to add to its own stock, it also works with other Registered Providers (RP's) and Homes England to deliver new affordable homes in the district. There are currently 26 registered providers and charitable housing trusts operating in the district and 2,538 properties are owned between them.

Since the Housing Strategy was adopted, there has been an increase in the number of new homes delivered in the affordable sector as follows:

Number of TDC new-build homes	11
Number of dwellings acquired by TDC	17 (including 15 x S106 dwellings)
Number of new build rented homes by RP's	77
Number of new build shared ownership homes delivered by RP's	37
Total	142

This total figure is more than was delivered in the previous four financial years. Although the delivery of new homes has increased, there is a requirement to deliver 165 affordable homes each year to meet the target required in the emerging Local Plan. It should also be noted that since the housing strategy was adopted, the Council has sold 12 homes to tenants exercising their right to buy.

The Council is also engaging with the SME** development sector to deliver new homes in the district. In December 2020, the Council was one of three Council's selected to take part in a pilot scheme run by Local Partnerships – an organisation owned by HM Treasury, the Local Government Association and the Welsh Government -to engage with the SME sector to try and bring forward small sites in the district that could deliver Council housing. The Cabinet has agreed to continuously engage with the SME sector going forward and the Council will shortly be seeking tenders from the SME sector to deliver up to 20 dwellings on the site of the former Honeycroft sheltered housing scheme in Lawford. Other discussions are ongoing with other SME's to deliver housing and Officers have carried out an appraisal of land owned in the Housing Revenue Account where additional Council housing can be delivered.

Delivering rural housing in the district is a key priority and to meet this end, the Council has facilitated the creation of Community Land Trusts in the district and works with the Rural Community Council of Essex to establish rural housing need. Whilst rural housing will only deliver relatively small numbers of housing, the Council continues to work with external statutory partners to deliver larger, strategic sites in the district such as the Garden Community on the Tendring/Colchester border.

Reducing and preventing homelessness and rough sleeping in the district.

There is a statutory duty on the Council to have a Homelessness Strategy in place and the Council adopted its Homelessness Reduction and Rough Sleeping Strategy 2020-2024 last year. Prior to adopting the strategy and as part of the consultation process, a Homelessness Stakeholder event was held at the Town Hall where over 30 agencies were invited to give their views on tackling homelessness in the district and to help formulate the priorities for the strategy. The key strategic priorities in the Homelessness Reduction and Rough Sleeping Strategy are :-

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

Although reducing and tackling homelessness is a statutory duty placed on the Council, the Council works with external partners to ensure it fulfils its duties to residents facing homelessness. Following the introduction of the Homelessness Reduction Act 2017 there is a “duty to refer” placed on statutory agencies to refer clients to the Council who are threatened with homelessness. The Homelessness Code of Guidance states that there is a duty on other agencies to reasonably co-operate with local housing authorities in discharging their homelessness functions.

The key statutory partners the Council works with are as follows:

- The Department of Levelling Up, Housing and Communities (DLUHC)
- The Department of Works and Pensions (DWP)
- Essex Council Council
- Essex Police
- The NHS
- The Probation and Youth Offending Services

Although not statutory agencies, the Council also works with other agencies which are funded by the statutory sector to assist with homelessness, for example:

- Homeless Link
- The National Homelessness Advice Service
- Streetlink

The Council also works with charitable and voluntary sector locally, especially in relation to clients with specific needs as follows:

- Drug and Alcohol Support Agencies (Open Road and Phoenix Futures)
- Intensive Support (Catch 22)
- Young people (Youth Enquiry Service)

- Veterans (SSAFA and The Royal British Legion)
- Domestic Violence (Next Chapter)
- Generic Advice and Support (Citizens Advice Bureau, Peabody Floating Support & Faith Groups)
- Rough Sleeping (Anglia Care Trust)
- Supported Housing Providers (NACRO, Peabody Housing, Sanctuary Housing, Anglia Care Trust, Metropolitan Housing and Circle Housing & Support)

Despite the Covid-19 pandemic, partnership working around homelessness issues in the district remains strong albeit there are less opportunities for partners to get together face-to-face to resolve issues. The Council allowed partners to work out of our offices prior to the pandemic but this has ceased due to more remote working. The Council has employed an Early Intervention Officer to work on complex cases with partners as well as a dedicated Accommodation Officer to work with private sector landlords to source accommodation. The Housing Solutions team is represented on a number of local forums where individual cases and the strategic planning of services is discussed and works with others to source funding for services in the district. The Council has worked with Essex County Council and other district and borough authorities to deliver county-wide protocols for young homeless people and intentionally homeless families.

Making the best use of and improving existing housing

Making the best use of and improving existing housing is a key priority for the Council. The Council has adopted a Houses in Multiple Occupation Policy to work with landlords and letting agents co-operatively to improve standards in this sector and to tackle unlawful properties. Lack of co-operation will lead to enforcement action. The Council has commissioned a housing condition survey in Jaywick Sands, funded by the DLUHC, which will inform how we can improve housing conditions and the energy efficiency of homes in Jaywick Sands in partnership with statutory and non-statutory partners.

The Council has declared a climate emergency and we aim to reach net zero carbon by 2030. To help achieve this ambition, the Council works with central Government, BEIS, the energy companies and the South East Local Energy Hub to deliver affordable warmth schemes in the district to tackle fuel poverty and improve the energy efficiency of homes.

The Council works in partnership with Essex County Council and other partners to deliver disabled facilities grants and discretionary loans to vulnerable residents in the district. This improves the health and well-being of our residents and can reduce the burdens on our partners in the NHS and Social Care.

Supporting people in their homes and communities

Good health begins in the home and therefore it is vital that our residents can be supported in their homes and communities. As a landlord, the Council works with our partners on the Tendring Community Safety Partnership to tackle anti-social behaviour in our stock which can have a detrimental impact on our residents' mental health. Our Older Persons Housing Team supports our older residents in sheltered housing and the wider community and works with statutory and non-statutory partners to ensure our older residents receive the support they require to lead better lives.

The Council has recently assisted four Afghan families to settle in the district in partnership with the Home Office, the Local Strategic Migration Partnership, Essex County Council and Essex Intergration, who provide support to the families in their new homes and community.

****Small and Medium Enterprise. Generally, an employer with less than 250 employees. In this context of developers, it applies to the vast majority of local firms as opposed to the bigger companies like Taylor Wimpey, Persimmon etc.**

RECOMMENDATION

That the Committee determines, following the presentations by officers and partners, whether it has any comments or recommendations it wishes to put forward the relevant Portfolio Holder or Cabinet.

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COMMUNITY LEADERSHIP OVERVIEW AND SCRUTINY COMMITTEE

10 JANUARY 2022

CABINET

17 DECEMBER 2021

REPORT OF THE LEADER OF THE COUNCIL

A.2 FURTHERING THE COMMITMENT TO THE COUNCIL'S CORPORATE PLAN 2020-24 – DEVELOPING HIGHLIGHT PRIORITY ACTIONS FOR 2022/23

(Report prepared by Keith Simmons and Lisa Hastings)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

The Council's strategic direction is set out in its Corporate Plan. The Corporate Plan was adopted unanimously by Council on 21 January 2020 (Minute 78 refers) and covers the period 2020-24 (and is reproduced at Appendix A to this report). The Corporate Plan shapes the annual highlight priorities of the Cabinet and the 2021/22 priorities are set out at Appendix B to this report. At Appendix C, are initial thoughts for the highlighted priorities for year three (2022/23) of the Corporate Plan term. Finalised proposals for the highlight priorities for 2022/23 and milestones will be considered by Cabinet on 28 January 2022. Prior to that, views on the highlight priorities are invited and will be reported to that meeting.

EXECUTIVE SUMMARY

The Council's Corporate Plan 2020/24 sets out its strategic direction. That strategic direction itself seeks to reflect the issues that matter most to local people, the national requirements from Government and the challenges that face the District over that time period.

The themes of the 2020/24 Corporate Plan are:

- Delivering High Quality Services
- Building Sustainable Communities for the Future
- Strong Finance and Governance
- Community Leadership through Partnerships
- A Growing and Inclusive Economy

The Corporate Plan itself is set out at Appendix A to this report.

Cabinet establishes each year its priority actions to deliver against the Corporate Plan and thereby ensure that the ambition of that Plan is central to its work. The priority actions do not cover every separate element of the ambition of the four year Corporate Plan; nor are they intended to indicate that other projects, schemes or activities are not being pursued. They are though intended to reflect imperatives across the Council and for the District and actions that it is right to focus on in this year.

When the Corporate Plan was adopted we could not have predicted that the world would have experienced the Coronavirus pandemic that has engulfed it. The UK was impacted

as most, if not all, countries globally have been impacted by the pandemic. It is in the face of the pandemic that this Council has responded to the particular challenges that emerged. While that has impacted on the work of the Council, including individual schemes, activities and projects, progress against the Corporate Plan priorities has continued.

The highlight priorities for 2021/22 are set out at Appendix B for reference purposes only.

As we look forward to year three of the Corporate Plan 2020-24, the following highlights of successes across the first year years of the Plan are noteworthy:

It is against this backdrop that the Cabinet intends to make further steps to deliver the intentions of the Corporate Plan.

The initial highlight priorities for 2022/23 has been prepared following consultation with individual Portfolio Holders and the Leader of the Council and this are set out at Appendix C to this report for consideration.

RECOMMENDATION(S)

- (a) That Cabinet approves the initial highlight priorities for 2022/23, as set out at Appendix C to this report, for consultation;**
- (b) that all Councillors, other partners and the public be invited to consider the initial priorities referred to in (a) above; and**
- (c) that the outcome of the consultation referred to in (b) above be reported to Cabinet on 28 January 2022 in order that Cabinet can formally adopt its finalised key priority actions for 2022/23.**

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The initial highlight priorities set out at Appendix A seeks to deliver in the year 2022/23 on the ambitions of the four year Corporate Plan. Other actions in 2022/23 will also be undertaken as the Council applies the strategic direction of the Corporate Plan to its work overall. In addition, Cabinet will establish a further set of key actions for 2023/24 to advance further achievements against the Corporate Plan.

FINANCE, OTHER RESOURCES AND RISK

The initial highlight priorities set out at Appendix A includes the delivery of the financial savings target within the Medium Term Financial Strategy. In considering all matters, it is vital that the balance of resources can be accommodated by this Council and that it does not put further strain on the Council being able to balance its budget each year.

A key risk as Cabinet prepares its highlight priorities for 2022/23 is the continuing impact of the Covid-19 pandemic and the measures to address the pandemic. These risks will need to be assessed in a dynamic way as the situation develops over time. There may yet be further work for the Council to achieve, such as new grant schemes, as there has been in 2020/21 and 2021/22 and this too will impact on the capacity of the Council to achieve the Cabinet's adopted highlight priorities.

LEGAL

The legal implications of individual actions will be assessed when they are brought forward for formal decisions to be made.

OTHER IMPLICATIONS

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

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

In preparing this report, due regard has been given to the likely effect of the exercise of the Council's functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area. In addition, due consideration has been given to the District Council's statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010.

PART 3 – SUPPORTING INFORMATION**BACKGROUND**

The development of the Cabinet's annual highlight priorities in support of the Corporate Plan ambition, and the reporting on them, follows the rhythm set out below:

1. Initial draft proposals for the Highlight Priorities for the following financial year will be considered at the meeting of Cabinet that also considers the Initial budget for the Council for the same year (in December).
2. The initial proposals will be subject to consultation; including Overview and Scrutiny Committees.
3. The outcome of consultation and finalised proposals for the Annual Highlight Priorities for the following financial year will be considered at the meeting of the Cabinet that also considers the draft budget for the Council for that same year (at the end of January). This will include Quarter 3 report on performance against the Annual Key Priority Actions for the current year.
4. Following the adoption of the Annual Key Priority Actions, the performance triggers will be built into the performance monitoring system of the Council based on the milestones approved as part of those Priority Actions.
5. Officers will report to the relevant Portfolio Holder on delivery of the Priority Actions and Portfolio Holders will determine, by exception, if issues need to be reported to Cabinet throughout the year.
6. Each quarter, a summary report on delivery against all of the Cabinet's Annual Key Priority Areas for the year will be reported to Portfolio Holders and then published as part of the Council's transparency data. Overview and Scrutiny Committee members may then identify specific key actions where there is performance against relevant milestones that should be subject to further enquiry and these may then be referred to the next relevant meeting of the Committee.
7. A half-yearly report on performance against the Annual Key Priority Actions will be submitted to the relevant Cabinet Meeting (in October). This not only enables

the Cabinet to consider the delivery of key actions in that year but also to encourage the start of the process to set key actions for the following financial year.

8. The half-yearly report will be available for Overview and Scrutiny Committees to include in their work programmes so as they can consider the likely achievement of the envisaged outcomes envisaged.

The Outturn position on performance against the Cabinet's Annual Key priority actions for the previous financial year will be timed to be reported to the Cabinet Meeting at which budget Outturn for that year will be reported.

CURRENT POSITION

For the reasons set out here it is opportune to revisit the development of highlight priority actions on an annual basis within the ambition of the Corporate Plan.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

A – Corporate Plan 2020-24

B – Highlight Priorities for 2021/22

C – Initial thoughts for Highlight Priorities for 2022/23 in support of the Corporate Plan themes

Our Vision

To put community leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others.

Delivering High Quality Services

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

Tendring District Council Corporate Plan 2020-2024



INVESTORS IN PEOPLE | Gold

Community Leadership Through Partnerships

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

Community Leadership Tendring4Growth

Building Sustainable Communities for the Future

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

Strong Finances and Governance

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

A Growing and Inclusive Economy

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

Our Values

- ◆ Councillors and staff uphold **personal integrity, honesty** and **respect** for others
- ◆ **Innovative, flexible, professional** staff **committed** to delivering excellence
- ◆ Recognising the diversity and **equality** of individuals
- ◆ Working **Collaboratively**

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2021/2022 KEY PRIORITY ACTIONS

(as approved by the Council's Cabinet in March 2021)

Keeping true to our vision and our values at all times.

WE ALL PLAY OUR PART

Turning the CORPORATE PLAN 2020-2024 into actions for the benefit of Tendring

PULLING TOGETHER

Make good progress with the Climate Change Action Plan to be Carbon Neutral by 2030.

Strengthen effective regulations and enforcement with new FPN arrangements, a summertime partnership plan and introducing mobile CCTV capacity.

DELIVERING HIGH
QUALITY SERVICES

Make the Starlings Project in Harwich a reality.

Deliver 10 more Council homes.

Successfully implement Part 1 of the Local Plan and prepare for Part 2's examination.

BUILDING SUSTAINABLE
COMMUNITIES
Page 17 of 20

Delivering key schemes to improve physical activity and wellbeing within the District as part of the Sport England / Active Essex Pilot

COMMUNITY
LEADERSHIP

Secure the savings needed to keep the Council's budget on track.

STRONG FINANCES
AND GOVERNANCE

Promoting Tendring's Tourism Cultural and Heritage offers including Clacton 150 and Mayflower 400.

Delivering the Back to Business Agenda.

Pursuing Freeport East opportunities.

Build the Jaywick Sands covered market and commercial space.

A GROWING AND
INCLUSIVE ECONOMY

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Cabinet – 17 December 2021

Initial Thoughts for Highlight Priorities for 2022/23

The initial thoughts for Highlight Priorities for 2022/23 are set out below and grouped by the appropriate theme within the Corporate Plan. The themes are:

- Delivering High Quality Services
- Building Sustainable Communities for the Future
- Strong Finance and Governance
- A Growing and Inclusive Economy
- Community Leadership through Partnerships

As part of the Delivering High Quality Services Theme

Climate Change Action Plan Actions for 2022/23

The Council has pledged to become carbon neutral by 2030 from The Council's own activities and from the electricity it uses. The Council has an Action Plan 2020-2023 to help it make progress towards this goal, and it will continue to deliver actions within the Action Plan. In particular, the Council will focus on electric vehicle charging infrastructure, and consideration of the opportunities for solar, alongside improving the efficiency of the Council's estate, and engaging externally with partners with common interests in climate action.

Commitments about Environmental service delivery

The Environment Act 2021 and subordinate legislation and guidance will have a defining influence on the forward direction of the Councils waste and recycling service. The failure of the County Council's proposals for the Mechanical Biological Treatment plant will impact on future waste collection rounds and costs. County wide waste collection authorities are working together to agree a new Municipal Waste Strategy. In order to deliver the new strategy Councillors will be presented with evaluated and costed options for consideration and appropriate level decision. At this moment in time the costs are unknown. The aim will be to meet regulatory requirements whilst increasing recycling rates in a manner that balances financial constraints.

Community Safety and Supporting good practice enforcement

The Covid response work continues, alongside a commitment to Enforcement. As agreed at the Corporate Enforcement Group the Community Ambassadors are being trained to respond to three key offences using Fixed Penalty Notices. The areas of priority are dog fouling, littering and fly tipping. The

Community Safety Team continue to use the powers available to the authority in the Anti- Social Behaviour 2014 Act. These powers are usually used in conjunction with partners such as Essex Police or Housing Associations.

As part of the Building Sustainable Communities Theme

Tendring-Colchester Borders and Development Planning Document

Working in partnership with Colchester Borough Council and Essex County Council to develop both the planning framework and a long-term stewardship model for a new Garden Community of 7,000-9,000 homes with associated employment opportunities and infrastructure. The Garden Community will be an exemplar development that incorporates the very highest standards of design, architecture, planning and carbon reduction measures and delivery of the scheme will require positive cooperation with the lead development partners Latimer Clarion and Mersea Homes and continuous engagement with both existing and future communities.

Council Housing/Building (including Honeycroft)

Working in partnership with procurement specialists at Essex County Council in order to run a tender exercise for the design and construction single storey homes suitable for older and disabled persons. The procurement exercise will result in a high profile redevelopment of around 20 bungalows at the Honeycroft site.

The redevelopment will seek to provide homes achieving appropriate energy efficiency and lifetime homes standards along with meeting other industry benchmarks for quality and design. Options for the use of Modern Methods of Construction will be included along with offering the opportunity to Small & Medium size Enterprise (SME) developers. The overall design is to recognise current landscape constraints and provide a secure yet welcoming micro community that supports independent living and quality lifestyle.

Further to the redevelopment of Honeycroft site, two further sites held within the Housing Revenue Account (HRA) will be progressed to design and tender phase such that construction can follow on once Honeycroft is completed, or in parallel if funding permits. These sites could deliver a total of ten additional council homes for rent.

Discussions with Councillors will be facilitated on a range of further potential development sites identified within the HRA and General Fund estates. Proposals around a range of disposal or development options will touch on a spectrum of priority themes and balance financial and service considerations.

All of the above will be subject to appropriate (further) Cabinet and Full Council level decisions on scheme design, cost and funding.

Jaywick Sands Place Plan

Working with the community of Jaywick Sands and other stakeholders to develop a long-term strategic plan for the area which will provide both a basis for making future planning decisions and a strategy for seeking and securing external private and public funding towards ongoing rejuvenation of the area and tackling deprivation. Key matters to address will include improving housing conditions, provide access to training and employment opportunities, improving community facilities and infrastructure and, perhaps most challenging of all, providing a long-term sustainable future of the community in the face of climate change and the increased likelihood and risk to life and property associated with of coastal flooding.

As part of the Strong Finances and Governance Theme

Achieving Savings target

To continue the development of a zero based approach to deliver the required savings over the remaining years of the long-term forecast.

This will need to be balanced against the level of cost pressures that may emerge over the same timescales along with the delivery against the emerging Corporate Investment Plan.

Improving governance arrangements further

The Council continually seeks to improve and enhance its governance arrangements and in 2022/23 further enhancements will be made. This includes actions from the Centre for Governance and Scrutiny's Scrutiny Development Review of the Council and actions to keep the Constitution and Councillor training opportunities up to date.

Through this highlight priority the progress with such activities such as the development of a revised strategy for Inclusion and Equality will be captured. The revised Strategy, including an updated People Impact Assessment is aimed at securing robust governance arrangements are in place across the organisation.

Use of the Council's assets

Appropriately disposing of land at the redundant Weeley Office Site in support of priorities.

To facilitate member decision on a range of potential development sites identified within the Housing Revenue Account and General Fund estates. Propose a range of disposal or development options that touches on a spectrum of priority themes and balances financial and service considerations.

To ensure that the Council's general fund assets support in the delivery of the Council's key priorities including health, the provision of modern high quality

buildings for customers and staff along with a commitment to carbon neutrality.

As part of the Growing and Inclusive Economy Theme

Freeport East

Partners have submitted a successful Outline Business Case for Freeport East, with the potential to bring investment and jobs to the Port at Harwich. The Council will be an effective partner in the Freeport East programme, working with other local authorities and the Port to support efforts to bring forward Bathside Bay. The Council will work with Essex County Council and other partners to develop future proposals for the regeneration benefits that Freeport East could bring to District of Tendring.

Exploring Town Centre Renewal/improvement

The Council has the opportunity to seek government funding to invest in its major town centres in Clacton and Harwich through the Levelling Up Fund. The Council will develop a pipeline of projects to support the District's town centres, working with partners, and seek funding for them.

Tourism Offer/Events

Tourism is a major industry for District of Tendring. The sector is worth almost £402 million to Tendring, with the industry responsible for almost 9,000 jobs, equivalent to 17.9% of the District's employment. Most recently Clacton 150 has demonstrated the capacity of the Council to bring forward events and animate the seafront. The Council's Tourism Strategy aims to grow the value and volume of tourism for the wider benefit of the District, with a 10 point plan. The Council will co ordinate a programme of events including the Clacton Airshow and celebrations of the Queen's Platinum Jubilee, and bring forward proposals to support the visitor economy.

As part of the Community Leadership Theme

Health Inequalities Grant funded initiatives

The Council has agreed a number of health Memoranda of Understanding primarily to support the work around health inequalities across the District. At the current time the evaluation framework is being constructed with a view to recruiting additional post holders on a temporary basis to move this work forward across communities. For example, an additional Family Solutions worker is to be recruited to support families in the Harwich area. This work will be completed with communities, stakeholders, statutory and voluntary bodies.

Education

Working with Education partners including ECC, local schools, universities and business to address the four key work streams – teacher recruitment, retention, school attendance and Post 16 opportunities. This work is in line with the Council's Children and Young Person's Strategy.

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