



## CABINET

**DATE: Friday, 20 May 2022**  
**TIME: 10.30 am**  
**VENUE: Committee Room - Town Hall, Station Road, Clacton-on-Sea, CO15 1SE**

### MEMBERSHIP:

Councillor Stock OBE	- Leader of the Council
Councillor Bray	- Portfolio Holder for Planning
Councillor C Guglielmi	- Deputy Leader; Portfolio Holder for Corporate Finance & Governance
Councillor P Honeywood	- Portfolio Holder for Housing
Councillor McWilliams	- Portfolio Holder for Partnerships
Councillor Newton	- Portfolio Holder for Business & Economic Growth
Councillor Porter	- Portfolio Holder for Leisure & Tourism
Councillor Talbot	- Portfolio Holder for Environment & Public Space

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**DATE OF PUBLICATION: THURSDAY, 12 MAY 2022**

## AGENDA

### 1 **Apologies for Absence**

The Cabinet is asked to note any apologies for absence received from Members.

### 2 **Minutes of the Last Meeting (Pages 1 - 16)**

To confirm and sign as a correct record, the minutes of the last meeting of the Cabinet held on Friday 25 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 **Announcements by the Leader of the Council**

The Cabinet is asked to note any announcements made by the Leader of the Council.

### 5 **Announcements by Cabinet Members**

The Cabinet is asked to note any announcements made by Members of the Cabinet.

### 6 **Matters Referred to the Cabinet by the Council**

There are none on this occasion.

### 7 **Matters Referred to the Cabinet by a Committee - Reference from the Community Leadership Overview & Scrutiny Committee - A.1 - Children Missing Education (Pages 17 - 20)**

To enable the Cabinet to consider its response to recommendations made by the Community Leadership Overview & Scrutiny Committee following that Committee's enquiry into the subject matter of Children Missing Education.

### 8 **Leader of the Council's Items**

There are none on this occasion.

### 9 **Cabinet Members' Items - Report of the Partnerships Portfolio Holder - A.2 - Update on Community Projects (Pages 21 - 40)**

To provide an update and seek Cabinet's endorsement for a number of community projects that contribute to the organisation's Community Leadership role.

### 10 **Cabinet Members' Items - Report of the Partnerships Portfolio Holder - A.3 - Citizens Advice Tending: Service level Agreement 2022/23 (Pages 41 - 90)**

To agree an updated Service Level Agreement with Citizens Advice Tending for 2022/23.

**11 Management Team Items**

There are none on this occasion.

**12 Exclusion of Press and Public**

The Cabinet is asked to consider passing the following resolution:

*“That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 13 on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, as amended, of the Act.”*

**13 Exempt Minutes of the Meeting held on Friday 25 March 2022 (Pages 91 - 92)**

To confirm and sign as a correct record the exempt minute of the meeting of the Cabinet held on Friday 25 March 2022.

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

*The next scheduled meeting of the Cabinet is to be held in the Committee Room - Town Hall, Station Road, Clacton-on-Sea, CO15 1SE at 10.30 am on Friday, 17 June 2022.*

#### **The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012**

### **Notice of Intention to Conduct Business in Private**

Notice is hereby given that, in accordance with Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, Agenda Item No. 13 is likely to be considered in private for the following reason:

The item detailed below will involve the disclosure of exempt information under Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) to Schedule 12A, as amended, to the Local Government Act 1972:

Exempt Minutes of the Meeting held on Friday 25 March 2022

## **Information for Visitors**

#### **COMMITTEE ROOM** **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.

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**MINUTES OF THE MEETING OF THE CABINET,  
HELD ON FRIDAY, 25TH MARCH, 2022 AT 10.30 AM  
COMMITTEE ROOM - TOWN HALL, STATION ROAD, CLACTON-ON-SEA, CO15  
1SE**

<b>Cabinet Members Present:</b>	Councillor Neil Stock OBE	Leader of the Council (Chairman)
	Councillor Paul Honeywood	Portfolio Holder for Housing
	Councillor Lynda McWilliams	Portfolio Holder for Partnerships
	Councillor Alex Porter	Portfolio Holder for Leisure and Tourism
	Councillor Michael Talbot	Portfolio Holder for Environment & Public Space

**Group Leaders Present by Standing Invitation:** Councillors Jayne Chapman BEM (Leader of the Independents Group), Ivan Henderson (Leader of the Labour Group), Mark Stephenson (Leader of the Tendring Independents Group), Colin Winfield (Leader of the Holland-on-Sea Group), Gina Placey (Deputy Leader of the Tendring First Group) and Ann Wiggins (Deputy Leader of the Liberal Democrats Group)

**Also Present:** Councillor Andy Baker

**In Attendance:** Ian Davidson (Chief Executive), Lee Heley (Interim Corporate Director (Projects Delivery)), Richard Barrett (Assistant Director (Finance and IT) & Section 151 Officer), Tim Clarke (Assistant Director (Housing and Environment)), Ian Ford (Committee Services Manager) and Matt Cattermole (Communications Assistant)

**144. APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Carlo Guglielmi (the Deputy Leader of the Council & Portfolio Holder for Corporate Finance and Governance), Mary Newton (the Portfolio Holder for Business & Economic Growth), Terry Allen (the Leader of the Tendring First Group) and Gary Scott (the Leader of the Liberal Democrats Group).

**145. MINUTES OF THE LAST MEETING**

It was **RESOLVED** that the minutes of the meeting of the Cabinet, held on Friday 25 February 2022, be approved as a correct record and be signed by the Chairman.

**146. DECLARATIONS OF INTEREST**

Councillor Ivan Henderson read out the following statement:-

*"In relation to Item A7 – the Reference Report from the Resources and Services Overview and Scrutiny Committee in respect of the Joint Use Sports Facilities Update, in particular any discussion on the recommendation from the Committee for additional funding to enable community access to resume in the evenings and weekends at the facilities in Harwich, I declare that I have a Personal Interest, due to a family member working at the facility, under paragraph 5.1(f) of the Members' Code of Conduct. 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 speak on the item for the sole purposes of representing the residents living in the Harwich area as Ward Councillor relating to the loss of the facility to the community whilst adhering to the duties and responsibilities of the Members' Code of Conduct."*

**147. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL**

Refugees from the Ukraine

The Leader of the Council (Councillor Stock OBE) referred to the possibility of refugees from the continuing conflict in Ukraine being housed in this District and he gave an assurance publicly that the Council's Officers were preparing for all eventualities in relation to this important matter.

**148. ANNOUNCEMENTS BY CABINET MEMBERS**

There were no announcements made by the members of the Cabinet on this occasion.

**149. MATTERS REFERRED TO THE CABINET BY THE COUNCIL**

There were no matters referred to the Cabinet by the Council on this occasion.

**150. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE RESOURCES AND SERVICES OVERVIEW & SCRUTINY COMMITTEE - A.7 - JOINT USE SPORTS FACILITIES UPDATE**

As reported in detail under Minute 146 above, Councillor Ivan Henderson had declared a Personal Interest in this matter but that he had been granted a Dispensation by the Monitoring Officer.

Cabinet was aware that, at its meeting held on 14 March 2022 (Minute 65 referred), the Resources and Services Overview & Scrutiny Committee ("the Committee") had received an update on progress with the Joint Use Sports Centre transition process at Brightlingsea and Harwich, following the end of joint use agreements with the Sigma Trust on 31 December 2021.

As part of that update, the Committee was provided with a written report from the Council's Portfolio Holder for Leisure and Tourism. That report had referenced, inter alia, the following matters:-

- *"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 Joint Use Facilities Transition Period and 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 the Portfolio Holder's 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 of the Council 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."*

After a discussion the Committee had **RECOMMENDED** to Cabinet:-

*"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."*

The Cabinet had before it the responses of the Leisure and Tourism Portfolio Holder thereto as follows:-

*"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."*

Having considered the recommendation of the Resources and Services Overview & Scrutiny Committee, together with the response of the Leisure and Tourism Portfolio Holder thereto:-

It was moved by Councillor Porter, seconded by Councillor P B Honeywood and:-

**RESOLVED** that the recommendation made by the Resources and Services Overview & Scrutiny Committee be noted and that the response of the Leisure and Tourism Portfolio Holder thereto be endorsed.

**151. LEADER OF THE COUNCIL'S ITEMS - A.8 - FREEPORT EAST FULL BUSINESS CASE**

Cabinet gave consideration to a detailed report of the Leader of the Council (A.8) which sought its support for the submission of the Freeport East Full Business Case; to approve the Council's participation in the governance of Freeport; the approach to business rate retention set out in the report; and to recommend to Full Council that it confirms that Freeport East is consistent with the Council's priorities and policy framework, as set out in the Corporate Plan 2020-2024, in particular, a growing and inclusive economy.

It was reported that, on 13 December 2021, the outline business case had been formally approved by Government and that the three tax sites in Felixstowe, Harwich and at Gateway 14 near Stowmarket had been agreed, published on GOV.UK and the necessary Statutory Instruments laid to enshrine them in legislation.

Freeports

Members were reminded that the Government aim for Freeports was to attract businesses that imported, processed and add value to goods, and then to re-export those goods. At a Freeport, imports could enter certain sites with simplified customs documentation and without paying tariffs. Businesses operating inside designated areas in and around the port could then manufacture goods using the imports and add value before exporting them, again without full tariffs or customs procedures. If the goods moved out of the Freeport into another part of the UK, then they had to undergo the full import process, including paying any tariffs.

It was proposed that Freeports would be part funded by retained business rates, which was the share of business rates retained by central government. Government had proposed that, for Freeports, the retained business rate scheme would offer the opportunity for billing authorities to retain more business rates than they otherwise would have. This was effectively extra funding for the area. Money would be available to be spent supporting the development and delivery of the Freeport sites themselves, and to deliver on the wider Freeport policy objectives of improving infrastructure, skills, innovation, investment, trade and net zero initiatives, benefiting residents in the area surrounding the Freeport, including almost all of the District of Tendring.

Freeport East

Cabinet was aware that Freeport East was based around the Port of Felixstowe and Harwich International Port, and included the Gateway 14 Site in Stowmarket, Suffolk. It comprised 275 hectares of space and facilities across three sites eligible for tax relief

("Tax Sites") at Felixstowe dock, Bathside Bay in Harwich, and Gateway 14 in Stowmarket. Those sites were also eligible for customs duty relief, and there were four additional sites also eligible for customs reliefs ("Customs Sites").

Members recalled that the Harwich Tax Site was intended to be developed as a Clean Energy Hub and thereby create 1,900 jobs. The tax site was largely comprised of areas to be reclaimed from the sea in order to provide a development platform. Significant third party funding in the region of £80m would be required for this site in addition to funding from the Port, the potential future users of the site, and £7m of seed capital funding provided by HM Government. Two additional Customs Sites were proposed in Essex including the site at Horsley Cross, which had not been allocated in the Local Plan and which required planning permission. The sites in Suffolk, although of much smaller scale than Bathside Bay, were ready for development.

Cabinet was reminded that the Ports of Harwich and Felixstowe were both owned and operated by companies owned by Hutchison Group Ltd. The Gateway 14 Site in Stowmarket was owned by Mid Suffolk District Council which was also the billing authority for that site. As part of the operation of the Freeport, the lead authority and the billing authorities had to work together to monitor the site. Responsibility for giving tax exemptions remained with HM Revenue and Customs.

#### Redistribution of retained business rates

It was reported that, to accompany the Final Business Case, all partners had been asked to support the high-level arrangements for business rates retention, under which the retained business rate monies would be divided into three pots. The proposed pots were all funded from Retained Business Rates as follows:

- **Pot A** was the existing rates funding calculated on the same basis as would currently apply to the distribution of rates. Pot A was distributed to local authorities to ensure they did not lose out from Freeport. Councils allocated this funding to their general fund and could spend it as they saw fit.
- **Pot B** provided funding from retained business rates to support or accelerate development of a Tax Site if it was required. An application for funding from Pot B by Hutchison Group Ltd could assist with the development of Bathside Bay. At present the detailed approach to distributing Pot B was yet to be determined.
- **Pot C** provided a fund for economic development within the sub-region, aligned to achieving the wider Freeport Policy objectives including investment in skills, innovation, levelling up, trade, investment, infrastructure, security and net zero carbon.

Members were informed that the Pot C fund would be administered by the lead authority, East Suffolk Council, and decisions on its use would be determined by the Freeport East Supervisory Board, of which it was proposed Tendring District Council would be a member. Projects would need to impact on the area within the Freeport boundary [map](#). The funding within Pot C would be defined by the scale of funding required by Pot B to develop the Freeport sites, and the time taken for the Tax Sites to be delivered and occupied and so to begin to generate business rates.

#### Funding requirement - capital

Cabinet was advised that the Council was not being asked to commit capital funding to the Freeport East programme. It was being asked to support a change to the redistribution of rates in a way which did not affect its current financial position but which reduced the amount of retained business rates which could in future be available under any rate retention scheme.

Work was ongoing with partners to address the identified funding gap for Bathside Bay, including the potential use of retained business rates, provided modelling continued to demonstrate sufficient future income to allow this, as well as wider 'Pot C' investment to deliver the economic development objectives of Freeport East.

As part of those ongoing discussions, local authorities, including Tendring District Council, would not be asked to provide any direct funding or take on any financial / borrowing risk.

Cabinet was made aware that the retained rates modelling for the Freeport East tax sites had been revised for the Full Business Case. The modelling used a methodology commissioned and approved for the Enterprise Zones in Norfolk and Suffolk, modified to estimate rates for the Freeport. This revised modelling indicated that there would be sufficient funding from retained rates to make development of the full Harwich tax site at Bathside Bay viable.

As a result, Freeport East would work with the Freeport Hub and other governmental agencies such as the Department for International Trade and the UK Infrastructure Bank to provide upfront funding on the basis that, in principle, some, or all, of the retained rates in Pot B generated from the Harwich tax site would be allocated to repay this upfront funding. The Council would be party to those negotiations as the rates billing authority for the Harwich tax site in control of rates. The Council would explore appropriate mechanisms in order to allow the Pot B income to be transferred to another party over the lifetime of the Freeport to repay the upfront funding into the tax site.

In relation, to any funding requirements for transport or other infrastructure, the detailed investment needed for the proposed green energy hub at Bathside Bay, Harwich would become known as further details regarding the proposed uses were developed. Infrastructure requirements directly related to the green energy hub could be addressed through developer contributions as part of the planning process to gain, or vary, the necessary planning consents. Wider infrastructure provision could be funded through 'Pot C' retained business rates.

#### Funding requirement - revenue

It was reported that the revenue costs of the Freeport East Delivery Team were being met from the £1m Government capacity funding until they could be supported by income from a top-slice of retained rates. However, around £400,000 a year from 2022/23 would also be required over, and above, Government funding for revenue projects to meet the Freeport East policy objectives, primarily skills, innovation, and net zero carbon targets. Those revenue projects were not set out in the Full Business Case and would be proposed and agreed by the Freeport East supervisory board once the Freeport East entity was formed.

In total, the commitment could amount to £0.8m-£1m of revenue prior to rates income being received in 2024/25 to cover Freeport policy objectives. This funding was to be

undertaken on a one-fifth share for each of the five authorities, equating to £160,000 in total each, £80,000 in the financial years 2022-23 and 2023-24. In the Financial Year 2024/2025 projected rates income would mean there would be no need for further forward funding for that year, with rates income increasing to the point where it was expected that forward funding would be repaid by 2026-27.

### Governance

Cabinet recalled that the Outline Business Case had proposed a Company Limited by Guarantee as the vehicle for decision making. However, an options appraisal process was currently underway on the best future model so that the form of the entity that governed Freeport East could best follow its functions. The current draft Full Business Case referred to the “governing entity” rather than specifying a company.

A shadow board was currently established and included a number of partners including:

- Tendring District Council
- Essex County Council
- Suffolk County Council
- East Suffolk Council
- Mid Suffolk District Council
- University of Essex
- Hutchison representative
- New Anglia LEP and South East LEP

Members were informed that, under current proposals for the governing entity, Tendring District Council would be a member, and would appoint a Director to the board, along with East Suffolk District and Mid Suffolk District Council and Hutchison Port. Essex County Council and Suffolk County Council and the Local Enterprise Partnerships (LEP) would be members. Each County Council would both have permanent representation on the governing entity but the LEPs would rotate members annually.

Cabinet was advised that the Terms of Reference for the governing entity within the Full Business Case currently proposed that decisions will be taken by unanimity, which sought to overcome the larger number of Suffolk than Essex authorities, and the imbalance between public and private sector partners. Partner authorities would continue discussion of the proposed governance model. The Leader of the Council would consider the risks and issues before making a final decision on participation in the governing entity.

### Skills

Members were made aware that the Full Business Case would include a Skills Plan, currently in draft. This was expected to include innovation hubs at Bathside Bay focused on clean energy and at Gateway 14, more widely scoped. A focus for the skills work would be retraining people made redundant through the pandemic to work at tax and customs sites, and also careers aspirations for children in schools.

Having duly considered all of the information and advice contained in the Leader of the Council’s report and in order to enable this matter to continue to be progressed:-

It was moved by Councillor Stock OBE, seconded by Councillor Talbot and:-

**RESOLVED** that Cabinet -

- a) formally supports the Freeport East Full Business Case to be submitted by East Suffolk District Council to the Government;
- b) agrees to the approach to local business rate retention, as set out in the Full Business Case and summarised in the Leader's report;
- c) agrees that the Leader of the Council and Officers can participate in the governance proposals set out in the Full Business Case on the principle that Tendring District Council becomes a member of the body set up to govern the Freeport;
- d) notes that any decision to formally become part of the governing body will be taken by the Leader of the Council, in accordance with previous delegations, following consultation with his Portfolio Holder Working Party;
- e) approves the Leader of the Council appointing a Member representative to that governing body;
- f) assigns £160,000 to pay for projects in support of Freeport East to be agreed through the Freeport governance structure and notes that the Full Business Case sets out the expectation that this sum should be repaid to the Council from future retained business rates; and
- g) recommends to Full Council that Freeport East be confirmed within the Council's Budget and Policy Framework, and included as part of the Corporate Plan 2020-2024, as previously adopted by Full Council.

**152. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER - A.1 - PROGRAMME OF MEETINGS: 2022/2023 MUNICIPAL YEAR**

Cabinet gave consideration to a report of the Corporate Finance & Governance Portfolio Holder (A.1) which submitted a proposed programme of meetings for the 2022/2023 Municipal Year.

Having considered the programme of meetings proposed by the Corporate Finance & Governance Portfolio Holder and in order to enable the programme of meetings to be submitted to the Annual Meeting of the Council for approval and adoption, in accordance with the Council's Constitution:-

It was moved by Councillor Stock OBE, seconded by Councillor Porter and:-

**RESOLVED** that –

- (a) the programme of meetings for the Council and Committees, as set out in the Appendix to item A.1 of the Report of the Corporate Finance & Governance Portfolio Holder, be agreed, in principle, and be submitted to the Annual Meeting of the Council for formal approval; and
- (b) the proposed dates for All Members Briefings and Councillor Development Sessions be noted.

153. **CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER - A.2 - DIGITAL TRANSFORMATION PHASE TWO COMPLETION PERFORMANCE ANALYSIS AND EXPLORATION OF FURTHER DIGITAL INVESTMENT OPPORTUNITIES**

Cabinet gave consideration to a report of the Corporate Finance & Governance Portfolio Holder (A.2) which:-

1. reviewed the outcome of the digital transformation phase two programme and reported the deliverables, outturn and analysis; and
2. set out potential further investment opportunities for consideration via the Corporate Investment Plan.

Cabinet recalled that, at its meeting held on 16 February 2018, it had approved a Digital Transformation programme of works with estimated capital one-off costs of £865,200 and ongoing revenue costs of £220,500 per annum. That programme had comprised three key strands of investment, as follows:

- 1) a new *MyTendring* council self-service web portal providing services 24/7;
- 2) a Cloud Migration Strategy, migrating IT systems and data storage from Council-owned/ maintained hardware to rented pay-as-you-go Microsoft Azure platform resources; and
- 3) a new Council smartphone *LoveTendring* 'Tourism and Events' App to promote tourism events. This was a new technology opportunity trial for the Council.

Performance details of the digital transformation programme were provided in Appendix A to the Portfolio Holder's report. A summary of the key programme performance and deliverables was as follows:

- ***From a programme time perspective the deliverables had been severely delayed by the COVID-19 pandemic and the need to divert limited resources to support higher council priorities e.g. IT enabled council business continuity and local economy supporting business grants enablement.***
- ***From a cost perspective the original / scoped programme had been delivered within budget.***
- ***From a deliverable quality perspective 19,382 registered subscribers used the MyTendring service - more than one in four Tendring households. Growth forecasts suggested 24,000 subscribers by June 2022 - one in three Tendring households. Promotional marketing was planned throughout 2022.***
- ***MyTendring service users rated their service satisfaction at 4.6 stars out of 5 stars average or 92% very satisfied and had raised 19,400 customer self-service requests during the last 12 months.***
- ***19,400 self-service requests equated to a council average resource saving of £59,173 per annum or 10.5% ROI per annum based upon the capital investment.***

- *MyTendring self-service was a key local economy COVID business grant supporting access channel - 4,686 MyTendring self-service grant applications had been processed, and growing.*
- *The adopted Cloud migration strategy had enabled seamless council business continuity during the COVID pandemic – TDC’s aging on-premises infrastructure simply could not have supported the necessary overnight switch to remote working and self-service. TDC’s disaster recovery response position was also greatly strengthened.*
- *The Council’s cybersecurity had been significantly strengthened through Microsoft’s £5 billion investments in cloud-only cybersecurity protective services.*
- *The re-engineered/ re-launched LoveTendring App had achieved 1,351 downloads between July and August 2021 - promoting leisure and tourism events and real-time District-wide beach crowding (social-distancing) information. Rated third overall in the Google Appstore ‘events App category’ ratings (September 2021) further enhancements were planned for 2022.*
- *The programme had facilitated the development of an in-house digital developer skills resource delivering ongoing and new service efficiencies, cost savings, cost avoidances, innovative support applications, partner working opportunities.*

In addition to the above, Cabinet was informed that a number of essential cyber security initiatives were now underway following a collaborative approach taken with the Department for Levelling Up Housing and Communities (DLUHC) who had also provided associated funding of £150,000. The threat from cyber security was steadily growing and if an attack on the Council was successful, recovery / remedial actions could cost several millions of pounds, as unfortunately had been experienced by other Local Authorities elsewhere in the country.

It was highlighted to Members that the delivery of a digital transformation project that spanned several years would introduce a number of risks that had required additional / unavoidable costs to be recognised that were to a large extent outside of the direct / estimated initial project costs e.g. Microsoft licensing costs and other changes to the wider digital environment.

It was felt that the impact of a strong digital transformation approach was essential in any modern forward thinking organisation, which also provided a significant level of resilience. A good example being how this had underpinned the various successful activities that had been undertaken at the start of, and throughout, the Covid-19 pandemic, to ensure that the Council could function and provide its essential services as seamlessly as possible. This ethos had had a major impact looking back but would equally have a major impact looking ahead to 2022/23 and beyond.

With the above in mind, and against the context of the need to continue to reflect the ever-changing digital environment, further investment opportunities had been explored, which were set out within Appendix B to the Portfolio Holder’s report. Those would be considered further as part of the new Corporate Investment Plan approach.

Having duly considered all of the information, proposals and advice contained in the Corporate Finance & Governance Portfolio Holder’s report:-



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It was moved by Councillor Stock OBE, seconded by Councillor McWilliams and:-

**RESOLVED** that Cabinet -

- (a) notes the outcomes of the digital transformation (phase two) programme within the context of timescales, costs and outcomes; and
- (b) request Officers, in consultation with the Portfolio Holder for Corporate Finance and Governance, to develop the projects, as set out within Appendix B to item A.2 of the Report of the Corporate Finance & Governance Portfolio Holder, for further consideration as part of the Corporate Investment Plan.

**154. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER - A.3 - CORPORATE INVESTMENT PLAN**

Cabinet gave consideration to a report of the Corporate Finance & Governance Portfolio Holder (A.3) which updated it on the progress with the Corporate Investment Plan and recommended investment in four projects along with the acceptance of grant funding to support the development of further projects.

Cabinet recalled that, at its meeting held on 25 February 2022, it had agreed to implement a Corporate Investment Plan approach to investment and to establish a Corporate Investment Board. Cabinet had also asked Portfolio Holders to explore with Officers further items for consideration by the proposed first meeting of the Corporate Investment Board in March 2022.

Members were reminded that 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.

Cabinet was aware that the Corporate Investment Plan did not impact on the current decision making framework within the Council, with the same level of transparency for Officer, Portfolio Holder and Cabinet decisions and the associated scrutiny and "call-in" processes.

It was reported that the Corporate Investment Board had met for the first time on 15 March 2022 and had considered:-

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

That meeting had been attended by the Leader of the Council and the Deputy Leader of the Council, together with the Chief Executive, the Section 151 Officer and the Interim Corporate Director (Projects Delivery).

The Corporate Investment Board had expressed its view that the following projects should be funded and progressed to the formal decision stage:-

***Freeport East - £160,000 Skills and regeneration contribution***

*This contribution covered two years' revenue funding from 2022-2024. It was proposed to enable the partner organisations to implement important regeneration activities alongside the infrastructure work on the Freeport sites in order to demonstrate progress on issues such as skills, innovation and net zero before the Freeport generated business rates income to re-invest.*

***Joint Use Sports Centres Transition – £25,000 contribution to support continued community use***

*It was proposed to provide financial support directly to local clubs and organisations in order to enable them to continue to undertake and provide sports and leisure activities to their local communities.*

***Elite Cycling Tour Series - £80,000***

*In order to support the cost of hosting a 'leg' of the national elite cycling tour series within the Clacton Town Centre during the month of May 2022. The event would attract visitors to the town centre and allow shops to remain open later and benefit from additional trade. Significant publicity was expected, including national and international media coverage and TV broadcasting.*

***Health Inequalities Programme***

*This sought to maintain existing capacity within the service along with taking forward a number of important projects across the District. This was to be fully funded by external contributions from our health partners of £400,000.*

*In respect of funding from our health partners, the Council had been offered a further grant of £1.65m. This would enable a number of projects to be developed further for consideration as part of future iterations of the Corporate Investment Plan. In the interim period, a recommendation was included to formally accept the funding being offered to the Council.*

It was considered that the four projects for delivery progressed the Council's corporate objectives in a timely fashion, including investment in skills linked to Freeport East as part of the Full Business Case; an event of national significance in Clacton Town centre, linked to the Tourism Strategy; funding to support community sports and leisure groups, and a health inequalities programme. As those projects would deliver benefits across a wide range of Council objectives:-

It was moved by Councillor Stock OBE, seconded by Councillor Talbot and:-

**RESOLVED** that Cabinet –

- a) notes the latest Corporate Investment Plan, as set out within Appendix A to item A.3 of the Report of the Corporate Finance & Governance Portfolio Holder;

- b) notes the review of Existing Earmarked Budgets, as set out within Appendix C to the aforesaid report and approves that the Category C budgets highlighted within that Appendix be brought together in order to establish a Corporate Investment 'Reserve' totalling £2,557,680;
- c) agrees that £265,000 from the Corporate Investment 'Reserve', along with £400,000 of external funding, be used to fund the following four items as set out later on in the Portfolio Holder's report and Appendix A thereto:
  - i) contribution to Freeport East - £160,000
  - ii) support the Joint Use Sports Centre Transition - £25,000
  - iii) host a 'leg' of the Elite Cycling Tour Series - £80,000
  - iv) health inequalities capacity and projects - £400,000
- d) authorises Officers, in consultation with the relevant Portfolio Holders, and acting in accordance with the Council's Scheme of Delegation, to agree the necessary arrangements to implement the above four items; and
- e) agrees to the acceptance of a grant from our Local Health Partner of £1.65m, and requests Officers to continue to develop schemes and projects that can be supported by this funding for consideration within the Corporate Investment Plan process.

**155. CABINET MEMBERS' ITEMS - REPORT OF THE PARTNERSHIPS PORTFOLIO HOLDER - A.4 - ESSEX FAMILY FRIENDLY EMPLOYERS CHARTER**

Cabinet gave consideration to a report of the Partnerships Portfolio Holder (A.4) which sought to raise awareness of, and provide an update on, Essex County Council's new Essex Family Friendly Employers Charter.

It was reported that the Essex Family Friendly Employers Charter was a set of principles that the employer must meet in order to demonstrate they were a family friendly employer.

Those principles focused on the following areas:-

- 1) Family Friendly Strategy and Culture
- 2) Flexible Working
- 3) Annual Leave and Supporting Parents outside of term time

Cabinet was informed that this Council had been accredited as an Essex Family Friendly Employer which supported the Council being an employer of choice and which also demonstrated best practice as a local Anchor organisation.

Having considered the contents of the report:-

It was moved by Councillor McWilliams, seconded by Councillor Talbot and:-

**RESOLVED** that the contents of the report be noted.

**156. CABINET MEMBERS' ITEMS - REPORT OF THE PARTNERSHIPS PORTFOLIO HOLDER - A.5 - TENDRING COMMUNITY FUND WORKING PARTY**

Cabinet gave consideration to a report of the Partnerships Portfolio Holder (A.5) which provided it with an update on the work of the Tendring Community Fund Portfolio Holder Working Party and which sought Cabinet's approval for its terms of reference and its ongoing work to enable the distribution of grants from the fund.

Having duly considered all of the information and proposals and advice contained in the Partnerships Portfolio Holder's report:-

It was moved by Councillor McWilliams, seconded by Councillor Talbot and:-

**RESOLVED** that Cabinet –

- (a) authorises the Portfolio Holder for Partnerships, in her role as Chair of the Tendring Community Fund Portfolio Holder Working Party, to both receive funds and to oversee the distribution of funds relating to the Tendring Community Fund;
- (b) approves the Terms of Reference for the Tendring Community Fund Portfolio Holder Working Party; and
- (c) receives an update report from the Chair of the Tendring Community Fund Portfolio Holder Working Party within twelve months.

**157. CABINET MEMBERS' ITEMS - JOINT REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER AND THE HOUSING PORTFOLIO HOLDER - A.6 - FREEHOLD PURCHASE OF A RESIDENTIAL PROPERTY IN CLACTON-ON-SEA**

Cabinet had before it a detailed joint report of the Corporate Finance & Governance Portfolio Holder and the Housing Portfolio Holder (A.6) which sought its approval, in principle, for the freehold purchase of a two bedroom residential property in Clacton-on-Sea to help meet local housing needs.

It was reported that this proposal was in respect of an opportunity to purchase a two bedroom ex-Council house that was currently being offered under the Right of First Refusal buy back period in Clacton-on-Sea.

Members made aware that, for a number of years, the Council had had a strong demand for two bedroom houses and that this property met the criteria set out in the Council's adopted Housing Acquisitions and Development Strategy.

Cabinet was informed that that, in January 2022, the required Portfolio Holder approval had been obtained in order to initiate the Council's Property Dealing Procedure; to obtain an independent valuation of the property; and to negotiate a price with the owners.

Cabinet was further informed that an independent market valuation had now been obtained and negotiations with the owner had been completed satisfactorily which would enable the purchase to be progressed to a conclusion.

It was felt that whilst the purchase of the property carried a financial cost it would bring an additional dwelling into the housing stock that would help meet a local housing need and would immediately generate rental income and it was therefore:-

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It was moved by Councillor Stock OBE, seconded by Councillor P B Honeywood and:-

**RESOLVED** that Cabinet authorises, in principle, the freehold purchase of the property.

**158. MANAGEMENT TEAM ITEMS**

There were no such items to consider on this occasion.

**159. EXCLUSION OF PRESS AND PUBLIC**

It was moved by Councillor Stock OBE, seconded by Councillor Talbot and:-

**RESOLVED** that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Items 17 and 18 on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, as amended, of the Act.

**160. EXEMPT MINUTES OF THE MEETING HELD ON FRIDAY 25 FEBRUARY 2022**

It was **RESOLVED** that the exempt minutes of the meeting of the Cabinet, held on Friday 25 February 2022, be approved as a correct record and be signed by the Chairman.

**161. CABINET MEMBERS' ITEMS - JOINT REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER AND THE HOUSING PORTFOLIO HOLDER - B.1 - TERMS FOR THE FREEHOLD PURCHASE OF A RESIDENTIAL PROPERTY IN CLACTON-ON-SEA**

**RESOLVED** that Cabinet -

- (a) approves the terms for the freehold purchase, as proposed; and
- (b) authorises the Corporate Director (Operations and Delivery) to enter into a contract and transfer deed to complete the purchase of the property on the terms set out and subject to such other terms that he considers necessary.

The Meeting was declared closed at 11.08 am

**Chairman**

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## CABINET

20 MAY 2022

### REFERENCE REPORT FROM THE COMMUNITY LEADERSHIP OVERVIEW & SCRUTINY COMMITTEE

#### A.1 CHILDREN MISSING EDUCATION

(Report prepared by Keith Simmons and Hattie Dawson-Dragsic)

##### **BACKGROUND**

At its meeting held on 21 March 2022 (Minute 53 refers) the Community Leadership Overview & Scrutiny Committee's ("the Committee") Chairman reminded the Committee that Council had requested an enquiry be undertaken into the safeguarding and education position concerning those persons of school age attending mainstream schools. In undertaking the enquiry the Council had identified those who were to be invited as being representatives of Essex County Council, Local Academy Trust representatives, representatives of Alternative Education Providers and organisations mentoring or offering support for those not in mainstream education.

A report was submitted to the meeting identified that representatives of Essex County Council had been invited to attend remotely and present to the meeting. The report identified some information concerning those missing from education and also information on those children who were missing from home.

From Essex County Council, Anita Patel-Lingam, Statutory Education Compliance Manager and Michael O'Brien, Head of Specialist Education Services, joined the meeting using MS Teams and presented slides that included detail on the subject of the enquiry.

The Members were advised of the potential impacts, suggested by research, of children missing school:

- Slower progress in learning
- Worse Prospects for future employment
- Poorer mental health and emotional well-being
- Restricted social and emotional development and
- Increased vulnerability to safeguarding issues and criminal exploitation

The Committee was also informed which children that were more at risk of missing education:

- Children at risk of harm/neglect
- Children of Gypsy, Roma and Traveller families
- Families of Armed Forces
- Missing Children/runaways
- Children and young people supervised by the Youth Justice System
- Children who cease to attend a school

The Essex County Council officers advised Members of figures within Essex and specifically in Tendring of children who were Electively Home Educated (EHE) and that a rise was being seen nationally. They were shown figures of the following:

- Children Missing from Education (CME) broke down by quadrants
- EHE broke down by quadrants
- A breakdown of school aged CME by district
- A breakdown of school aged EHE by district

Members were informed that currently parents who removed their child from school were not required to tell their Upper Tier Local Authority, they were not required to provide the school a reason for de-registering their child from a school, they did not have to have their EHE plans documented at the time of de-registering their child and they were not required to let an inspector come into their home to observe their EHE system.

The Committee was advised that in the admissions process for schools, the Education Compliance Team of the County Council offered support for parents to navigate the appeals process to reduce their perception of alienation from the process. Where there were schools with unusually high numbers of children being de-registered, the Education Compliance Team would look to work with the school to address any issues leading to those de-registrations.

The meeting was informed that schools across Essex were signed up to support Young carers who otherwise could lose out on mainstream education. It was also the case that a Fair Access Protocol was in place for secondary school age children to facilitate them returning to mainstream schooling if a home schooling experience was not successful following a child being de-registered.

With the consent of the Chairman, Councillors Ivan Henderson and Delyth Miles participated in the meeting due to their interest in the subject of enquiry.

During the Committee's discussion the idea of recommending Cabinet to send a letter to the Department for Education to support Essex County Council's lobbying for increased powers for Upper Tier Local Authorities in respect of EHE. The advantage of circulating an email to all Tendring District Council Councillors to provide them with information on the issue of those missing from education (drafted by Essex County Council) and with details of reporting routes was also discussed.

#### **COMMUNITY LEADERSHIP OVERVIEW & SCRUTINY COMMITTEE'S RECOMMENDATION(S) TO CABINET**

**That Cabinet agrees to:-**

**(1) Send a letter of support to the Secretary of State for Education for the introduction of the following powers/measure to safeguard the position of those de-registering from mainstream schools and opting for Elective Home Education (EHE) namely:-**



- (a) That the details of the proposed Elective Home Education should be documented and submitted to the Upper Tier Local Authority in advance of the child being de-registered.
  - (b) That a backstop right of access for the Upper Tier Local Authority be provided to the home and to the child where Elective Home Education is provided with a view to confirming the position.
  - (c) That Academies be urged to provide access on their sites in a locality for those being home schooled to undertake examinations close to home.
  - (d) That parents of children being home schooled be required to provide regular updates to the Upper Tier Local Authority on the progress of the children being home schooled.
- (2) That an email be sent to all Tendring District Councillors, prepared by Essex County Council, to explain the position on those missing from mainstream education and the routes for reporting concerns about those children (which, if recommendation (1) above is also approved) could be accompanied by the letter to the Secretary of State as referred to in that recommendation.

**PORTFOLIO HOLDER COMMENT(S) AND RECOMMENDATION(S) TO CABINET**

**Portfolio Holder's Comments**

*"With reference to the enquiry into Children Missing Education, I fully support the recommendations of the Committee and I will action the following:-*

- a) Writing to ECC giving the Cabinet's support to strengthening home education.*
- b) Writing to the Secretary of State for Education outlining support for the powers/measures as indicated above, as well as giving support to the Essex County Council Cross-Party Response to the House of Commons' Education Committee Report entitled "Strengthening Home Education" (published 26 July 2021).*

*In summary the cross party response further outlines the urgent need for a number of additional safeguarding measures for Upper Tier local authorities together with the financial support per pupil to set standards to ensure consistency regarding regular monitoring, communication and assessment of the suitability of home education."*

**Recommendations to Cabinet:**

**That the recommendations made by the Community Leadership Overview & Scrutiny Committee be noted and that the response of the Portfolio Holder thereto be approved.**

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## CABINET

20 MAY 2022

### REPORT OF PARTNERSHIPS PORTFOLIO HOLDER

#### **A.2 UPDATE ON COMMUNITY PROJECTS**

##### **PART 1 – KEY INFORMATION**

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

To provide an update and seek Cabinet endorsement for a number of community projects that contribute to the organisation's Community Leadership role.

###### **EXECUTIVE SUMMARY**

The Council's Corporate Plan 2020-2024 places Community Leadership at the forefront of everything the authority does through the delivery of high quality, affordable services and working positively with others.

To deliver this aspiration, a number of community projects have been formed under the following themes:

- Health and Wellbeing
- Education
- Community Safety
- Economic Growth & Leisure

Officers have been instrumental in the sourcing of, and application for external funding, for the delivery of a number of these projects. To date this has secured £4.4 million of funding for these initiatives.

This report provides an overview of the projects which have been identified in accordance with the role of the Council, as a Community Leader. The Council is not the statutory provider for Education, Health and Wellbeing. However, through influence, bringing stakeholders and partners together to share and improve practices, there are a number of areas where the Council can offer support to Education and Health providers, and ultimately children, learners, patients and residents across the district.

The projects below will continue to form the subject of regular updates to the Portfolio Holder for Partnerships and the Community Safety and Health and Wellbeing Board.

###### **RECOMMENDATION(S)**

**It is recommended that:**

- a) **Cabinet endorses the projects listed within this report as those which will continue to be supported in 2022/2023 in alignment with the Corporate Plan priorities.**
- b) **the Community Leadership Overview & Scrutiny Committee is requested to continue to scrutinise this work programme.**

###### **REASON(S) FOR THE RECOMMENDATION(S)**

The Council has Community Leadership as a key priority within the Corporate Plan and Priorities. This report provides an overview of the range of projects being undertaken across

the Council.

#### ALTERNATIVE OPTIONS CONSIDERED

N/A

### PART 2 – IMPLICATIONS OF THE DECISION

#### DELIVERING PRIORITIES

The Council's Corporate Plan 2020-2024 puts Community Leadership at the forefront of everything we do, and within that has a focus on education, health, community safety and regeneration, in addition to the following priorities:-

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

#### OUTCOME OF CONSULTATION AND ENGAGEMENT

Each project requires different consultation and engagement depending on the stakeholders.

#### LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	NO	If Yes, indicate which by which criteria it is a Key Decision	<input type="checkbox"/> Significant effect on two or more wards <input type="checkbox"/> Involves £100,000 expenditure/income <input type="checkbox"/> Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	

The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:

Yes, the report has been reviewed by Management Team.

#### FINANCE AND OTHER RESOURCE IMPLICATIONS

##### Finance and Other Resources

The Council's role in Partnerships is to influence, facilitate and in some cases deliver through partners.

Each project shown in Table 1 and 2 below, are assessed on an individual basis to determine the role of the Council and what will have the most beneficial impact for residents. In some cases funding opportunities are turned down because they are beyond the capacity within the Council, are not aligned to the Council priorities, or it is decided there are other partners that could deliver a more impactful delivery for residents.

The majority of the projects identified require partnership working (*including officer time*) to deliver. As well as lead officers, support will also be provided by key support teams within the Council including HR, Finance and Legal where required.

Some projects are subject to external funding or partners' financial support (*see Table 1 below*).

<b><u>Current Projects</u></b> <b><u>2021/2022</u></b>	<b><u>External funding</u></b> <b><u>sourced</u></b> <b><u>(£s)</u></b>	<b><u>TDC budget or</u></b> <b><u>held externally</u></b>
Wellbeing Hub (young people)	245,000.00	TDC
Tending Education Strategic Board (TESB) - Two key priorities: Recruitment & Retention of Teachers	2,000.00 (TDC) 25,000.00 (ECC)	TDC External
Teach First		
IntoUniversity	1,200,000.00	External
Tending Health and Care Academy		
Community Safety & Health and Wellbeing Board		
Local Delivery Pilot (Micro grants)	£75,010.28 allocated to date (38 micro grants)	External
Essex Pedal Power	2,800,000.00	ECC
Youth Project	6,000.00	TDC
XY Impact Project	20,000.00	TDC
Dot Come & Watch Over Me		TDC
SOS Bus Project		
Crucial Crew	2,000.00	TDC
Colchester United – FITC Mental Health workshops	5,000.00	TDC
Colchester United – Unite our Communities Programme	5,000.00	TDC
Colchester United/ Football in the Community 1-2-1 / Small Group Mentoring	5,500.00	TDC
Tending Local Cultural Education Partnership	5,000.00 (TDC) 15,000.00 (Match funding Theatre Temoin)	TDC
Junior Ambassadors Programme	16,000.00 (TDC funded with partner support)	To be confirmed

<b>TOTAL</b>	<b>4,426,510.28</b>	
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**Table 2 – New/Planned Community Projects 2022/2023 (to date):**

<u><b>New/Planned Community Projects 2022/23</b></u>	<u><b>Funding (£s)</b></u>	<u><b>TDC budget or held externally</b></u>
Est Safety - 2 Johns Online Safety	2,000.00	TDC
Crucial Crew	2,000.00	TDC
Pamoja Project – African Families in the UK	2,000.00 (potential match funding from Local Delivery Pilot)	TDC
Next Chapter	10,000.00	TDC
U-Turn	11,282.68	TDC
Safer Nights campaign/ASB Clacton	2,000.00	TDC
Crimestoppers – Call out Crime campaign	2,000.00 – 3,000.00 (potential match funding)	TDC
Junior Ambassadors Project	16,000.00 (currently sourcing funding)	To be confirmed
<b>Health Funding:-</b>		
- Housing	900,000.00	TDC
- Health Inequalities	600,000.00	TDC
- Community Safety	48,000.00	TDC
- Local Delivery Pilot	750,000.00 (held by Active Essex exclusively for Tendring projects)	External
- Alliance Neighbourhood Project	63,000.00	TDC
<b>TOTAL</b>	<b>2,409,282.68</b>	

The Council has a statutory requirement to deliver against agreed priorities for its Community Safety work programme. (*The Crime and Disorder Act 1998 places a statutory duty on a number of responsible authorities to work in partnership to reduce crime and disorder*).

It is recognised that the Council does not have a specific statutory obligation in relation to Education, Health and Wellbeing. However, through its Community Leadership role, it does engage with partners in supporting and influencing improvements in these areas.

The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:

Yes, the report has been reviewed by management Team.

#### **USE OF RESOURCES AND VALUE FOR MONEY**

The following are submitted in respect of the indicated use of resources and value for money

indicators:	
A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	
<b>MILESTONES AND DELIVERY</b>	
Each project will work to specific delivery plan/milestones.	
<b>ASSOCIATED RISKS AND MITIGATION</b>	
Robust project management and good partnership working will mitigate the risk of failure to deliver against key milestones.	
<b>EQUALITY IMPLICATIONS</b>	
EQIAs are prepared for projects on an individual basis.	
<b>SOCIAL VALUE CONSIDERATIONS</b>	
Community leadership has considerable social value as detailed within this report.	
<b>IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030</b>	
This is considered and community projects are on the whole delivered at a very local level.	
<b>OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS</b>	
<b>Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.</b>	
<b>Crime and Disorder</b>	To be considered as part of the formulation of individual projects.
<b>Health Inequalities</b>	To be considered as part of the formulation of individual projects.
<b>Area or Ward affected</b>	This will vary for each project and subject to agreed project outcomes.

### **PART 3 – SUPPORTING INFORMATION**

<b>BACKGROUND</b>
An overview of each of the projects is provided below:
<p><b><u>Education</u></b></p> <p>The ongoing work to support the Education agenda also supports both the Essex and Tendring Children &amp; Young People's Strategy 2021- 2024 and Delivery Plan 2021/2022. Tendring's priorities include ensuring children are safe, emotionally healthy, have positive futures and have access to good quality education, training and work opportunities.</p> <p>Tendring's Children &amp; Young People Strategy 2021 – 2024 identifies priorities for the children and young</p>

people of Tendring as follows:-

- **Feeling Safe & Connected to Place**  
supporting young people to make the right choices and minimise risk taking behaviours
- **Improving attainment levels, enhancing skills, learning and career opportunities**  
creating opportunities for C&YP to learn and develop new skills and, improved educational outcomes
- **Enjoying active healthy lifestyles and good mental health**
- **Working to encourage active young citizens who have a voice**

A key priority has been to ensure that partnership working continues to be effective and that the Council continues to provide support, encouragement and commitment to working collaboratively with schools to improve school attainment levels, raise aspirations and opportunities for children and young people across the District

### **Health**

The Council has operated a Health and Wellbeing Board since 2013 to bring key partners together to work more effectively as a system to deal with the wider determinants of health that impact on residents.

In 2020, the Community Safety Partnership and Health and Wellbeing Board merged due to the joint agenda they both were seeking to address, such as mental health, anti-social behaviour and violence. Merging the Boards has further developed partnership working with a focus around the wider determinants of health to help resolve issues.

As part of this closer working the North East Essex Clinical Commissioning Group as a member of the North East Essex Health and Wellbeing Alliance has provided significant funding for the Council to use to address some of the wider determinants of health. Initially the funding focussed around health inequalities and has now been extended with very significant investment in physical activity and housing.

This demonstrates the confidence that the health system has in the importance of the local councils contribution to health and a focus on the important role of prevention which is where much of the Council's work is centred around.

### **Community Safety**

Crime and Anti-Social Behaviour prevention is not the sole responsibility of any one public service but of all agencies and communities. The success of dealing with the complex challenges faced in Tendring needed innovative solutions. Essex Police and Tendring District Council worked together to develop a Hub approach where partners could be co-located to share formal and informal information, this Hub is now located within Tendring District Council Offices.

An analysis review of overall recorded crime, together with an evaluation of responses from public engagement, identifies the key priorities for the Tendring Community Safety Partnership 2022/23. At a delivery planning meeting on 21.03.2022, key priorities were identified as follows:-

#### **Tackling ASB and supporting vulnerable people:**

Identifying and supporting repeat and vulnerable victims. Identify hotspot locations and / or increases in ASB trends. Anti-Social Behaviour affects families and communities and by addressing these activities we can help improve the quality of life in the community. Improve perceptions and facilitate local problem solving to address issues.

#### **Reducing Serious Violence:**

Domestic Abuse, Sexual Offences incl Rape, CSE, Gang related violence, Hate Crime, Cyber bullying / grooming, Serious Organised Crime to include Modern Day Slavery, Human Trafficking and



Violent Extremism.

**Effective partnership working, to meet emerging local threats and issues:**

Identifying hotspot locations, and / or increases in crime trends. Work with partner agencies to raise awareness of Knife Crime across the district. The fear of crime, whether real or perceived, can also have a very serious impact upon people and communities.

**Reduce youth offending and re-offending of adults and young people**

Reduce youth offending and reoffending of adults and young people, thereby reducing instances of residential (dwelling) burglary, most serious violence, personal robbery and drug offences. Reoffending affects families and communities and by reducing it we can help increase community cohesion and improve their quality of life. The fear of crime, whether real or perceived, can also have a very serious impact upon people and communities. Reducing reoffending can help build safer communities and increase public confidence in the criminal justice system.

**Economic Growth & Leisure**

Community projects undertaken by the team tend to have an economic focus, for example the emerging Creative & Cultural Strategy, which highlights the opportunities for job creation and business growth in this sector across the district.

Projects such as the Dig4Jaywick Community Garden and the Junior Ambassadors have demonstrated great success, attracting attention from University of Essex and Anglia Ruskin University, as well as forging strong partnerships with organisations such as Refugee Action and local BAME groups.

The Tendring Cultural Education Partnership (TendringCEP) is an exciting partnership that supports children and young people to fulfil their creative potential and access high-quality cultural experiences where they live, where they go to school, and where they spend their free time. Working in partnership with Tendring District Council, Royal Opera House Bridge and Arts Council, TendringCEP is a growing group of organisations that work together in partnership to nurture creative and cultural education for all communities in Tendring.

**PROJECTS**

The following sets out details of specific projects which are being undertaken:

**HEALTH PROJECTS**

**Local Delivery Pilot**

Sport England has extended the Local Delivery Pilot to 2025 to allow more time for effective learning. There have now been 38 applications approved in Tendring for micro grants (*up to £2,500*) with the vast majority being approved both by the Local Implementation Group (*made up of local partners*) and then approved by Sport England, with £75,010.28 allocated to date. Projects supported include:

**Ben Clyne Sheltered Housing fitness**

Ben Clyne, a local fitness instructor, utilised his micro-grant funding to create a hybrid model to offer older people manageable 15 minute fitness sessions to tackle the deconditioning caused by COVID.

The Tendring Local Coordinator, introduced Ben to local sheltered housing and over 50s facilities where a real appetite for affordable fitness sessions was discovered.

Ben has now tapped into the broader LDP community and is now working with social prescribers to offer his in-person and virtual sessions to more deconditioned adults throughout Tendring.

**Jodie Milne Inclusive dance**

Jodie received microgrant funding to upskill and fulfil her dream of being an inclusive dance instructor. Once she has qualified, Jodie will start dance classes in the local community with her funding for those with disabilities and health conditions to improve both their physical and mental health. Jodie has ADHD and autism and wanted to create a class whereby anyone could attend to get moving, have fun and feel included as personally she had found it difficult to find a place like this in the past.

The guidance and support Cheryl provided has done wonders for her self-confidence and she can't wait for the future. In Jodie's words: *"I can do anything. I can be me. I can do this"*

### **Tendring District Youth Football Club**

This community based football club received funding from an LDP micro grant and is going from strength to strength. They are a club which came about due to the demand in the area for community/casual football for children, young people and adults who didn't want to do competitive football. The club has had to increase their sessions due to the popular demand and have recently added a second girls team. Not only do they play football they have regular walks, fun activities and also fund raise and support the local food banks.

### **Jaywick Sands Boxing Club**

Funded through the LDP, Jaywick Sands boxing club started in February following requests from young people in the area for a local boxing club. The non-contact club has been set up in the function room of the Never Say Die and has gone from 2 sessions per week to 6 sessions per week due to the demand. The sessions are not only for children and young people, their parents and other adults also attend sessions. One parent told Cheryl from Active Essex that she was paying £18 per week to take her 2 sons to Clacton for boxing, she is thrilled this activity is now on her doorstep and that the cost is significantly less.

In respect of the larger investments being considered by the LDP there is investment panel approval for up to £850 000 of spend although some projects are still going through the implementation process. Those implemented have included delivering capacity within CVS Tendring and Inclusion Ventures so physical activity is part of their core offer, supporting organisations such as Teen Talk and Lads Need Dads, the training of GPs to refer using physical activity and supporting the octopus trail.

The current areas of significant funding as part of the overall £850 000 include the Essex Pedal Power project, Beat the Streets and Street Tag and also consideration of the disability cycling offer that could be provided.

### **Essex Pedal Power**

Bikes continue to be provided to those in the community in Jaywick Sands and West Clacton whose biggest barrier to cycling is not having a bike. Of the 1200 applicants, 970 are eligible to receive a bike. The second batch of bikes have now been received and are being built and distributed to applicants with 122 bikes being distributed and 5 of these directly through social prescribing. Since the start of the programme over 1800 miles of travelling has been recorded.

The programme has also taken on new premises both within Jaywick Sands, and also in the Adult Community Learning site in Clacton to ensure there is good access to the community and this has provided much needed storage space to help store and build the bikes for distribution. There is on-going training for those who have received bikes to help support new cyclists and build their confidence. Training has been provided to a member of the team around cycle maintenance both to extend the capacity to build bikes, and also to offer maintenance support to those who have received bikes and build up maintenance skills for recipients as well.

### **Disability Cycling**

Within the Essex Pedal Power scheme there is a desire to extend the reach to those who are disabled to allow them to be able to cycle. Initially this is about those applicants who applied to the Essex Pedal Power scheme who highlighted they had a disability and working with them to meet their needs.

A specialist will meet these individuals to make an assessment of their needs and what adaptations may be needed to make to a bike to allow them to cycle. Following this, the correct bikes will be purchased and adapted so that each bike is bespoke to the individual to meet their needs.

In addition to this advice and support will be provided to help support people to get cycling. The Council has set aside £50,000 to help deliver this out of the public health funding which is

provided to the Council.

At the same time a much wider scheme is being considered including a disability cycling track that could be aligned to a Pump Track/BMX track and currently is the subject of further feasibility work. Further to this is the potential for other mini hubs around the district. Funding still needs to be sought for these projects however providing equality of opportunity for those with disability is a potential aspiration.

### **Beat the Street**

The hugely successful Beat the Street game operated in Harwich in the autumn of 2021 and attracted over 2800 participants out of a population of around 18,000. This was a very significant part of the population that were walking, cycling, scooting or running and therefore resulted in much higher levels of physical activity.

Over 35,000 miles were travelled over the period of the game which was very successfully organised through the great work of CVS Tendring. Players worked as individuals or in teams to tap the boxes around Harwich and Dovercourt to get points which could result in prizes and an awards ceremony was held after the game to honour those who were the top scorers in the community, amongst groups and also amongst the schools.

After the great success of Beat the Streets in Harwich and Dovercourt it is now proposed to extend the game to Clacton as well to help boost physical activity there.

As part of the Clacton 150 celebration a different game, Street Tag, has been running in Clacton which is coming to an end and it is now proposed to be taken to other parts of the district as well.

### **Suicide Prevention**

As part of the ICS Wave 2 Suicide Prevention programme for North East Essex and Suffolk, "Zero Suicide Alliance Training" was organised for all TDC senior managers in July, and subsequently to all members via the regular All Members Briefing in September 2021.

### **North East Essex Health and Well-being Alliance**

As part of the continued working with the Alliance and in conjunction with Colchester Borough Council, the Council leads the Be Well Domain work which seeks to help adults make healthy lifestyle choices.

In particular this focuses on the importance of physical activity and developing effective schemes to increase activity and is now also focusing around wider areas such as housing.

As part of this relationship with the Alliance and the significant contribution that the district council can make towards delivering improved health there is now significant funding coming to the Council and its partners in relation to health inequality, housing and physical activity (Ref: Table 2, page 3).

The initial health inequality money received by the Council is proposed to be used around areas such as fuel poverty, housing enforcement, Family Solutions support in Harwich, Careline support for those with no next of kin and to provide data and insight and wider project support. For the new money provided by the CCG spending plans are still being considered and include housing and environmental support focussed in Jaywick Sands and the potential for further developing of physical activity projects such as around Essex Pedal Power, disability cycling and helping people to become active through gamification.

### **COMMUNITY SAFETY PROJECTS**

#### **The Essex Violence and Vulnerability (V&V) Unit.**

The V&V Unit has identified Tendring as one of the areas where a multi-agency approach is needed to tackle violence and vulnerabilities within communities. This correlates with two of the Tendring Community Safety Priorities of reducing harm to and safeguarding vulnerable victims (*including children*), and reducing violence and knife crime.

It also aligns with three of the priorities in the Police and Crime Plan 2016-2021:

- Priority 4 - Reverse the Trend in Serious Violence;
- Priority 5 - Tackle Gangs and Organised Crime;
- Priority 6 - Protecting Children and Vulnerable People from Harm.

The V&V Strategic Executive Group agreed to focus on 11 wards within five areas of Essex (*two of which are in Tendring: Pier Ward and West Clacton & Jaywick Sands Ward*), as part of the approach. It focuses on prevention of perpetrators offending, rather than victim prevention, alongside tackling crime hotspots.

Officers have been working with Essex Police to liaise with the V&V Unit, and agreed to approach UTURN4SUPPORT to devise a project meeting these shared objectives.

**Youth Impact Project. Funding: £20,000 UTurn project.**

The XY Impact Youth Project is a community-based mentoring and educational project designed to implement early intervention to prevent long-term Anti-Social Behaviour, social exclusion, and criminal offending.

Delivered by UTurn youth workers, it will provide one-to-one and group sessions with young people where they congregate. Youth workers will provide support, advice and information on county lines and knife-related violence, helping young people to redirect and reorder their own lives away from offending.

Young people will develop their self-esteem and confidence, have reduced barriers to education, and be prepared to deal with life by equipping them with social skills, self-awareness, and to increase their resilience. These skills will include relationships and trust, conflict resolution, and promote positive peer groups.

The objectives include:-

- To provide and encourage young people to participate in the use of existing services and support;
- Identifying young people with underlying risk and protective factors for becoming involved in county lines related crimes using a multi-agency approach;
- Changing attitudes and increasing young people's confidence and aspirations, reducing the likelihood of violence.

**Dot Com and Watch Over Me Programmes. Funded by the Police, Fire & Crime Commissioner and V&V Unit. Continued into 2021 – Funded via V & V Unit – no charge to Tendring**

The V&V Unit has commissioned the Dot Com Programme and Watch Over Me project, with the programme offered in Tendring to young people, delivered by Teen Talk and Inclusion Ventures.

The Dot Com Digital Programme is a safeguarding resource which educates children to prevent them becoming victims of crime. It is supported by the Home Office and cited as a tool for prevention of online harm in Department for Education (DFE) guidance.

Watch Over Me soap opera series is a programme for Teenagers– which aligns with the curriculum requirements about relationships and sex education.

Watch Over Me is designed to stimulate discussion around sensitive issues and the risks young people face in life.

**Community Safety and Health and Wellbeing Project – SOS Bus Project. Funding: All agencies support the project with officer attendance each week. No cost to Tendring CSP or Tendring Council**

As a result of the Pandemic and other factors, many across Tendring now face the possibility of hardship, which will affect their ability to remain in accommodation moving forward.

The SHELLS partnership is a collection of charities and organisations who are working together in Tendring to help support homeless people, or those at risk of homelessness, with health, wellbeing and accommodation support. The Open Road SOS Bus will enable the SHELLS partnership to provide an outreach service.

The SHELLS partnership includes:

- Open Road
- Summit Services
- Essex Partnership University Trust
- CVS Tendring
- Social Prescribing
- Anglia Care Trust
- Phoenix Futures

Officers from TDC attend when required.

**Crucial Crew. Funding: £2,000 by Community Safety Partnership.**

Theatrical production Lines is an immersive theatre production created by Tic Box productions and filmed on location at the Civic and Cramphorn Theatre in Chelmsford, Essex. The powerful theatrical performance dramatically unravels the story of PJ a year 7 boy groomed and criminally exploited by a gang. The 35 minute, age appropriate, pre-recorded Play on Film was delivered via a Drop Box link enabling schools to watch at leisure prior to their dedicated workshop timeslot. Live Interactive Workshop The objective of the 1-hour live workshop was to educate young people on the warning signs of an exploitative relationship and how to seek help and support. Guided by a facilitator, the interactive Zoom session featured a Q&A with PJ, played by the actor who remained in character. This provided the young people with the opportunity to explore how PJ was groomed and how different life choices could influence the outcome of his story. To comply with government restrictions, groups joined the session from their individual classroom bubbles via a video link.

Over 80% of Primary schools in the District registered and participated in the programme which started from 2<sup>nd</sup> through to 12<sup>th</sup> of November 2021. The feedback from the schools and pupils were positive.

**Outcomes**

- District-wide, Crucial Crew focused message and delivery option were well accepted by the schools
- The level of engagement from Primary Schools across Tendring was high which indicates an ongoing desire to support the project in the future.
- The project aligned to local community safety priorities and raised awareness of County Lines.
- The hybrid delivery of virtual and live drama possibilities is effective and meet the changing circumstance that may occur as we have experienced with the Covid-19 restrictions era and helps to optimise cost.

**STREET ACTION DAYS – No cost – Officer time only**

During the last year, the CS team and partners conducted several residents' engagement events which were stats and intelligence led. Up to 886 Doors were reached and 396 residents were

engaged. Working with other Community Safety partners and elected representative(s), the team listened and solved residents' issues on-the-spot and made over 70 referrals of residents' concerns for detailed attention to specialist agencies as appropriate.

Anti-Social Behaviour Issue attended:

- Fly Tipping
- Drugs & Gangs
- Regular Unreasonable Noise
- Inconsiderate Parking

Communities covered included:

- Percy King Estate in the Rush Green Area, Clacton
- Burrsville Ward Area and Environs
- Ruaton Drive Area, Clacton
- Brooklands Estate, Jaywick Sands Area, Clacton On Sea

Other complex anti-social behaviour issues were resolved by working with community leaders and opinion influencers.

Feedback from residents and partners were positive.

#### **The Youth Project - £6,000 funded by Tendring Community Safety Partnership**

The project aims to work with young people to develop their self-esteem and confidence, reduce barriers to education, to prepare young people to deal with the challenges of life by equipping them with social skills, self-awareness, and to increase their knowledge, capacity, and resilience in relation to violent crimes under the umbrella of knife crime and county lines culture.

Furthermore, it intends to improve the lives of young people in Tendring by increasing their skills and abilities to enable them to make decisions that equate to them functioning as responsible members of the community, to educate and reduce county lines activity, reduce knife crime and youth violence, CSE and antisocial behaviour. In addition, it seeks to advance their awareness of the dangers and consequences of being involved in violent crime and increase personal and public safety.

Delivered knowledge and awareness about county lines, knife crime and youth violence focused on; what to do in an emergency, helpful ways to deal with stress. Next Phase, 10 young people to participate and Youth Project to be delivered as a series of workshops and activity day over 30 weeks.

The anticipated outcomes are as follows:

- Increased confidence in young people's own ability to communicate and express their needs,
- Enhanced knowledge, skills and motivation that enables young people to make informed choices,
- Prevention of victimisation and reduction of county lines culture offences,
- Increased understanding of the nature of county lines culture and knife crime,
- Increasing the awareness of the physical and emotional impacts of county lines culture and knife crime,
- Increased knowledge and awareness of the legal consequences of being involved in county lines and violent crimes,
- Increased confidence and capability in emergency care and safety awareness,
- Increased employability and team-building skills for the young people to develop,
- Increased knowledge of whom they contact to report incidents they experience or witness.

**Colchester United Football in the Community  
Unite Our Communities Programme - £5,000 Funded by Tendring Community Safety  
Partnership**

Engaged 643 young people of which 552 received the project within the school setting via school enrichment days, the rest were delivered via presentations.

The programme directly addresses the issues of hidden harms such as exploitation and grooming in relation to radicalisation and terrorism. It is anticipated young people in transitional age groups will benefit from this intervention the most. By creating safe and productive spaces to discuss these issues and those surrounding Hate Crime, it enables young people to voice their own concerns and create shared values as cohorts of young people that will translate to stronger more cohesive communities.

**Colchester United Football in the Community  
CUFITC Mental Health Awareness Workshops - £5,000 Funded by Tendring Community Safety  
Partnership**

Sessions are interactive and aims to break down the stigma that still surrounds mental health. To date Colchester United have delivered presentations to 300 young people with more bookings scheduled. Overall, 89% of pupils reported improved confidence and feel safe at school to talk and engage on Mental Health issues.

The project is targeted at engaging with secondary school aged children both in and out of education settings to assist in broadening their horizons surrounding mental health. The programme enables a much needed two way approach with young people, where they can discuss trends in their community, misconceptions and be provided the support and signposting they need.

The programme will engage with young people to empower them to make positive choices around their own mental health and others around them. Poor levels of mental health can make these young people more vulnerable and susceptible to harm due to levels of stress, anxiety and a sense of belonging they may not be getting through family or social circles. (or they may not feel like they are getting this).

Suicide prevention is also covered within the programme, in conjunction with signposting to partners. Essex has a very high rate of suicide levels and once again the fear of crime, poor levels of community cohesion and support are a contributing factor to this. Our programme will make this issue a discussion point with key aims and objectives to make this an open topic where support, self-care and awareness of the issue alongside the discussions around this will remove the stigma associated with suicide.

**Colchester United Football in the Community  
CUFITC 1-2-1 / Small Group Mentoring - £5,500 Funded by Tendring Community Safety  
Partnership**

Reached targeted number of 15 participants. Delivered across three separate schools. Programme is helping pupils develop skills to manage emotions and deal with life issue outside school. Educating pupils of risk of carrying knife and dangers of knife crime Planned more engagement with schools for a 30- minute intervention sessions to each child.

The 1-2-1 and small group mentoring project will help to potentially address all of the CSP strategic priorities and below are some details as to what issues may be addressed and how we will do this alongside partners we will work with to address the issues below.

Due to our project being a completely bespoke one, it is based on the needs of the people we are engaging with. Across Tendring this is a priority, working alongside organisations such as a local schools, colleges and Essex Youth Service we will aim to engage with those young people who may be deemed more vulnerable and in need of our interventions.

Another key area of work for us in this project will see us work closely with CSP, TDC as well as local

policing teams to ensure that we can be a direct referral partner for these organisations who deal with young people on the periphery of youth violence. Our role in this partnership will be based on using the role models and power of interventions to put in place positive plans for these young people to help pull them back away from any negative influences they may be facing.

### **EDUCATION PROJECTS**

#### **Tendring Education Strategic Board (TESB).**

The TESB was established in January 2020. Membership of the Board includes Head Teachers from each secondary school, a representation of primary school Head Teachers, Essex County Council, Tendring, Colchester Institute, IntoUniversity and other local education providers. Recognising the need to work collaboratively to achieve the following aims:-

- Raise educational outcomes for the children and young people of Tendring;
- Positively impact on the wider community of Tendring through improvement of education;
- Influence other programmes to specifically support Children and Young Persons (CYP) and their families;
- Connect with other organisations to target funding and initiatives towards Tendring e.g. lottery funding, commissioned contracts;
- Identify and deliver collective solutions which increase the consistency of best practice and offer for CYP in Tendring.

In order to meet the above, the Board have targeted their focus on 3 key areas. The priorities which were agreed in 2020/21 continued into 2021/2022 academic year due to the pandemic:-

- Recruitment of high-quality staff;
- Retention of high-quality staff;
- Improved pupil attendance and engagement of children, young people and their families

An opportunity to provide additional support to Tendring schools in relation to Early Years speech and language was agreed by the Board in June 2021. This was a result of the twinning arrangement in place with Ipswich and Norwich Opportunity areas.

There is also a sub-group working on the development of the Post-16 local offer, who report into the TESB, as well as a regional/national barriers sub-group looking at solutions to any potential barriers within the locality. Progress on the agreed priorities are reported to the Community Leadership Overview and Scrutiny Committee.

In June this year, the TESB are planning a “**Let’s Celebrate**” event to be held at Clacton Town Hall, which will include presentations from pupils representing a range of schools across the Tendring district. They will take centre stage, demonstrating the impact of the work that is in place within our schools at the current time. There will also be stalls to visit and an opportunity to hear what the Board has been working on to date and other upcoming initiatives.

#### **Teach First.**

Teach First is a national organisation that operates both as a training provider and recruitment agency. The authority has been working with schools and Teach First to encourage them to place teachers and work more closely with schools in the Tendring area.

Last year, Teach First placed 5 teachers in Tendring. Despite Tendring not being defined as an Opportunity Area (*as set by the Department of Education*), Teach First remain committed to working in



Tendring, the provision of high quality trainees and achieving the right match between trainee and school. Teach First are an active member of the Tendring Education Strategic Board.

Website: <https://www.teachfirst.org.uk/>

**IntoUniversity. Funding: £1.2 million – joint investment between IntoUniversity and Anglia Ruskin University.**

IntoUniversity and Anglia Ruskin University formed a partnership to launch a new learning centre in Clacton in 2017. The joint investment for the new centre will ensure that the project is sustainable for at least 5 years.

*IntoUniversity is an education charity that provides learning centres where young people are inspired to achieve. There are currently 31 centres across England. IntoUniversity offers an “innovative, long-term programme” to young people (age seven to eighteen) from disadvantaged backgrounds to fulfil their potential.*

The Clacton learning centre has three full time members of staff and two part time and has a particular focus on STEM subjects (Science, Technology, Engineering and Maths).

Despite the challenges of the pandemic, IntoUniversity have continued the delivery of their core programmes, raising young people’s chances of progressing to University or further education.

**Programme Outputs: A Breakdown of IntoUniversity Clacton’s performance against targets 2020/2021:-**

Summary Programme outputs	Actual Students	Target	Difference	% of target achieved
Academic Support	105	120	-15	88%
Primary FOCUS Years 3-4	247	n/a	n/a	n/a
Primary FOCUS Years 5-6	446	400	46	112%
Secondary FOCUS Years 7-11	255	360	-105	71%
Secondary FOCUS Years 12-13	101	140	-39	72%
Holiday FOCUS / Extending Horizons	76	60	16	127%
Business in FOCUS	9	40	-31	23%
Careers in FOCUS	3	20	-17	15%
Leadership in FOCUS	0	20	-20	0%
Buddy	5	72	-67	7%
Mentoring (university pairs)	19	30	-11	63%

Please note, as a charity, IntoUniversity assessed strategically how best to support students in the 20/21 academic year and prioritised:

- Supporting long-term students and established school partners
- Taking a local approach - each centre adapted to how primary and secondary schools in their area were operating. Access to schools was dependent on local restrictions and individual schools’ risk assessments
- Providing opportunities in the school holidays for students who had missed out on social interactions
- Delivering our Academic Support programme with a particular emphasis on pastoral needs and student wellbeing
- Delivering our Primary FOCUS programme and adapting provision based on the needs of partner primary schools
- Delivering Secondary FOCUS workshops to year groups identified as high need by secondary school partners

This prioritisation of the delivery of our core programmes meant therefore that the majority of centres

did not run the Leadership in FOCUS, Business in FOCUS, Careers in FOCUS and Buddy programmes.

For further information: <https://intouniversity.org/>

**Rollout of Wellbeing Hub model, Gt Bentley Primary School. Funding: £245,000 (bid to Health Alliance Investment Fund).**

Alongside officers of the Council, the Executive Head Teacher at Gt Bentley Primary School set up a pilot Wellbeing Hub in April 2017, operating as an after school facility. Children with mild to moderate mental health issues were organised in groups and supported around the themes of play, art, construction, and science, gaining a “*rucksack of skills*” to take them forward into secondary school and beyond. In addition to this, the Hub also offered information sessions for parents and carers covering topics such as sleep, nutrition and behaviour management.

Evaluation was completed in October 2017, and outcomes showed very positive early signs of improvements in the children.

The concept was presented to the Strategic Transformation Partnership Leaders Event in April 2018. The Council was successful in a bid to the Health Alliance Investment Fund to support the rollout of the Wellbeing Hub model in 21 primary schools across Tendring & Colchester.

Despite some delay due to the pandemic, the project is making progress with the rollout, which commenced April 2021, and online training for all identified staff due to be involved with their school hub undertaken in March 2021.

At the time of writing this report and based on data available, 606 pupils have attended a Wellbeing Hub since April 2021.

Evaluation partners for the project rollout have been identified and baseline data on the whole school wellbeing in all 22 schools will be collected prior to commencement of the Hub (April 2021). Evaluation will take place over a two year period and include feedback from all parties.

**Tendring Health & Care Academy**

Following a pilot in Colchester in the summer of 2020, the Tendring Health & Care Academy was created as part of the NHS North East Essex Clinical Commissioning Group’s (NEECG’s) Tendring Workforce Regeneration Programme.

A series of targeted activities are offered to 14-18 year olds in collaboration with local schools. In addition, the existing close partnership working across North East Essex is being harnessed to develop an enhanced offer for adults aged 16+ living in Tendring, particularly those from more disadvantaged backgrounds.

Working with a number of local partners including the Suffolk and North Essex Integrated Care System (ICS) and the North East Essex Health & Wellbeing Alliance, the Academy is seeking to introduce Tendring residents to the wide range of training and employment options available within the health and care sector by:-

- Increasing awareness around opportunities;
- Actively encouraging recruitment;
- Promoting equality and inclusion;
- Enhancing the use of apprenticeships;
- Providing support on the different entry routes into health and care roles.

The Academy's initial 'You Can' programme, was launched in early 2021. The course comprises of 6 virtual sessions delivered over three weeks by Adult Community Learning (ACL) and is being offered free of charge. It is aimed at young people and adults living in the Tendring area only and is scheduled to run a further four times until July 2021.

The University of Essex will be assisting the Academy in evaluating the programme from a qualitative perspective, as well as looking at the wider social value this intervention will generate for Tendring in the longer term.

## **ECONOMIC GROWTH & LEISURE PROJECTS**

### **Tendring Local Cultural Education Partnership**

Tendring Cultural Education Partnership (Tendring LCEP) is a joint strategic group developed with funding from Royal Opera House Bridge and supported by Tendring District Council.



The Tendring LCEP aims to support better health, wellbeing and skills outcomes for children, young people and communities through creativity and culture in Tendring. The creation of the LCEP will look to join up and steer local provision and investment to:

*“Raise aspiration, wellbeing and skills for children, young people, and the local workforce of teachers and cultural professionals through increased, high quality cultural learning opportunities and CPD, delivered in and out of formal education.”*

Tendring's LCEP aligns with the themes and objectives of the recently endorsed Creative and Cultural Strategy for Tendring; to be a centre for creative innovation, to build high levels of cultural participation and regeneration, and to encourage both variety and cohesion.

### **Progress to date**

The Tendring Local Cultural Education Officer has been in post since late March 2021. Internally links have been made with other core departments within Tendring District Council to help join up some of the work that is taking place within Tendring, some examples include:

#### **Clacton150**

Working alongside the Clacton150 Heritage Officers to design a Coat of Arms competition for primary schools.

#### **Green Day**

Supporting the young person led Multi-Schools Council with a range of opportunities for families and schools to engage with the Essex wide 'Green Day' initiative. Green Day in Tendring encouraged families to consider the environment and sustainability in a creative way.

#### **Junior Ambassadors**

Enabling free training opportunities for two Tendring District Council employees to become Arts Award Discover in a Day Assessors to enable us to provide an entry level pre-qualification and certificate for children who participate in the Junior Ambassador programme. Training to take place in May 2022.

The role of Tendring LCEP has been to facilitate opportunity and help bring projects to Tendring. It has linked closely with the newly formed Arts, Culture and Green Spaces department at Essex County Council and proactively encouraged local creatives to apply for the newly launched Arts Fund.

Externally partnerships have been developed with local community based arts and cultural providers, key successes to date include:

**Theatre Temoin FLOOD project.** – Funding: *Tendring District Council supported this project with £5,000, a further £15,000 was match funded by Theatre Temoin. Total project cost benefit £20,000*

FLOOD is a community led project that enables Tendring voices to form a final performance piece. These Tendring voices will also be heard nationally as part of the national touring production of FLOOD.

The first stage of FLOOD took place in the summer term of 2021, it engaged Harwich and Dovercourt High School, Harwich Beach School and Harwich Homestart families.

Harwich and Dovercourt High School – Young people from year 8/9 on the cusp of choosing their options, participated in 5 workshops each lasting for 2 hours. These workshops will be focussed on the art of theatre, drama and production skills, whilst enabling soft skills to be developed including; confidence, resilience and relationships. Theatre Temoin also provided a careers skills guidance session highlighting the opportunities available within the world of theatre (from performance through to behind the scenes).

Harwich Beach School and Homestart – Homestart families were invited to participate in FLOOD workshops based on Dovercourt beach. Two performances were held, one as part of the Harwich Festival and the other held on Dovercourt beach.

A second stage will commence in May 2022. This will continue the development of FLOOD but will focus on community groups including; older adults, children with SEND, and families.

FLOOD has been developed to include immersive performance and to meet greater accessibility needs. Part of the performance now includes sign language and physical prompts. This will be funded by a successful grant application to Galloper Wind Farms, the opportunity was forwarded by Tendring LCEP.

#### **Snapping the Stiletto – Arts Award Discover in a Day**

Supporting Snapping the Stiletto to engage with a Tendring Primary school to offer in-house schools based workshops with artists, CPD for teachers and a visit to Southend museum. The project successfully completed in Summer 2021.

The Tendring LCEP also supported Snapping the Stiletto with engaging the community with its 'Revisiting the Essex Witch Trials' Manningtree Walks literature series. Women were supported by a number of workshops led by writers, to develop their writing and storytelling skills.

#### **Grand Theatre of Lemmings – George the Bookworm**

Tendring LCEP has supported the Grand Theatre of Lemmings with their successful George the Bookworm tour of Tendring Schools. George the Bookworm is a live immersive theatre experience for children initially delivered in local libraries, it aims to encourage and promote a lifelong love of reading and literacy in all children.

The LCEP has supported the Grand Theatre of Lemmings with school engagement and has also supported a successful funding application to the Arts Council that will enable George to tour more schools.

#### **Essex Children's University – Essex Book Festival Poetry Slam**

Tendring LCEP recently supported Essex Children's University to engage 5 primary schools in Tendring to participate in a spoken word poetry slam funded by the Essex Book Festival. Children were encouraged to participate in poetry workshops delivered by 'real' poets and participate in an inhouse poetry slam. The winners of each school participated in a celebration event at Essex University on Monday 14<sup>th</sup> March 2022, Tendring LCEP attended and it was a joy to experience celebratory events once again.

#### **Hunt and Darton – Kids Business**

Tendring LCEP has been supporting Kids Business, a project funded by Arts Council England and Colchester Arts Centre. We have supporting the location and scoping of the project, with the hope that we are able to deliver in Clacton High Street in late spring 2022, unit to be confirmed.

An empty retail unit will be transformed into a Kids Business workshop and retail space for a period of 6 weeks. Children and young people will participate in workshops to help promote and develop entrepreneurial skills whilst an empty retail unit is regenerated.

### **Dig4 Jaywick Community Garden**

Located in the Brooklands area of Jaywick Sands, this Tendring District Council (TDC) led project has developed over the course of 10 years. Working with the Dig4 Jaywick Community Garden Group on land at the rear of the enterprise centre in Lotus Way, the landscape has changed from what was, a green expanse of land, to a thriving, industrious growing space that accommodates the needs and interests of local people.

During the pandemic the garden remained closed to the public, however, since restrictions have lifted volunteers have returned and the space is starting to thrive again. Not only have we welcomed back volunteers, we have also engaged with Coco Care, a day service for adults with learning disabilities, who attend the garden once a week bringing approximately six of their customers. Feedback to date has been more than positive and we are informed that members of Coco Care are so eager to return to the garden that they hold an in-house waiting list!

In addition we have worked with Beth Chatto Gardens to develop a horticultural training course for volunteers. This course is adaptable to differing levels of abilities and is offered with support given if and when required. Our referral system is again being promoted and we envisage that this course will also attract those seeking employment and subsequent evidence of voluntary work or experience in the horticultural area.

We have engaged with Sir Martin Frobisher Academy with a view to bringing primary school children into the garden to learn more about, not only the growing space, but natural habitat and flora and are currently working with the school to develop a project that centres on biodiversity. The garden hopes to host an Open Day Event this year on Wednesday 13<sup>th</sup> July.

### **Tendring Junior Ambassadors**

TDC's Tendring Junior Ambassador Project is aimed at encouraging children below senior school age to become more involved in their community and take pride in the area in which they live. Junior Ambassadors are encouraged to show respect for themselves, their community and their environment.

The Project was developed in response to a rise in Hate Crime, particularly racial. The theme is Cultural Awareness and by being part of the project Junior Ambassadors become community representatives who will deliver the message to friends and families about their understanding of the differences between themselves and people from other countries or other backgrounds, especially differences in attitudes and values.

As part of the project pupils have participated in educational activities involving representatives from other cultures such as; African, Indian, China, Syria and Poland. Delivering cultural workshops which involve; Bollywood Dance, Chinese Calligraphy, African song, dance and storytelling, Polish folklore and a presentation by members of the Syrian community - evidencing what it is like to be a refugee living in a country that is not your own.

This project was delivered throughout the pandemic, face to face within schools. Whilst this programme continues to be well received, during the pandemic its value rose to another level. The project was viewed not only as an opportunity for pupils to learn first hand about other cultures, but it also became apparent that by the nature of the project and its delivery; learning a very emotive subject in a fun way, supported the wellbeing agenda too. As it allowed a form of respite from the pressures of the level of expectation on the children of the 'catch-up' process of their core academic work.

In normal times there would be two celebration events that would take place, usually in the Princes Theatre. Due to covid this was not possible, so by way of a compromise a video was produced that acts as a valuable resource for schools and a tool to promote this example of good practise by Tendring District Council.

<https://vimeo.com/574579134/d16bd36233>

The project is well received by schools and contemporaries alike and during 2021 support was offered in the form of a grant by Essex Cultural Diversity Project, which contributed to the cost of the workshops.

It is anticipated that the project will be delivered in schools during 2022. This year we are looking to offer an accreditation, through Arts Award – Discover, for those children that have taken part in the project. In addition, (with restrictions being lifted), it is hoped to offer a celebration event. This is all subject to funding.

**Jaywick Sands Beach Clean Events – Cost: Officer time**

TDC hosts six beach cleans a year on a designated stretch of the Jaywick Sands Beach. These events are linked to the Marine Conservation Society (MCS). Working with a pool of volunteers a 100m stretch of the beach is cleaned with all items collected being recorded onto forms supplied by the MCS. All data collected is entered into the national database, enabling the MCS to record trends and influence changes relating to the marine environment. ‘Cleans’ are often also linked to national events such as the Great British Beach Clean, taking place in September.

**Jaywick Sands Networking Group (JSNG) – Cost: Officer time and hall hire met by TDC**

The JSNT group consists of representatives of organisations working in the Jaywick Sands area – and beyond. Members meet to share information and support, include; Barnardos, Extra Support For Families, Social Care, Signpost, CVST and DWP, for example. On Saturday 16<sup>th</sup> July TDC will host the JSNG Open Day event at the Jaywick Sands Resource Centre, Brooklands to which members of the public are invited, giving them an opportunity to learn of the services available to them. This event will also be supported by Essex Police, Fire Services and TDC Beach Patrol.

**PREVIOUS RELEVANT DECISIONS**

None

**BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL**

None

**APPENDICES**

None

**REPORT CONTACT OFFICER(S)**

<b>Name</b>	Anastasia Simpson
<b>Job Title</b>	Assistant Director, Partnerships
<b>Email/Telephone</b>	asimpson@tendringdc.gov.uk

## CABINET

20 MAY 2022

### REPORT OF PORTFOLIO HOLDER FOR PARTNERSHIPS

#### **A.3 CITIZENS ADVICE TENDRING – SERVICE LEVEL AGREEMENT 2022/23**

##### **PART 1 – KEY INFORMATION**

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

To agree an updated Service Level Agreement (SLA) with Citizens Advice Tendring (CAT) for 2022/23

###### **EXECUTIVE SUMMARY**

- Tendring District Council has provided grant funding to CAT backed by an annually agreed SLA, for a number of years. This arrangement supports the provision of free, confidential and impartial advice to our residents across a wide range of issues. Since 2013/14, the core grant awarded each year has been £144,000, payable in two instalments of £72,000.
- The SLA was thoroughly reviewed in 2017/18 following substantial changes in the governance, management and service delivery of CAT. The revised SLA for 2017/18 was agreed by Cabinet at the meeting held on 17 March 2017.
- All subsequent SLA's have remained largely the same as the 2017/18 SLA with minor changes only, and all have been agreed by the relevant Portfolio Holder. This being the Portfolio Holder for Health and Education in respect of the 2018/19 SLA and the Portfolio Holder for Partnerships for the SLA's of 2019/20 to 2021/22.
- Schedule 2 (2.8) of the SLA provides for reductions in CAT core services beyond their control. On 31 March 2020, CAT reported that they had been operating a reduced service since 16 March 2020 due to the Covid-19 outbreak and subsequent lockdown. This involved a temporary cessation of all face-to-face advice. Staff were deployed to remote home working, providing advice via email, telephone and in writing. The CAT's office closures and suspension of services at their outreach sites had remained in force until recently. A number of key paid employees and volunteer staff were lost during the pandemic but numbers are nearly back to pre-Covid levels, however some are still undertaking the intensive training that they need before they are able to give advice. A new, streamlined, training programme has been introduced so that new officers can be fast-tracked. A hybrid service will be in operation where there is a choice for residents; they can either drop-in to surgeries as per pre-Covid and/or can also get advice over the telephone or by email. Eventually a community team will also be created this year (CAT are seeking funding) as the Families Advisor has proven very successful and there is a real need.
- To ensure efficiencies and improve on last year's performance there is a review of the telephone service offered. One solution is to implement a triage team which frees up

advisers and supervisors who can better use their skills for the entire shift.

- During the Covid-19 pandemic, CAT has remained a vital information and advice service to the residents of Tendring. They have helped many people navigate their way around both established and entirely new challenges such as furlough, government schemes for the self-employed, redundancy, claiming benefits, dealing with debt, accessing food and services and housing issues. Adapting their offer as necessary, the pandemic has seen CAT move their support from mostly in person drop-in during 2019/20, to mostly via email during 2020/21, and for 2021/22 have delivered most support via the telephone. The local telephone number for CAT has been publicised more widely rather than the Essex-wide contact number. The CAT team also now includes a Warm Homes Adviser. This is a 2 year funded post to assist clients with income generation, accessing energy grants, switching suppliers and insulation advice which will end October 2022. CAT expect this post to be re-funded at the end of the current contract.
- CAT has produced a statistical dashboard, (the template used nationally), for activity during the years 2020/21 and 2021/22, which are attached at Appendices A and B respectively. Each client is recorded by CAT once, irrespective of how many enquiries they raise over the reporting period. The data shows that during the past year CAT have migrated their service delivery from the mix of contact via email and telephone to the majority of contact being made over the telephone. This is considered a more personal service; conversations are more in depth, and contacts take longer. This, combined with the loss of volunteers, resulted in the reduction in clients aided from 3900 to 2277 during the year. Universal Credit is no longer the single biggest issue facing clients, this having been joined by other benefits and tax credits as a worry for Tendring residents. CAT have now also started offering a drop-in service again at various sites as detailed in the SLA and it is expected that as the year progresses, and clients are more readily able to leave their homes, that the importance of this service will be shown. No drop-in clients were seen during 2020/21 and only 270 during 2021/22.
- In 2020/21 the value applied to the benefits advice given totalled £14,100,450 based on the CAT calculation method. We await the total for 2021/22. In addition to the general advice statistics shown in Appendix B, specialist service statistics for 2021/22 include:
  - Debt Managed - £820,238
  - Debt Written Off - £724,175
  - Benefits Gained £4,124,047
- It is notable that less people have been having employment issues over the past twelve months due to clearer government guidance around Covid and the ending of furlough. Current trends have seen an increase in debt clients over the past twelve months. This has included an increase in clients with rent and council tax arrears. 30.4% of households in Tendring are fuel poor now new electricity price cap has been implemented, equivalent to 67,144 households in the area. (Source: End Fuel Poverty Coalition 21.3.22). The cost of a standard bill will rise by 50%. (A household is in fuel poverty if more than 10% of its income is spent on energy bills. Average fuel bills are set to reach almost £2000 per year. Source: Ofgem). It has also been noticeable that more section 21s are being issued by landlords but not for rent arrears. (A section 21 is the notice which a landlord must give to their tenant to begin the process to take possession of a property let on an assured shorthold tenancy without providing a reason for wishing to take possession).



- CAT will be providing interpreters to help Ukrainian refugees relocated to Tendring district. The following services have also been developed during the last twelve months:

	<b>Families Adviser</b>
Mon	Barnardos @ Sydney House
Tue	Jaywick Sands Community Forum
Wed	Mental Health Hub Clacton
Thur	Walton Community Forum
	<b>Domestic Abuse Adviser</b>
Tue	Carnarvon Road / Mental Health Hub
Wed	Outreach venues
Thur	Carnarvon Road / Mental Health Hub
	<b>Warm Homes Adviser</b>
Mon - Wed	Remote appointments, support and advice

- In terms of assurance, CAT are audited quarterly for advice given by Citizens Advice National on a RAYG rating. CAT have scored green every quarter which is classed as excellent at 75% or higher. CAT are also audited yearly on 9 areas of the organisation again on a RAYG rating, achieving green overall and scoring excellent for 7 of the 9 areas. This represents the best score the organisation has ever had which and shows continuous improving during difficult times.
- The reviewed SLA for 2022/23 is attached at Appendix C for agreement by the Portfolio Holder and is largely similar to that of last year. Schedule 2 (2.4) reflect the current reduction in drop-in services and reference CAT's intention increase these as staffing allows. Schedule 2 (2.8) retains a reference to the impact of the pandemic on the service's availability.
- A number of case studies are available in Appendix D. These show the range of advice available to Tendring residents and the results that can be had.

#### **RECOMMENDATION(S)**

**It is recommended that:**

- Tendring District Council continues to enter into a Service Level Agreement with Citizens Advice Tendring (CAT) for a further year from 1<sup>st</sup> April 2022 on the terms and conditions, as set out in the updated agreement shown in Appendix C; and**
- delegated authority is given to the Assistant Director (Partnerships) to sign the agreement on the Council's behalf.**

#### **REASON(S) FOR THE RECOMMENDATION(S)**

**CAT continues to support Tendring residents and offers value for money. The funding from TDC has not increased for nine years.**

**ALTERNATIVE OPTIONS CONSIDERED**

The duties performed by CAT could potentially be offered in-house by TDC employees however the full funding, including management time, would need to be agreed by other co-funders. It is unlikely that TDC could offer the same level of service for less costs.

**PART 2 – IMPLICATIONS OF THE DECISION****DELIVERING PRIORITIES**

The partnership working with CAT is consistent with the Council's commitment to put Community Leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others.

**OUTCOME OF CONSULTATION AND ENGAGEMENT**

None

**LEGAL REQUIREMENTS (including legislation & constitutional powers)**

Is the recommendation a Key Decision (see the criteria stated here)	YES	If Yes, indicate which by which criteria it is a Key Decision	<input checked="" type="checkbox"/> Significant effect on two or more wards <input checked="" type="checkbox"/> Involves £100,000 expenditure/income <input type="checkbox"/> Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	25 March 2022

X The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:

None

**FINANCE AND OTHER RESOURCE IMPLICATIONS**

The core grant paid to CAT is £144,000 per annum. The SLA provides that the grant be paid in two instalments of £72,000.

The budget for 2022/23 also makes provision for a sum of £23,000 to assist with the delivery of the Tendring Mental Health Hub, (a project initiated by CAT), for a further year.

X The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:

None	
<b>USE OF RESOURCES AND VALUE FOR MONEY</b>	
The following are submitted in respect of the indicated use of resources and value for money indicators:	
A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	CAT Strategic Business and Development Plan 2021-2024 (submitted as appendix 1 of the SLA)
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	CAT Strategic Business and Development Plan 2021-2024 (submitted as appendix 1 of the SLA)
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	CAT Strategic Business and Development Plan 2021-2024 (submitted as appendix 1 of the SLA)
<b>MILESTONES AND DELIVERY</b>	
CAT performance against the SLA will be monitored at their quarterly audits.	
<b>ASSOCIATED RISKS AND MITIGATION</b>	
The risk that CAT fails to provide value for money for the grant funding is mitigated by the monitoring measures set out in the SLA and the quarterly audit by Citizens Advice National. The impact of the pandemic is better known now. The employment of more telephone advisors and the re-opening of their drop-in services will allow CAT to deal with more issues. However, it should be noted that issues are also becoming more complex and are taking more resource to deal with. It is also noted that CAT are seeing more people that are already in crisis rather than previously when clients would approach CAT earlier with their problems.	
<b>EQUALITY IMPLICATIONS</b>	
There are no other identified implications for TDC in paying over the grant. CAT's aims and principles set out that they value diversity, promote equality and challenge discrimination and practice impartiality. The SLA continues to require that CAT have all necessary policies in place in terms of the applicable protected characteristics, as detailed in the Equality Act 2010, and equality, inclusion and diversity.	
<b>SOCIAL VALUE CONSIDERATIONS</b>	
CAT employs staff from Tendring district, adding money back into the local economy. Volunteers are also used where possible. For those that are retired from their careers and want to give something back this allows previous knowledge to be harnessed. For those that are unemployed this improves their mental health, raises self-esteem, and gives the chance for them to broaden their work skills and make themselves more employable.	
<b>IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030</b>	
None	
<b>OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS</b>	
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	None

<b>Health Inequalities</b>	<b>None</b>
<b>Area or Ward affected</b>	<b>None</b>

### **PART 3 – SUPPORTING INFORMATION**

#### **BACKGROUND**

Tendring District Council has provided grant funding to CAT backed by an annually agreed SLA, for a number of years. Since 2013/14, the core grant awarded each year has been £144,000, payable in two instalments of £72,000. The SLA was thoroughly reviewed in 2017/18 following substantial changes in the governance, management and service delivery of CAT.

In 2020/21 the value of benefits advice achieved by CAT totalled in excess of £14,000,000 with the organisation consistently improving its score and its annual audits.

#### **PREVIOUS RELEVANT DECISIONS**

The CAT SLA has been agreed by the relevant Portfolio Holder for the past ten years.

#### **BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL**

There are none.

#### **APPENDICES**

**APPENDIX A** – Key Statistics Dashboard 01/04/20 to 25/03/21

**APPENDIX B** – Key Statistics Dashboard 01/04/21 to 31/03/22

**APPENDIX C** - Service Level Agreement 2022/23

**APPENDIX D** – Case Studies

#### **REPORT CONTACT OFFICER(S)**

<b>Name</b>	<b>Mark Westall</b>
<b>Job Title</b>	<b>Head of Customer and Commercial Services</b>
<b>Email/Telephone</b>	<a href="mailto:mwestall@tendringdc.gov.uk">mwestall@tendringdc.gov.uk</a> <b>01255 686484</b>



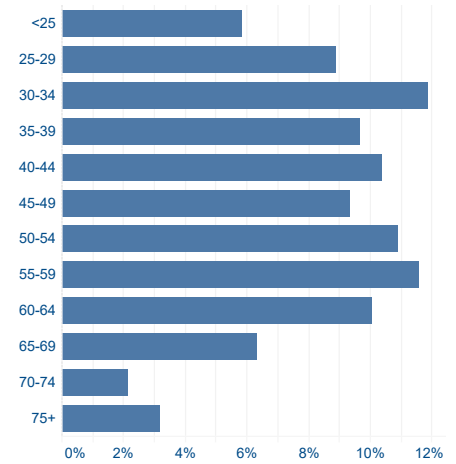
### Summary

<b>Clients</b>	<b>3,900</b>
<b>Quick client contacts</b>	<b>2,502</b>
<b>Issues</b>	<b>13,201</b>
<b>Activities</b>	<b>6,506</b>
<b>Cases</b>	<b>3,803</b>
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<b>Outcomes</b>	
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Income gain	£10,564

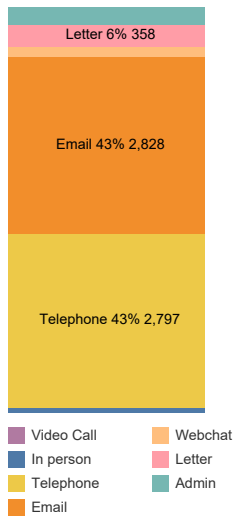
### Issues

Issues	Clients
Benefits & tax credits	713
Benefits Universal Credit	1,177
Consumer goods & services	171
Debt	200
Education	27
Employment	724
Financial services & capability	94
GVA & Hate Crime	92
Health & community care	70
Housing	719
Immigration & asylum	76
Legal	173
Other	60
Relationships & family	286
Tax	21
Travel & transport	72
Utilities & communications	66
<b>Grand Total</b>	<b>13,201</b>

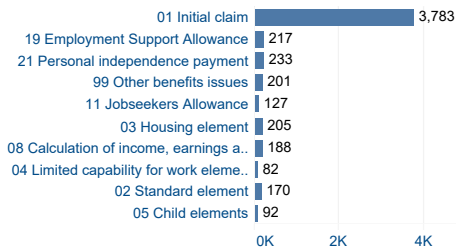
### Age



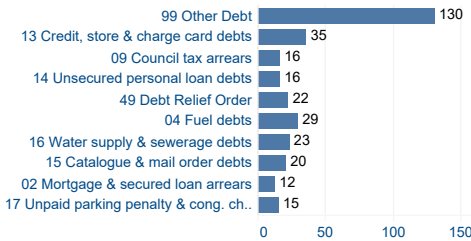
### Channel



### Top benefit issues



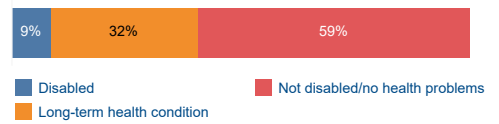
### Top debt issues



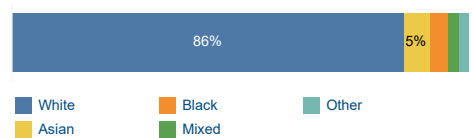
### Gender



### Disability / Long-term health



### Ethnicity



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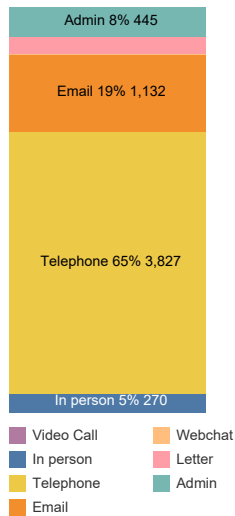
### Summary

<b>Clients</b>	<b>2,277</b>
<b>Quick client contacts</b>	<b>1,499</b>
<b>Issues</b>	<b>8,795</b>
<b>Activities</b>	<b>5,923</b>
<b>Cases</b>	<b>2,447</b>

### Outcomes

Income gain	£191,513
Re-imbursments, services, loans	£16,827
Repayments rescheduled	£150

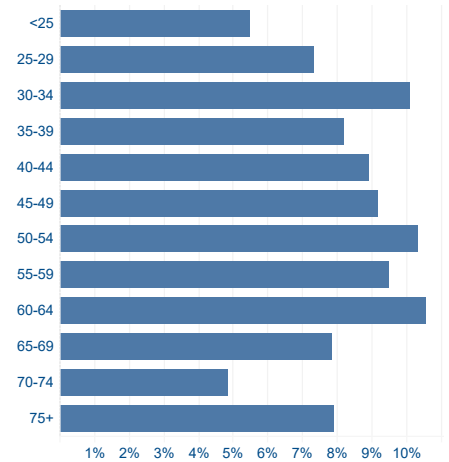
### Channel



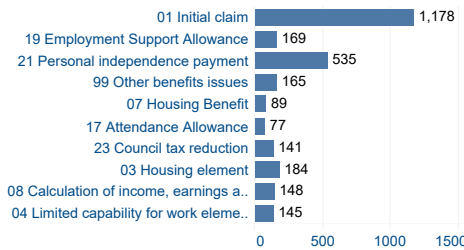
### Issues

Issues	Clients
Benefits & tax credits	732
Benefits Universal Credit	556
Consumer goods & services	140
Debt	320
Education	8
Employment	172
Financial services & capability	55
GVA & Hate Crime	49
Health & community care	99
Housing	423
Immigration & asylum	25
Legal	149
Other	238
Relationships & family	231
Tax	38
Travel & transport	42
Utilities & communications	180
<b>Grand Total</b>	<b>8,795</b>

### Age



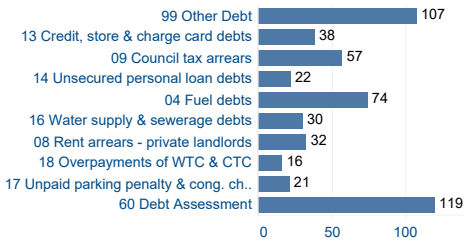
### Top benefit issues



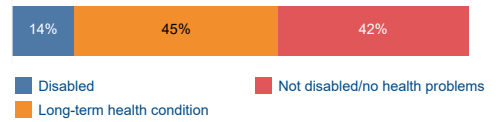
### Gender



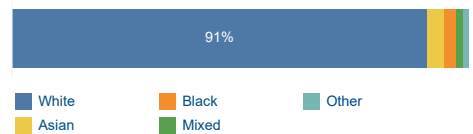
### Top debt issues



### Disability / Long-term health



### Ethnicity



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**AN AGREEMENT** made on **X** May 2021

**BETWEEN:**

- (1) **TENDRING DISTRICT COUNCIL** (TDC) of Town Hall, Station Road, Clacton-on-Sea, Essex CO15 1SE (“the Council”) and
- (2) **CITIZENS ADVICE TENDRING** (CAT) (a company limited by guarantee registered under company number 04345160 and charity number 1091777 registered with the Charity Commission) whose registered office and address registered with the Charity Commission is 8 Carnarvon Road, Clacton-on-Sea, Essex CO15 6QF (“CAT”)

**WHEREAS**

- (A) General Information concerning the Partnership Working and Targets or Objectives relevant to this Agreement is set out in the First Schedule
- (B) The Council wishes to support the Services of CAT for the purpose of providing an information and advice service operated within the aims, principles and policies of Citizens Advice subject to an agreed grant and to a defined level of service as hereinafter provided

**NOW IT IS HEREBY AGREED** as follows:

1. Definitions

1.1 In this Agreement, unless the context requires otherwise:

“Agreement” means this Agreement

“**annexed**” means a copy of which is attached to or placed with this Agreement and which has (for identification) been signed or initialled by or on behalf of each of the parties hereto

“CAT” means Citizens Advice Tendring

“Contact Officer” shall be construed in accordance with clause 7 below

“Citizens Advice” means The National Association of Citizens’ Advice Bureaux (registered charity number 279057) a company limited by guarantee registered with company number 1436965

“Grant” means the monies to be paid to CAT by the Council as provided by schedule 3

“Services” means the Service or Services to be provided by CAT as stated in this Agreement

“Term” shall be construed in accordance with clause 2

1.2 Where in this Agreement reference is made to a Clause Paragraph Schedule Plan Drawing or Recital such reference (unless the context otherwise requires) is a reference to a clause paragraph schedule plan drawing or recital of or (in the case of a plan or a drawing) attached to this Agreement

1.3 Where in any Schedule or Part of a Schedule reference is made to a paragraph such reference shall (unless the context otherwise requires) be to a paragraph of that Schedule or (if relevant) part of a Schedule

1.4 Words importing the singular meaning where the context so admits include the plural meaning and vice versa

1.5 Words of the masculine gender include the feminine and neuter genders and words denoting natural persons include companies, corporations and firms and all such words shall be construed interchangeably in that manner

1.6 Words denoting an obligation on a party to do any act, matter or thing include an obligation to procure that it be done and words placing a party under a restriction include an obligation not to cause permit or allow infringement of the restriction

1.7 The clause headings and table of contents shall not be taken into account for the purposes of the construction or interpretation of this Agreement

## 2. **Term**

2.1 The term of this Agreement is 12 months beginning on 1 April 2021 and ending on 31 March 2022, subject to the right of either party to terminate in accordance with clause 3 below.

## 3. **Termination**

3.1 The Agreement can be terminated by either party giving the other party not less than 6 months prior notice in writing expiring at any time.

3.2 Notice can be served if delivered, posted, or emailed to the Contact Officer.

3.3 If the Agreement is terminated so as to end before the expiry of the Term, a proportion of the Grant shall forthwith be refunded to the Council pro rata to the number of days of the Year remaining at the date when the notice terminating the Agreement ends the Agreement

## 4. **The Parties Obligations**

4.1 CAT agrees to provide the Services specified in Schedule 2 of this Agreement (Service Objectives and Specifications).

4.2 The Council agrees to make the grant payment specified in paragraph 3.1 of Schedule 3.

## 5. **Status of Agreement**

5.1 Each party shall use all reasonable endeavours to honour its obligations to the other under this Agreement, but it is not the intention of the parties that either of them shall be legally liable to the other in damages for failure on its part to observe the terms of this Agreement.

5.2 Nothing in the Agreement shall be construed as creating a partnership or legal relationship of any kind that would impose liability upon one party for the act or failure to act of the other party, or to authorise either party to act as agent for the other party. Neither party shall have authority to make representations, act in the name of, or on behalf of, or to otherwise bind the other party.

## 6. **Management**

6.1 Responsibility for the management of CAT is vested in the Trustee Board, the membership and operation of which is laid down by the Memorandum and Articles of

Association of CAT (registered company number 04345160 and registered charity number 1091777)

## **7. Parties Representatives**

7.1 The Council and CAT will each appoint a Contact Officer.

7.2 The role of the Council's Contact Officer is to:

- Be the initial point of contact within the Council for CAT
- Inform CAT, in writing, of any issues which may have an effect on the implementation of the service provision in this Agreement
- Provide information, advice and support to CAT as reasonably required
- Set up monitoring meetings with CAT Contact Officer to consider the information set out in Schedule 4
- Inform CAT, in writing, of any change in the Council's Contact Officer.

7.3 The role of CAT's Contact Officer is to provide the information required in Schedule 4 of this Agreement and to inform the Council's Contact Officer, in writing, if there is:

- a proposal by CAT to change or reduce the services set out in Schedule 2
- any amount to be taken into account under 3.3
- a major change to CAT's financial budget;
- a change to CAT's constitution; or
- a change in CAT Contact Officer.

7.4 The parties' Contact Officers will be Anastasia Simpson of the Council and Melanie Hammond of CAT or such other officer as either party shall from time to time appoint to represent it and notify to the other party.

## **8. Confidentiality**

8.1 The Council accepts that CAT offers a confidential service and that all matters raised by individual clients are kept confidential.

## **9. Staffing**

9.1 Paid and volunteer staff will be recruited and selected by CAT with full regard to all human resources policies and procedures approved by Citizens Advice.

9.2 Paid staff will be employed and remunerated by CAT with full regard to Citizens Advice Guidelines.

## **10. Quality Assurance**

10.1 CAT undertakes to operate the quality assurance systems described in Schedule 2.

## **11. Health and Safety**

11.1 CAT shall have regard to the requirements of the Health and Safety at Work Act, 1974 and any other Acts, Regulations, Directives or Orders etc about health and safety.

## **12. Insurances**

12.1 CAT will arrange adequate insurances to cover such liabilities as may arise in the course of CAT's work.

### **13. Dispute Resolution**

- 13.1 If either party considers the other to be in breach of their duties under this Agreement or has a grievance about some aspect of the Agreement's operation, the parties shall make every reasonable effort to resolve the issue through joint discussions. Where this fails:
- 13.2 the party wishing to make the complaint should provide the other with written details, including proposals for resolving the matters in dispute;
- 13.3 a written response should be sent to the initiating party within 14 days;
- 13.4 if the response is not considered to resolve the issue, the initiating party may request in writing to the Contact Officer a meeting of the authorised signatories (or their successor);
- 13.5 where possible the meeting should be held within 14 days of the Contact Officer receiving the request;
- 13.6 where the meeting does not resolve the complaint, the issue should be considered by the Bureau's Trustee Board or the relevant Council committee as a confidential item. Any submissions should be sent in advance to the other party and representation permitted;
- 13.7 If either party is dissatisfied with the outcome as notified to it in writing within seven days of the meeting, arbitration can be requested and this will take place with a mutually acceptable external party.

### **14. Review**

- 14.1 This Agreement may require amendments in the light of experience of implementing its terms. Any amendments will need to be negotiated and agreed in writing by both parties.

### **15. Renewal**

- 15.1 This Agreement applies to a one-off payment and no guarantee, representation or warranty by or on the part of the Council is given as to its renewal for any year or other period subsequent to the Term or that the Council will pay any money to CAT otherwise than as expressly provided by this agreement.

## **Schedule 1**

(Background Information, Partnership Working and Targets or Objectives)

### **1.1 INTRODUCTION**

1.1.1 The objective of CAT is to provide free, confidential, impartial and independent advice to enable residents of the Tendring District to deal with a wide range of issues, including benefits, housing, debt advice, money advice, employment, consumer, relationships, taxation and many more. The nature of the assistance provided will depend on a client's needs and ranges from the provision of information to full rights based advice.

1.1.2 The standard of service is set out in the Citizens Advice Quality Assurance Standards Membership Agreement and the Advice Services Alliance Generalist Quality Mark.

1.1.3 CAT also receives funds from the Money Advice Service, Police, Fire and Crime Commissioner, NEE CCG, Essex County Council and other grant making trusts. Loss of any funding streams for specific projects making a substantial contribution to CAT's central costs may affect CAT's ability to deliver the core service. If this were the case the Citizens Advice contact would discuss the position with the Council.

## **1.2 WORKING IN PARTNERSHIP**

CAT recognises the Council's key priorities identified in its 2020-2024 Corporate Plan.

### **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

### **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

### **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

## **1.3. TARGETS OR OBJECTIVES**

1.3.1 CAT will work in partnership with the Council in order to:

- Prevent homelessness
- Promote take-up of benefits (including Housing Benefit, Universal Credit and the Local Council Tax Support Scheme)
- Manage debt and improve financial resilience in order to ensure that clients are able to pay priority bills such as rent and Council Tax
- Support clients accessing Discretionary Housing Payments to plan and manage their finances.
- Highlight and resolve community issues

- Address health inequalities
- Promote reduce, reuse and recycle
- Reduce social isolation
- Reduce the number of Tending residents living in fuel poverty
- Support clients to move into employment and training

## **Schedule 2**

(Service Objectives and Specifications)

### **2.1 AIMS OF THE SERVICE**

The Citizens Advice service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.

The service aims:

- To work proactively to enhance community resilience.
- To provide the advice people need for the problems they face.
- To improve the policies and practices that affect people's lives.

### **2.2 PRINCIPLES UNDER WHICH THE SERVICES ARE PROVIDED**

CAT will provide an information and advice service which is:

- free
- confidential
- impartial
- open to all regardless of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership (only in respect of eliminating unlawful discrimination).

### **2.3 SERVICES FUNDED UNDER THIS AGREEMENT**

The service (to which the funding arrangements in Schedule 3 relate) offered by CAT shall be 'assisted information' and 'general help' (as defined by the Advice Services Alliance Quality Mark - see paragraph 2.5 of Schedule 2), and Debt and Welfare Benefits 'casework'.

Assisted information is a service in which staff are available to help clients access information, and to identify where a client needs further information or advice.

General help is:

- Diagnosing the client's problems
- Giving information and explaining options
- Identifying further action the client can take and
- Giving basic assistance e.g. filling in forms, helping the client draft letters, and contacting third parties to seek information on the client's behalf.

Where necessary for a particular client, the service provided by CAT will also include contacting a third party to negotiate on the client's behalf.

In accordance with the Citizens Advice Membership Agreement the subjects covered will include:

- |                    |                               |
|--------------------|-------------------------------|
| • Consumer         | • Money advice                |
| • Welfare Benefits | • Employment                  |
| • Housing          | • Family and personal matters |

- Taxes
- Health
- Immigration and nationality
- Education

The service covered by this Agreement includes Debt casework as defined by the Advice Services Alliance Quality Mark i.e. with casework, the service provider takes responsibility for further action, whereas with a general help service, the client retains responsibility for the case. Casework also includes representing a client at appeal proceedings where necessary, which general help does not.

CAT Tendring shall contribute to the priorities and core values of Tendring District Council through the following actions:

CAT will:

- Assist TDC with its aim to identify those in the district who have failed to claim ANY benefits to which they may be entitled and in particular Housing Benefit & Local Council Tax Support and assist those claimants with accessing benefits they are entitled to;
- Advise clients seeking debt advice that Council Tax and National Non Domestic Rates are priority debts and assist them by liaising with TDC at individual case level to set up a repayment plan;
- Support the tackling of crime and disorder by taking part in TDC's/Community Safety and Health and Wellbeing Board's local "Community Days of Action"
- Signpost and advise residents on matters around crime and disorder and in particular antisocial behaviour;
- Provide clients with support and information to assist them to remain within their own homes as far as possible and prevent them getting into financial difficulties which would render them homeless;
- Assist clients in the prevention of homelessness by providing advice and support.
- Ensure that clients are aware of benefits and grants to ameliorate fuel poverty and assist them in securing the benefits they are entitled to;
- Assist vulnerable people to obtain the benefits that they are entitled to especially those living in the most deprived areas;
- Inform clients of the advantages of fuel efficiency, reducing their outgoings and protecting the environment;
- Work with partners, including TDC, to reduce health inequalities across the district.

## 2.4 MEANS OF ACCESSING THE SERVICE

Due to the Covid-19 pandemic CAT are operating a reduced drop-in service at its offices and outreach sites however they are open (see g) below). Other contact options are as below:

- a) by phone - 01255 377080, Monday to Thursday 10am to 4pm
- b) by email - [supervisor@cabtendring.org.uk](mailto:supervisor@cabtendring.org.uk)
- c) on the Citizens Advice website (<https://www.citizensadvice.org.uk/>)
- d) online chat with trained advisor via the 'Contact Us' section of above website
- e) CAT Adviceline (0800 1448848) - as part of their membership of NCA, CAT in the provision of a public advice line to increase access to advice and information over the phone.

CAT anticipate a gradual increase to the availability of their in person services as staffing allows and for their digital channels to continue to be sufficiently resourced.

- f) by letter
- g) to personal callers on a drop-in basis, at some or all of the locations set out below

Clacton CAT, 18 Carnarvon Road, Clacton on Sea

Harwich CAT, Jobcentre Plus, 164 High Street, Harwich

13 High Street, Manningtree

Jaywick – Jaywick forum

21 New Pier St, Walton on the Naze

Looking to provide outreach in as many locations as possible

## **2.5 QUALITY ASSURANCE**

National Citizens Advice (NCA) introduced a new membership in 2017 outlining the responsibilities of the National and Local Citizens Advice offices. Citizens Advice Tendring (CAT) have signed up to the new membership which will include the following responsibilities known as The Performance Quality Framework (PQF) :-

- \* Quarterly Surveys of Client experience sampled
- \* QAA - Quality of Advice Assessments conducted monthly (CAT) but reviewed and sampled by NCA quarterly
- \* FCA - Financial Health Monitoring - Financial reports submitted to NCA quarterly
- \* LSA - Leadership Self Assessment - Annually to include 9 areas of People Management, Operations, Research and Campaigns, Equality and Diversity, Risk Management, Governance, Strategic Management, Finance and Partnerships.

CAT are audited quarterly by National CAB. Currently green audit for last three years for assurance.

## **2.6 SERVICE DEVELOPMENT AND IMPROVEMENT**

CAT has a business and development plan (appendix 1), the monitoring of which and the results of audits (see paragraphs 4.2 and 4.3 of Schedule 4) lead to innovation and improvements in its service

CAT will participate in the relevant networks in order to enhance the services provided to local residents.

CAT will work to secure additional funding in order to meet unmet needs for advice amongst the diverse local communities.

CAT will make use of clients' experiences to inform and influence the policy and delivery of other local services, and will inform the Council of relevant issues.

## **2.7 USER FEEDBACK AND INVOLVEMENT**

CAT will operate a procedure for representations and complaints about the service in accordance with Citizens Advice guidelines and shall take all reasonable steps to bring this to the attention of the users of CAT.

CAT undertakes an annual client satisfaction survey. From 2017, the National Association of Citizens Advice Bureaux will be implementing an external quarterly survey of clients.



CAT will consult both clients and potential clients about service provision and opening hours.

CAT will encourage users to take up appropriate training opportunities within CAT.

The Trustee Board are to be constituted in such a way as to encourage representation from as wide a range of local people and relevant organisations as possible.

## **2.8 CIRCUMSTANCES BEYOND CAT'S CONTROL**

CAT will not be held responsible for any interruption in or disruption to the core services due to circumstances beyond its control.

The services specified are subject to any national or local restrictions that may be in force due to Covid-19 and are dependent on the availability of suitable advisers and the continued availability of rent free accommodation for delivery of the Harwich, Manningtree, Jaywick Sands and Walton service; or additional external funding to meet such costs.

### **Schedule 3**

#### **(Financial and Resourcing Arrangements)**

- 3.1 The Council has agreed that the grant to be paid by the Council to CAT for the twelve months beginning 1 April 2022 shall be £144,000.
- 3.2 The grant in 3.1 will be paid in two instalments of £72,000 payable by 1 June 2022 and 1 September 2022.
- 3.3 Together with the funds from Essex County Council, these grants shall be construed as being sufficient to fund the services referred to in Schedule 2 of this Agreement. Separate grant funding will be sought for new service development.
- 3.4 Any reduction in funding from other organisations that prevents CAT from providing the service detailed in Schedule 2, including the level of availability in 2.4, will result in the Council reviewing its Grant to CAT.
- 3.5 All amounts specified under this Agreement are exclusive of VAT.

CAT agrees to submit, to the Council a copy of its latest approved accounts, within the meaning of the Charities Act, 1992 and 1993 within 7 days of their formal approval.

**Any change to the core funding provided by Essex County Council referred to in 3.3 could cause CAT to be unable to provide the services specified in Schedule 2 of this Agreement.**

**Where CAT gains a surplus of income from grants, fundraising or other sources in any one year, the Council will not seek repayment of any part of the grant provided the service level specified in Section 2 has been fully met.**

### **Schedule 4**

#### **(Monitoring Arrangements)**

- 4.1 CAT monitors and evaluates its services in accordance with the procedures and directions set out in the Citizens Advice Quality Assurance Standards Membership Agreement.

- 4.2 CAT is subject to an annual organisational self assessment and quarterly audit of quality of advice.
- 4.3 CAT is subject to a yearly audit by National Citizens Advice.
- 4.4 CAT is required meet the standards set in Section 2.5, following the audits in 4.2 and 4.3, in order to receive the Council's grant detailed in Section 3.

**CAT will provide a copy of the Annual Report to the Council and an invitation for the Council's Contact Officer at the Annual General Meeting of CAT.**

- 4.5 CAT will provide to the Council figures on the following targets:-
- Number of clients advised from Clacton, Harwich, Manningtree, Walton and Jaywick Sands
  - A breakdown of the topics on which advice is sought
  - Amount of benefits claimed by supported clients
  - Amount of debt managed
  - Amount of debt written off
  - Number of people seeking housing advice or homelessness issues through the Mental Health Hub

CAT will provide information reasonably required by the Council, subject to those requirements not being in breach of clients' confidentiality. Information will not be required more frequently than at quarterly intervals. The Council's Contact Officer will discuss any concerns about performance with the CAT Contact Officer.

**Subject to Citizens Advice guidelines these monitoring arrangements can be amended by Agreement between the Council and CAT to reflect changes in service practice, for example data collection.**

Signed on behalf of  
Tendring District Council  
by its duly authorised signatory  
and Assistant Director, Partnerships

Signed on behalf of  
Citizens Advice Tendring  
by its duly authorised signatory and  
Chief Officer

**ANASTASIA SIMPSON**

**MELANIE HAMMOND**

# Strategic Business and Development Plan 2021 – 2024



*Citizens Advice Tendring is a company limited by guarantee (number 435160) and a registered charity (number 1091777)*

## Executive Summary

**Our mission statement:** To provide quality advice that people need for the problems they face. To identify and champion the issues that affect people's lives.

Citizens Advice Tendring has provided free, confidential and independent advice to our local community since 1939. This plan sets out our development strategy for the next three years.

### Who we are

We are a team of dedicated, professional volunteers and staff, passionate about empowering our community through advice, information, confidence building, education, advocacy and campaigning.

### What we do

Our core service focuses on meeting the needs of the **most disadvantaged and vulnerable groups** in Tendring, including those with mental ill health challenges, rather than providing general advice to those people who can access information and services themselves.

- We provide free, confidential and impartial advice to help people overcome their problems
- We are a voice for our clients and consumers on the issues that matter to them
- We value diversity, champion equality and challenge discrimination
- We encourage, empower and educate
- We're here for everyone

Our strategy aligns with the National Citizens Advice "One Service Strategy 2015-2020", which includes securing sustainability and becoming a champion of equality as key aims; and the Tendring Health and Wellbeing Strategy, which includes the priority of improving mental health and wellbeing, which is the ambition of our mental health hub and can be a direct result of our advice services.

### What we achieved in 2020:

In our 2020 Strategic Business and Development Plan we set out a number of priorities. Unfortunately, restrictions due to the Covid 19 pandemic prevented progress in a number of areas and instead it was necessary to focus on hurried plans and risk assessments to put alternative services in place.

Despite the considerable restrictions in place we managed to maintain and grow our partnership working and maintain service delivery:

- All offices and out-reach sessions ceased. Access to services continued through remote working, email and phone lines.
- The HUB shop opened for short periods but the plans to relocate were inevitably stalled.
- All staff were equipped with the equipment and training to support home working, including specialist desks and chairs where required. The shop was fitted with screens and hand sanitisers.
- Several new members of staff recruited and inducted in post.
- The board was strengthened with recruitment of 4 new trustees and a further 2 who may join the board later in the year.
- Essex CAB business manager in post, new funding for warmer homes scheme

- Significant engagement with Essex CAB consortia continued remotely, through managers' group, and Board. CAT Chair is on executive group
- Mental Health Hub, relationship with MIND
- Stronger relationship with CVST and Summit
- Joint working with Signpost and Next Chapter
- Quarterly meetings with all funders
- New MAPSDAP team recruited and training undertaken.
- Hub restructure, new team in place, safety equipment installed enabling opening as permitted during Covid restrictions, plans for further improvements and access

### **Citizens Advice Tendring (CAT) Strategic Priorities**

The CAT board sets aside time in the early spring each year to review progress on achievements over the past year and refresh our priorities for the future. Throughout the year we work with our partners and stakeholders to ensure we maintain a broad understanding of local needs and developments.

We have identified three key priorities to increase service impact:

- 1 Improve access to the services we offer, geographically and digitally, according to need. Develop a marketing campaign to reach those most in need and continue to develop our research and campaigns work.
- 2 Increase effectiveness and continue to improve our internal systems and financial controls. Continue to review use of assets and explore new opportunities.
- 3 Raise the profile of CAT as both the lead advisory organisation across Tendring and as a driver of change by innovation. Increase our community profile, engaging with our local communities, particularly those who are hard to reach or hard to hear due to geographic location, physical or mental health challenges, language barriers, cultural differences or other characteristics. Develop a diverse and sustainable funding base.

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## 1. Introduction

Citizens Advice Tendring is an independent charity which works within the policies, quality standards and ethos of Citizens Advice national organisation (CiTA). Its focus is on the challenges and needs of the population of Tendring District in North-East Essex.

CAT currently provides advice services from<sup>4</sup>

- Carnarvon Rd Clacton (Pier Ward)
- High St Harwich (Co-located with Harwich Job Centre)
- Old Rd Clacton (Mental Health Hub)
- Outreach advice is provided via appointments at Manningtree, Frinton, Holland on Sea, Walton on the Naze and Brightlingsea

Client needs are assessed via an initial (gateway) interview with follow up by specialist advisers for debt and benefits advice where necessary. Our advisors are trained in mental health and dementia awareness to facilitate an informed and sensitive response. To improve efficiency, we also encourage clients to self-serve via our information room in Clacton and digitally through the Citizens Advice Website ([www.citizensadvice.org.uk](http://www.citizensadvice.org.uk)).

We provide telephone advice via voicemail messages left from local residents on the UK-wide Adviceline service (03444 111 444).

We gather statistical data from each of our clients (with full client consent) and use the priorities and trends emerging from analysis of both local and national Citizens Advice data, as well as local health and population data, to identify areas of policy and practice which are adversely impacting the population of Tendring. We use this data to advocate for policy change and to highlight local issues.

We are actively seeking to improve accessibility by training existing and recruiting new staff and volunteers to provide outreach services at new venues within our area.

### 1.1 Context and Community Needs Assessment

Through advice, empowerment and advocacy we wish to address key challenges in our community. We use evidence from the multiple sources contained within the attached appendices to understand the issues our community is dealing with and to identify how we might develop our services.

Many people and families will experience a complex range of issues which require multiple agency input and we work with many partner organisations, such as Community Voluntary Services Tendring and the Tendring Community Safety & Health and Wellbeing Board to help prioritise, plan and deliver local services across health, social care, community and police services. This aligns with the North East Essex Health and Wellbeing Alliance model to help shape service development:

Start Well - giving children the best start in life

Feel Well - supporting mental wellbeing

Be Well - empowering adults to make healthy lifestyle choices

Age Well - supporting people to live safely and independently as they grow older

Stay Well - supporting adults with health and/or care concerns to access support to maintain healthy and fulfilling lives

Die Well – giving people nearing the end of life choice around their care

## **Local Profile**

Tendring district is in the eastern half of the North-East Essex catchment area, covering approximately 130 square miles. There are urban areas in Harwich & Dovercourt, Manningtree, Brightlingsea, Frinton, Clacton and Walton but it is generally characterised by small, rural villages. The road system through Tendring has the A120 (running between Harwich and Colchester) and the A133 (running from Clacton to Colchester), most roads are B roads or unclassified. Tendring is bordered by the sea (there are 37 miles of coastline), the River Stour and rural areas. It is a peninsula, to the very East of England.

The 2019 demographic profile of the district is set out in Appendix 1. According to the Office of National Statistics in 2017, the total population of the Tendring District was an estimated 145,803 people making it the fifth largest local authority area in Essex in terms of population size. This is an estimated increase of 3205 people since the 2011 census (a rise of 2.25%).

The Tendring District has the highest percentage of residents aged 65 and over in Essex (29.5%), 9% higher than the Essex average (20.5%). The proportion of Children and Young People aged 0-15 (16.5%) and 16 to 64 years olds (53.9%) are lower than the Essex average (18.9%, and 60.6%).

There are concentrated areas of significant deprivation (Golf Green, Pier Ward, parts of Harwich).

Tendring has a relatively low level of ethnic diversity, less than 5% of the population.

The age profile of our clients closely matches the broader Tendring population. Clients come from throughout the Tendring district, but analysis shows a close correlation with the areas of highest deprivation. Details of the age profile of CAT is set out in the health profile and statistical Appendices.

## **Health Profile**

The health of people in Tendring is generally worse than the England average. Life expectancy is 10.7 years lower for men and 6.5 years lower for women than in the least deprived areas in other parts of the UK. The rate of alcohol related harm hospital stays is 1320 per year which is worse than the average for England. The rate of self-harm hospital stays is 406 per year. 19.9% of children in Tendring are classified as obese. Under 18 pregnancies are at 23.5% which is much higher than the England average of 18.8%. There is a high proportion of children in low income families (23.9%) compared to England average of 16.8%. The 2019 Tendring Health Profile can be found in Appendix 1.

## **Labour Market Profile**

57,800 of Tendring's adult population are economically active and 20,500 are economically inactive (retired). The working age population is low and is forecast to decrease slightly by 2024 from 54.7% to 51.5%. There are 9,600 workless households, which is 23.1% of the population. Compare this to the East which is 12.5% and nationally it is 14.5%. 16.3% of Tendring residents claim benefits compared to 9% in the East and 11% nationally. The level of personal debt in Tendring is within the national average at 13% of the adult population.



**Children and Young People** The population of children and young people under the age of 18 is relatively low in Tendring but is projected to increase significantly by 2024, with the 5-10 year age group predicted to rise by 14.05% from 8400 to 9580 and the 11-15 age group by 15.7% from 7190 to 8320. This will put pressure on children and young people's services, especially with high numbers of children in need, children in care (though about 50% do not originate from Tendring) and children with a child protection plan in the district.

Statistics for Tendring overall are:

- 19.0% of children are in non-working households (highest number in Essex)
- 26.2% of children are in low income families (highest number in Essex)
- 8.0% of households are in fuel poverty (lower than national average which is 10.6%)
- 67.0% of children have a good level of development
- 49.0% of children have an expected level of education standard or above at Key Stage 2
- 48.7% of young people have 5 A\* - C at GCSE (incl maths and English) – lowest in Essex
- 25.5 (per 1000) teenage pregnancy rate (2nd highest rate in Essex, although rates dropped by 7% between 2012 - 2015)
- 0.94% current mental health prevalence (by Clinical Commissioning Group area) – highest prevalence of mental health conditions in Essex

In the past few years Tendring has been in the top quartile in Essex for safeguarding needs. Domestic abuse and mental health are most prominent factors across the wards identified in the top 10%. Infant mortality rate (deaths in infants age under 1 year) is the highest in Essex, at 5.5 compared with 3.1 per 1,000 live births.

Educational attainment is relatively low. 8.2% of the Tendring population has no qualifications in comparison to 7.2% in the East and 7.7% nationally. Conversely, those attaining NVQ4 and above are 21.8% compared to 34.7% in the East and 38.6% nationally.

Uptake of advice and support services from CAT for children and young people is traditionally low. This was a key driver for us embarking on joint work with Essex Public Health on the Healthier Wealthier Children project, which aims to identify families with children falling into child poverty and ensure that they are maximising benefit claims.

**Mental health** Tendring children experience a high rate of mental health problems. A study of Essex data showed that 9 Tendring wards featured in the top 20 across Essex for children receiving tier 2 and tier 3 mental health interventions. The top 3 Tendring wards all have a rate per population of between 161 and 179.1 referrals per 1,000 population, more than double the Essex average of 64.8 per 1,000 across the rest of the top 20. Tendring has the highest level of hospital stays for self harm in Essex (notably very high at 289 vs 157 Essex average) and the highest suicide level in Essex (again high at 16 vs 9.6 England).

The need for a diverse range of health services in Tendring remains a key driver for the CAT Hub mental health volunteer scheme, running through our charity shop. This is part of a wider recovery programme and is supported by a range of funders, including the local health and police commissioners. We continue to develop strong partnership relationships across all related agencies to further support our volunteers and help maintain a holistic range of support to them.

**Families and Carers** According to the 2011 Census, 145,872 adults in Essex provided informal care to relatives, friends or neighbours - a 13% increase in the number of carers from the previous Census. A large number of carers (31,882) provide more than 50 hours of care per week. For adults with physical disability, carers are likely to be spouses in their mid/late years. In Essex, 43% of people caring for an older person are themselves aged over 65. The number of older carers (65 years and over) providing care is also significant at 35,512.

In Tendring there were 17,323 carers (approximately 12.5% of the population), 2240 carers claiming benefits, 2.9% of the population, compared with 1.5% for Essex and 1.7% in England. 31.6% of carers were aged over 65 and providing unpaid care, the highest number in Essex. Tendring was ranked 8<sup>th</sup> in England for provision of 50 or more hours of unpaid care. This changed from 2.8% in the 2001 census to 3.5% (i.e. 206 more carers) in the 2011 census, showing that there is an upward trend. With the ageing population in Tendring rising and level of need increasing, this is expected to continue to rise.

There are an estimated 10,000 young carers (aged between 11 and 18) in Essex, who have to combine their caring and support role with their education, early employment and their social and emotional life as a young person growing up. In the Essex Carers Strategy it is reported that over 25% of all young carers of secondary school-age experience problems of some kind, while 40% of children caring for someone who misuses drugs or alcohol have educational difficulties.

45% of our clients consider themselves to have a disability, and of these, 34% report mental health issues.

CAT services continue to provide important support to carers and a signposting system to a wider range of resources for them to access.

### **Advice Services**

We use our community profile to target our services towards those in most need among our population and to reach out to those who may benefit from some help but may not find it easy to access. We are proud of our strong partnership working, which helps ensure we maintain our understanding of the population and the way it is changing. This is evident in our relationship with Tendring District Council, and we are pleased to continue to have the Councillor lead for Health and Social care on our board. We are members of the Tendring Community Safety and Health and Wellbeing Board which gives us an ongoing insight into the problems our population are facing and the work of fellow agencies in helping tackle these. We work closely with Community Voluntary Services Tendring to maintain our understanding of the local voluntary sector provision and expand ideas to continuing working together on relevant projects.

We are expanding the way we provide support. Our traditional information and advice service continues through face-to-face, phone and email services. We have developed a social media presence which helps with our marketing and research, with the advantage of instant feedback.

Appendix 3 and 7 show the number of clients seen across all Tendring services. Appendix 3 shows that during 2019/20 we helped 4,724 clients from the daily advice drop-in service and this covered around 11,000 different issues. Appendix 7 shows that we helped a further 7124 clients from our information room, phone calls, emails and callers outside of our publicised drop in times. Our top 5 enquiries were in relation to debt, welfare benefits & tax credits, housing, relationships & family and employment. Debt and financial advice represent c40% of enquiries, being reflective of the level of deprivation in some wards and other factors, such as that 23% of children live in low income families; maintaining specialist debt advice is an important part of our service offer. This also drives our decision to work with the Essex Public Health team on the Healthier Wealthier Children project and the Help to Claim scheme, helping people in the transition to Universal Credit.

### **Money Advice**

Many people attending CAT for money advice or managing personal debt also experience mental health

problems, which can be exacerbated by trying to deal with their debt or benefit problems. Our Money Advice Service is sensitive to the needs of people who will often come to us as a last resort in tackling long term debt problems which may have been causing them significant anxiety and stress. Our advisors take them through the debt management process step by step, providing practical support and reassurance. We are aware, however, that we do not yet reach all those in need of debt advice. The Money Advice Service analysis of the level of debt and supply of support finds that the supply of debt advice in Tendring the supply is just 42% of that required to meet the needs of the population. Whilst our capacity will remain constrained by contractual levels, we will aim at those most in need. Using the MASDAP strategy and their Wyman review as a foundation (appendix 4 & 5) we will develop innovative ways of delivering our service with the aim of improving awareness of our service and those of our partner organisations. We will move from a passive referral model to one where we can find those most in need have access to support, either through our own service or by signposting to others.

### **Mental Health Hub**

The CAT Hub provides very specific support to people with mental health problems who are now in recovery, and includes providing support and workplace experience for those seeking to re-join the workforce.

Our advisers help clients to fill out forms, write letters and negotiate with creditors, and appeal benefits decisions. This support is particularly important to our older population and helped inform our decision to open a new outreach services in Frinton on Sea and Holland on Sea, where more than a quarter of the population is over 65yrs. However, not all of our callers need a session with an advisor, and we maintain a well-stocked information room where callers can speak to an experienced member of staff who will help them navigate leaflets and on-line information. This helps us deliver our aim to target our services to clients most in need, whilst ensuring that we remain available to everyone.

## **2 Leadership and Service Delivery**

Citizen's Advice Tending is led, given direction and quality assured by 5 trustees, working through a Senior Management Team comprising the Chief Officer, Business Development Manager and Advice Services Manager. Citizens Advice Tending is staffed by 50 Volunteers, 14 part time staff members and 2 full time staff members. An organogram showing the structure is shown as appendix 3.

The Trustee Board has undertaken a skills audit against the skills needed to lead the organisation and recruitment is underway to find more trustees with the appropriate skills to take us forward.

### **2.1 Governance**

Policies, systems, processes, controls and records management have been improved over the past three years and this work continues.

A Board Calendar is agreed by Trustees each year to set out the schedule for Board agenda and key activities throughout the following year. This includes scheduling of updates to the risk register, annual refresh of the Business Development Plan, signing off accounts, and when policies are due for routine review.

Following each Local Self Assessment the Board agrees a timed action plan to deliver on required improvements. Routine checking of BMIS recommended policies takes place throughout the year to ensure policies are up to date with latest legislation.

The Board holds an annual away-day to refresh service strategies and development plans. This includes an annual board appraisal, which is supported by a 360' appraisal of Board effectiveness across staff and volunteers.

Trustees have undertaken a skills analysis and each has a designated lead role across the organisation. Recruitment of new Trustees has always proved challenging and new ways are constantly sought to encourage new recruits, as far as possible ensuring that gaps in current skills are filled and we achieve a balance in terms of diversity of the Board.

The Training Manager ensures that up to date records and reminders are issued to all staff, volunteers and Trustees to ensure all have undergone GDPR training and mandatory training to be able to deliver our services effectively, efficiently, safely and legally.

## **2.2 Strategic Business Planning**

Using our community profile, we have agreed the key external drivers which influence our strategic direction and we focus on meeting population need rather than merely servicing demand. This will include focusing service delivery and undertaking local Research and Campaigns in the right areas and with excluded and/or disadvantaged groups.

Our structure and operational processes include encouraging staff to offer alternatives and signposting to those for whom we are no longer able to offer general advice. Our existing "information room" functions will be expanded to support this increased signposting activity.

Our planning cycle is 3 years. Each year at the Board awayday we review our achievements from the previous 12 months and look at areas where we might need to do further work. We undertake our Board impact assessment and agree our priorities for the following 3 years.

## **2.3 Risk management**

Trustees monitor risk on a quarterly basis by reviewing the Risk Register. The Risk Register identifies risks in the following categories:-

- Governance
- Operational
- Financial
- External
- Compliance

It includes internal and external risks, mitigation and further action required to control risks. Risks are scored on a likelihood / impact basis and coded on a RAG scale. Key risks identified at time of publication are:-

- Governance in terms of policies, procedures, document management information management
- Long-term sustainability of funding for central advice services
- Information technology and information systems and in house expertise
- Financial – MASDAP funding retention of contract – keeping to target

The risk registers are version controlled, with all current and previous versions available to staff and Board members from our Cloud drive.

## **2.4 People Management**

Following strategic and resource changes over the past few years, we have now fully recruited to a new staffing structure and Senior Management Team. We are implementing appropriate training and updating for all staff and, through engagement and development sessions, have been able to design and implement our new strategy.

We place huge value on our staff and volunteers as our key asset for delivery of high quality, relevant and responsive services to our customers.

## **2.5 Operational Performance Management**

Quality of advice is assessed and benchmarked on a quarterly basis as part of the Citizens Advice Performance and Quality Framework (PQF). This is RAG-rated and our performance is usually 'green'. Where yellow ratings occur, an action plan is put in place to address this and this is overseen by the Chief Officer. See appendix 9 for the 2018-19 statistics.

As part of our accreditation, we self-assess our leadership and governance capability annually, as required by our CA membership agreement. In the first two years, this is reviewed in a teleconference with a Performance Assessor (PA) from Citizens Advice. In Year 3, the PA visits to verify the self-assessment and facilitate passporting to the external accreditations for the Advice Quality Standard (AQS) and the Money Advice Service (MAS) debt quality framework. CAT's most recent audit visit was in March 2020.

In addition, our quality of NAQAA is part of the Performance and Quality Framework (PQF). It is a Citizens Advice process conducted quarterly to review and benchmark your quality of advice. There is no link between AQS and NAQAA.

## **2.6 Partnership Working**

Partnership working is a key element of delivering inclusive and accessible services and we seek out opportunities to be part of integrated service delivery, where possible. This is particularly evident in the Mental Health Hub and in our close partnerships with community-wide and advice-giving agencies. Partnerships include other local community and voluntary organisations, statutory services (e.g. health and social care) and other Citizen's Advice services across the region.

We are active members of the Essex CA consortia Board and managers' group as well as being on the Executive Committee.

We are members of the Tendring Community Safety and Health and Well Being Board which is chaired by the lead member for health and social care, who is also a member of CAT Board.

We are pleased to achieve the highest rating of 5 for The delivery plan produced by this group is presented to our Board and is used to help inform our service priorities (Appendix 11). partnership working in our annual LSA report.

## **2.7 Equality, Diversity and Inclusion Priorities**

CAT recognises the positive value of diversity, promoting equality and fairness, challenging discrimination and enabling inclusion.

CAT has identified three key priorities for equality:

- challenging discrimination through advice
- championing equality through research and campaigns
- valuing diversity as an employer, volunteer agency and partner

To achieve these, we have an Equality, Diversity and Inclusion action plan in place (Appendix 6) which covers increasing internal and external awareness, improved accessibility for all clients, volunteers and staff, evidence gathering and data analysis, identifying equalities campaigns, improving mental wellbeing, dementia-friendly accreditation and responsiveness.

### 3 Strategic Priorities

After extensive consultation with all stakeholders, we have identified the following strategic priorities and principles for the next 3 years.

The timetable for delivery is of course subject to continual easing of Covid restrictions throughout 2021.

#### 1 To improve access to the services we offer, we will:

##### In year 1, 2021-22:

- Explore possibilities to relocate the Hub shop. Undertake an option appraisal and due diligence of all scenarios.
- Continue to provide well supported volunteering opportunities for local people and for those with mental ill health.
- Development of partnerships with other key stakeholders and organisations.
- Identify the most vulnerable clients in order to provide them a face to face service.
- Build on the skills and experience of remote working and non-face to face contact gained during lockdown. Use this to work towards the CitA strategic direction for increasing non-face to face contacts set out in the Future of Advice.
- Identify new vulnerabilities within the community that have emerged as a result of the pandemic.
- Continue to align service delivery with areas of greatest need within Tendring – informed by our collaborative needs analysis and locally agreed strategies, such as the MAPSDAP strategy (appendix 4) and Community Safety and Health and Wellbeing Plan (appendix 9).
- Use MAPSDAP Strategy to develop greater understanding unmet needs and how to reach out to those who may benefit from the service.
- Explore possible involvement with other organisations on Levelling Up / Breaking Barriers projects in Tendring.

##### Year 2, 2022-3:

- Further identify unmet need and strive to identify and provide a service for those people who are harder to reach or hear.
- Develop innovative ways of meeting client needs in managing debt and financial concerns (as set out in the MASDAP national strategy and associated Whyman review).
- Move the hub shop to new premises, seek to increase retail sales to fund potential rent increases.
- Explore online sales potential for the Hub.
- Provide assisted digital advice for disadvantaged groups and develop new channels for accessing advice via internet and telephone to complement our face-to-face service.
- Continue to improve our social media platforms and broaden our range of marketing and research campaigns.
- Further develop our local profile, increase use of local radio, TV and other media.

##### Year 3, 2023-4:

- Explore the possibilities for developing services in Harwich, especially potential for a second hub (timing of this will depend upon progress with relocation of the Clacton hub, to ensure adequate skill and resource is available to properly expand the service at the time).
- Build on our existing service delivery strengths to develop replicable models for rollout to at new service delivery locations.
- Further developments in marketing and research.
- Further develop support to clients in terms of financial and debt management.
- Consider further development proposals in the north of the district/Harwich areas.
- Explore the possibility of opening a new service such as Mental Health Hub in Harwich.

## **2 To Increase effectiveness and reduce duplication, we will:**

### Year 1, 2021-2:

- Develop a 3 year strategy for the Mental Health Hub, including any relocation plans
- Improve financial reporting through a simple format that is easy to digest at board.
- Review our HR processes and improve record keeping processes (new project managers in post to support this)
- Ensure succession planning and recruitment plans are embedded HR management
- Review the referral model to the MAPSDAP service, develop plan for more innovative ways of reaching those most in need
- Develop clear signposting to and from our services
- Continue to develop Cloud based record keeping.
- Consolidate home working and non face to face service provision, considering IT security and softphones service. Citizens Advice Future of Advice.

### Year 2, 2022-3:

- Implement improvements to the MASDAP service, review capacity and assess how well we are meeting population need.
- Continue to seek out best practice and innovative ideas from elsewhere
- Deliver services in partnership with others, sharing resources and facilities

### Year 3, 2023-4:

- Continue to seek effective working partnerships and strive for integrated service delivery wherever possible, striving for a ‘one stop shop’ for our clients (with consent), to avoid people having to repeat their story

## **3 To increase our community profile and develop a diverse and sustainable funding base, we will:**

### In year 1, 2021-2:

- Diversify income and develop sustainable new income streams. We will continue to seek new funding for additional service delivery through focused project streams; some of these projects may have a requirement for very specialist knowledge and are likely to require targeted recruitment, training and updating.
- Raise the profile of CAT as the lead advisory organisation across Tendring, and as a driver of change rather than just a follower
- Review our communication strategy so that we continue to improve our local profile using wider media channels, such as local radio and papers.
- Use insights and data gathered via our advice service to influence policy through research and campaigning activity to improve the lives of our local population
- Maintain our partnership relationships, taking a lead role on joint projects where appropriate.

### Year 2, 2022-3:

- Seek opportunities to move from reactive advice to proactively building community resilience thorough training and early intervention wherever possible.
- Explore the possibility of providing training to other LCAs for advice services. This might be in person or on line, building on the skills developed from increased remote working.
- Adopt the quality standards of Investors in People and Investors in Volunteers.
- Explore the possibility to provide training (benefits, debt etc.) to other organisations.



### Year 3, 2023-4:

- Build on opportunities for expansion of our services into less well serviced locations.

## **4 Research and Campaigning**

Citizens Advice Tendring is committed to being actively involved in research and campaigns both nationally and locally. The aims of this strategy reflect some of those of the organisation as a whole:

- To champion the issues that local residents face
- To encourage, empower and educate
- To demonstrate our values of diversity, equality and challenging discrimination
- To help meet the needs of the most disadvantaged and vulnerable groups in Tendring

This strategy details how CAT meets and maintains the above continuous aims.

### **4.1 Core Service and Training**

All staff and volunteers undertake Research and Campaigns online training during their induction. Trustees are also provided with the hyperlink to the R&C newsletter in their induction pack. They are also expected to remain engaged with its importance during their day to day role in advice. To assist in this objective CAT created a promotional leaflet specifically designed for advisors. The leaflet demonstrates the successful impact of their actions regarding research and campaigns. On a daily basis, advisors share cases on R&C cases with NCA via Casebook. On a monthly we report to CA National the trends observed through our client cases on local issues.

CAT participates in the annual network panel survey and is a member of the Essex consortium's research and campaigning group. Our chairperson has also undertaken media training. CAT uses social media to engage with its community and to promote those partnership organisations whose shared aims are to help meet the needs of the most disadvantaged and vulnerable groups in Tendring.

We recruited a Publicity and Research Officer whose role is dedicated to address CAT strategic aims and those of the Research and Campaigns Strategy, so increasing our presence in the local community of Tendring. This is done through promotion of CAT on social media, in the local press, through the local authority and parish councils, partner organisations and community groups. A publicity, research and campaigns report is also regularly included in Trustee Board meeting papers.

Clients who attend our main advice office become more aware of the breadth of our services and campaigns via an on-screen information service in our waiting room. CAT evaluates campaigns both at management and board level in order to identify anything that can be done to improve our service. The on-screen information service is a useful tool to communicate such improvements. We also display posters and leaflets in all areas of our main office, Harwich office and at the Mental Health Hub. Information shared via any of these media include:

- Opening hours of all sites
- Advice phonenumber numbers
- Service changes – longer opening hours, new outreach sites, extra opening days
- Self-help signposting
- Current initiatives locally and by CA
- Partner organisation information (Essex police, ACE, CVS Tendring)
- CAT successes (e.g. the numbers of Tendring clients helped or campaign breakthroughs).

It should be noted that we do not give advice via any social media platform.

#### **4.2 Local Partnerships**

CA Tending proactively engages in partnership working by partaking in various Local Partnership Board meetings as follows:-

- Community Safety Partnership and Health and Well Being Board - Quarterly
- Mental Health Well Being Forum - Quarterly
- Essex CA meetings - Quarterly
- TDC Sport England LDP - Bi Monthly
- TDC - Funder Meeting - Quarterly
- TDC/CCG/PFCC/ECC Funders meeting - Quarterly
- Salvation Army Forum- quarterly
- Jaywick Community Forum

CAT has worked hard to achieve and maintain a close working relationship with our Local Council by keeping the chief officers and councilors aware of what we do and how we can achieve shared aims together. A local authority councillor also attends the CA Trustee Board meeting on a quarterly basis and during these meeting both relevant issues and objectives from either side are discussed and sometimes progressed.

CAT invites partner organisations to use our premises for appointments, which in turn forges closer referral partnerships and improves visibility of each organisation. So far, the following partners place their workers on our Mental Health Hub site to see their own clients but also CAT referrals who have consequently avoided long waits and benefited from the easy local access.

- Next Chapter
- Mind
- Peabody Housing Support

Participation in community events is another way we interact with the public and network with partners, while promoting our service and raising awareness of current issues or campaigns.

We send out our Annual Report to our Local MP's and invite them to visit our services to keep them up to date on the excellent work we do.

### 4.3 National Campaigns

With the help of a yearly calendar from national CA, CAT monitors upcoming national campaigns and actively supports and promotes them, with focus on several which align with our strategic priorities. Examples include:

- Big Energy Week (Jan)
- Scams Awareness (Feb/Mar but various)
- Debt Awareness Week (Mar)
- Mental Health Awareness (May)
- Volunteers' Week (June)
- Trustees Week (October)

We promote these campaigns with posters, digital messaging and social media posts. We also include promotion of CA national campaigns in our main office via a digital display in the waiting room.

From time to time there are also targeted campaigns such as the 12-week Pension Credit Awareness Campaign, which we fully promoted as a campaign expected to be of interest to Tendring residents based on our community needs analysis.

### 4.4 Local Campaigns

In addition to national campaigns we conduct regular local campaigns on issues as they arise. We advertise CAT local campaigns in our main office via a digital display in the waiting room. There are also trends that come through our advice sessions which we highlight in our campaign awareness initiatives such as:

- Promotion of our debt specialist service
- Scams awareness
- Mobile Home Campaign
- Romance Scams
- Winter Warmers
- Promotion of partnership initiatives e.g. Baby Bank Tendring
- Promotion of local authority health initiatives regarding increase in regular exercise
- Promotion of volunteering at the Mental Health Hub
- Mental Health Awareness - this is a permanent campaign for us as we promote our local service.
- Debt – this is a permanent campaign for CAT as we promote and inform our local specialist service through as many means as possible.

### 4.5 Social Media platforms

<https://www.facebook.com/cabtendring>

<https://twitter.com/AdviceCitizens>

Social media has been and continues to be key in raising awareness of research and campaigns as well as increasing our digital presence with other organisations and Tendring residents. CAT post to each of our sites at least on a weekly basis according to general guidelines as set out by Citizens Advice National. Aside from those examples of the types of posts are:

- Staff and Volunteer Vacancies including trustee roles
- Changes to our services – additional opening (Mondays), longer opening hours (Tuesdays), closure over Christmas etc
- Tweets provided by CA Communications Team.
- Promotion of our own services including debt specialist

- Our Mental Health Hub advice service
- We appeal for donations for our charity shop.
- We also ask for financial donations by promoting giving services to which we have signed up e.g. My Donate, EasyGiving etc.
- Links to advice and information from partner organisations e.g. Turn2Us; National Debtline; Mind; Payplan; Refuge, Tendring District Council; CVS Tendring.
- Links to partner organisation or local initiatives that may provide help and support to our clients

We only post for local partner organisations if they are funders, referral partners or recognised business and / or organisations working to the benefit of the local community.

## **5 Finance**

### **5.1 Funding Strategy**

We aim to develop sustainable funding streams to ensure that we have the funding needed to deliver a quality advice service which achieves our statement of purpose, and which meets the priority needs identified in this business plan and the community needs analysis. It will inform our project planning and annual budgeting

Recognizing the increased pressure on funding, we will prioritize the services we offer, in order to achieve sustainable funding in order to meet our core objectives.

We will engage with both existing and potential funders to:

- Understand their funding priorities
- Seek to develop funding bids in partnership (both with funders and other agencies)
- Develop multi-year funding agreements to facilitate longer term planning.

#### **Existing Funding**

Strategies to retain and renew current funding streams are as follows: -

- Deliver services/projects in line with our contracts and SLA's
- Report in quarterly frequency to funders by either meetings and or written reports.
- Meetings are both informal and formal with agendas and minutes taken – Funders are advised of our successes, changes and current issues/statistics and contribute to these with suggestions. They also contribute to development plans.
- Our delivery model is to nurture existing and new partnerships by various ways, visiting other organisations, reciprocal referral systems, joint funding bids and participation in joint strategic boards and consortiums.
- Funding is a separate item on the Chief Officers report at all Board meetings – approximately 8 a year.

#### **New Funding**

- Research is done on local and national funding streams and analysed to see which ones may be appropriate to our services and our Business and Development Plan.
- Applications are submitted when appropriate and cost/benefit analysis is conducted.
- We are part of Citizens Advice Essex which is a consortium of Local Citizens Advice offices in Essex and have recently recruited a Business Development Manager to seek County wide funding and submit bids accordingly. This has already produced extra funding from Essex County Council by way of a Warm Homes Energy Contract that will bring in new funding for our organisation.

#### **Future Funding**

- Our strategy is to keep informed of local needs analysis and align our Business and Development plan with the local Authorities strategic plan.
- We aim to nurture current/past/future funder relationships by promoting our services and annual statistics.
- We nurture relationships with other organisations to promote our reputation to be considered for joint bids to funders.
- Consider possible ways of bringing in methods of self funding such as possible re location of shop premises to increase footfall and thus shop income.

- General Marketing of the organisation to promote the profile of its services and projects by attending open days/community events etc.
- Research private companies/alternative funding streams not previously sought e.g. inheritance/will bequests.
- Possible development of a fundraising committee by volunteers to run events.
- Attendance by staff at Fundraising seminars/ grant makers meetings.

## **5.2 Financial Management**

Our financial year runs April to March. The Chief Officer and Business Development Manager maintain a day-to-day overview of the organisation's finances and present accounts, trends and issues to each Board meeting. An external qualified book-keeper prepares the management accounts using Quickbooks and presents monthly accounts to the management team.

The annual independent review of our accounts is undertaken by an external accountancy firm. Annual accounts are signed off in time to present to the Annual General Meeting in November each year.

The Board observes trends and issues at Board meetings and makes decisions about spending priorities and financial management requirements.

## **5.3 Financial Projections and Budget Assumptions**

Financial Projections are set out in Appendix 10.

### **Budget Assumptions:**

- No new capital spend requirement has been identified. Maintenance and repairs to Carnarvon Road are included.
- The HUB re-location is ignored at this stage due to uncertainty as to structure and timing.
- Inflation is based on latest projections for RPI.
- Grant Income assumes the continuation of existing funds and includes the new awards for the Realising Ambitions and Warm Homes Scheme.
- HUB retail sales ceased after closure due to Covid but assumed increase following relocation.
- £4,500 charge for external supervision is included in MASDAP.

## **6. Summary – Tendring aims and local statistics**

Citizens Advice Tendring aims to remain as and promote itself as the Advice Sector lead for Tendring. We seek to continually improve our service, its reach, quality of advice given and the method with which we deliver these services. Although we intend to deliver advice through a variety of channels: face to face, phone, email and Webchat we will ensure that we do not exclude the vulnerable and less able Tendring citizens. We are also aware that we still need to meet the needs of people who do not have access to the Internet and / or do not have the level of skill set to access these digital channels.

We seek to align our business aims with that of Tendring District Council strategies to enhance partnership working and improve the lives of local residents.

Our focus will be holistic and look at all aspects of the lives of Tendring residents.

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## Outcomes and Case Studies

Presented below are a selection of case studies in order to get a flavour of the human side of CAT client outcomes.

### **Debt**

#### Case Study 1

Mr B had an alleged energy debt of £310.07 to a company that had gone out of business, which was now being managed by a solicitor. He had been trying to dispute this for over a year without success. After acknowledging the meter readings appeared incorrect, the creditor agreed to reduce the debt by half, but the client disputed the whole amount. We assisted Mr B to raise a formal complaint and was able to have the whole debt written off.

The client sent a £30 donation to the service, and emailed to say 'so many thanks, also, for your dedicated work in supporting me over the months since August 2020 in order to achieve a very satisfactory outcome.'

#### Case Study 2

Mrs P had fallen behind on her mortgage payments following a misunderstanding about her Support for Mortgage Interest Loan, mistakenly thinking that it covered the whole monthly mortgage amount. She had the aim of selling her home to downsize and live nearer to her family.

She stated, 'I was always a very independent single parent of two kids. I owned my home and put my kids through university. Then 3 years ago I woke having suffered a severe stroke. I tried to manage but recently got into a big muddle resulting in an eviction order'. The debt was already at the stage where bailiffs had come to evict Mrs P, but were unable to do so on the day as she became unwell. By the time she came to us, she was due to be evicted in 2 weeks.

We worked with Mrs P to draw up an accurate budget and used it to evidence that she is able to afford her current monthly agreement. A relative also offered to clear the arrears, which needed to be agreed with the mortgage company as a possession order had already been granted. We assisted Mrs P in negotiating with her mortgage company, and successfully managed to arrange for the arrears to be paid, and for the eviction to be cancelled allowing her to stay in her home giving her time to sell.

Mrs P was so happy with the service that we provided, she sent a card to us and asked us to display it in a public place so that others could read her story and be encouraged to get help. She said:

'The ladies from the CAB have helped me to stop the eviction so I can sell my house and move near my kids for their support. I was embarrassed admitting my problem to the CAB but without their hard work I would be homeless now.'

If you're suffering debt or not opening letters or having issues that you can't cope with then please seek their help. They don't judge and are so friendly and helpful. I'm so thankful for their help. What they did for me was amazing.'

### Case Study 3

Mrs C was a vulnerable client with multiple complex health issues. Mrs C came to us as she had two parking tickets which were both being collected by bailiffs. She explained that the stress of this was causing her health conditions to get worse and making her feel scared.

Due to Mrs C's vulnerabilities a Standard Financial Statement could not be generated, so we were only able to consider non-financial options. We went through these options with Mrs C, and because of the impact the tickets were having on her health, she decided that she wanted to pursue a write off. We wrote to the creditor and bailiffs on the client's behalf requesting a write off and providing medical evidence to support the request, and were able to convince the creditors to write off both debts and withdraw the bailiffs.

Mrs C stated she could not thank us enough, and that the service had gone 'over and above' to support her.

### Case Study 4

Mr C was a retired man who contacted the service enquiring about bankruptcy – he had £29,942.00 of debt, and despite not being able to afford the cost of £680 fee he could not see another way out of his financial situation. He contacted the service just as the Debt Relief Order limit was increased to £30,000. We advised him of the option to apply for a DRO instead as he fit the criteria, and was much more attainable as the fee was only £90. Mr C was very keen on this option, and we assisted him to gather the necessary paperwork and refer him to our DRO Unit for completion. This resulted in Mr C's whole debt being written off under the DRO.

After the DRO went through, Mr C's daughter contacted us to say, 'you have supported this process with very clear direction and a level of compassion that makes the service you offer stand out.'

## **Families Adviser (Outreach)**

### Case Study 1

#### Background

Mr Mc is a 34-year-old single man who suffers with mental health issues and epilepsy due to an accident that caused damage to his brain.

He is unable to use computers and is also dyslexic – he can read but cannot write and does not retain the information relayed to him.

Mr Mc initially attended Citizen's Advice Tending for support with an application for the essential living fund, and looking at his case holistically we also offered to help with his Universal Credit and PIP.

Mr Mc has been supported throughout by us providing advice, acting as a scribe, and supporting him through all the processes including preparation for attending meetings with the DWP

Universal credit: Limited work capability

Mr Mc was claiming universal credit, but the work commitments were incorrect based on his MH issues,

Mr Mc was supported through the process of obtaining the correct level of commitments and was awarded the LWCRA element of his UC claim

Mr Mc received an additional £128.89 per week (£6702.28 annually)

PIP

Mr Mc was in receipt of PIP mobility at the lower rate £ 23.70 and had been trying to get this reassessed unsuccessfully,

In November 2021 within the 13-month late mandatory reconsideration time period, a mandatory reconsideration was completed for the client which also failed. An appeal was then put in, and this went to tribunal on the 15th March 2022. The decision was made to award Mr Mc mobility at the higher rate £ 62.55 per week, and additional £38.85 per week - £2020.20 extra annually backdated to the 7th June 2021 with £1592.85 back payment

Mr Mc was also awarded the lower daily living element £60.00 per week (£2460.00 annually with a further year of backpaid money)

ELF:

Mr Mc had moved into a new property approx. 4 months before attending CA.

He had called the Essential Living fund to request a telephone application but had been advised it had to be completed online. As he is unable to use a computer MrMc was unable to do this and took an advance on his UC claim to buy second hand white goods.

Subsequently and very quickly these broke down leaving Mr Mc with a debt and still no white goods.

An application to ELF was made by CA on Mr Mc's behalf.

This was refused by the ELF as it was not deemed to be an emergency. An appeal was also unsuccessful.

As client still needed help and could not access ELF, we accessed the hardship fund instead and were able to support Mr Mc with a new fridge freezer. Our Mental Health Hub also supplied the client with a microwave.

Case Study 2

Ms C is a 32-year-old single mum of 3 children.

Ms C came to a face-to-face appointment referred by her health worker via the Barnardo's network. Ms C's youngest daughter suffers with MH issues & PICA.

Her daughter has been under Colchester hospital for issues with her bowel movements and had been on 2 x laxatives since November 2021.

Ms C has been trying to get a follow up appointment due to her concern about the length of time she daughter had been on these meds.

The family adviser emailed the hospital on the 7th March requesting a follow up appointment.

Ms C received a letter advising her daughter had a follow up appointment on Saturday 19th March 2022.

Client attended this appointment and is still unhappy with the treatment received, an email has been prepared and sent to PALS, and Ms C will be supported during this process.

Ms C had applied for Child DLA prior to being supported by CA which she advised had failed.

A follow up appointment has been made for a mandatory reconsideration to be completed on her behalf.

Potential benefit award of £23.70 per week (£1232.40 annually) - £89.60 per week (£4659.20 annually)

We also offered to make a referral to North East Essex Autism Advocacy service, which had been accepted by Ms C and a future appointment has been made to complete the application for further support.

### Case Study 3

Miss P is a 30-year-old single lady with 3 children under 6 years of age.

Miss P wanted help with but her housing situation where she was struggling to get a move to a larger property,

A larger property was required, because her 4-year-old daughter has mental health issues and needs a bedroom of her own.

An email was scribed and prepared for the client to send to Tendring housing dept

Miss P sent a follow up email advising:

'Good news! She (TDC Housing) had a look at my banding which is high up and in a very good place. However she also said my housing case is actually in line to be discussed in the medical panel on 10th March.'

### Case Study 4

Mr P is a 75 year old married man who looks after his wife and disabled son.

He wanted to know if he was entitled to claim Carers Allowance.

Mr P is on state pension and has a small private pension and his wife receives state pension and Attendance Allowance

Mr P exceeded the £67.60 per week pension allowance for claiming Carers Allowance but fell within the overlapping benefit rule.

Carers Allowance and Pension Credit were applied for: Mr P was able to receive £18.51 per week Pension Credit (£962.52 per year) and £37.70 per week Carers Addition (£1960.40 per year).

#### Case Study 5

Mr K is a 65-year-old single man who suffers with mental health issues and lived with his father in his father's house until his father passed away early this year.

Mr K has been left the property but was now faced paying site fees.

Mr K is in receipt of ESA (Employment Support Allowance) basic rate.

He was informed he could claim Universal Credit to claim Housing Element for the site fees or alternatively we could help the client apply for the SDP on his ESA which is more than the site fees and he could remain on ESA.

Client wanted to apply for the SDP as this was a better option for him, both financially and mentally.

Client was helped with this claim and was awarded £67.30 per week (£3499.60 per year).

### **Domestic Abuse Adviser**

#### Case Study 1,

Mrs B had first approached CA Tendring face to face but this was severely restricted by language issues, first language is Czech. Mrs B seemed very distressed. Mrs B gave her mobile phone number and email address. It was decided that on what we could make out the Domestic Abuse Adviser would contact Mrs B.

We worked with Mrs B on a number of issues, been a police bail letter, her husband been abusive, her daughters missing, no money, no washing machine and wishing to move from the home she was now scared of living in.

We found that face-to-face appointments were best as this helped with the language issues. We also have language line set up if needed.

We wrote a letter to the police requesting in writing what was happening, charges were dropped.

We were informed that the husband was moving away with his daughters and would leave Mrs B alone.

Mrs B contacted daughters with our support.

We assisted Mrs B with a new claim for Universal Credit while explaining to Mrs B what she needed to do.

We assisted Mrs B to apply for help from Essential Living Fund for a washing Machine.

We assisted Mrs B to apply to Tendring Council for a transfer.

We are still supporting Mrs B.

## Case Study 2

Ms P came to us in October 2021 requesting help as she had fled the family home with her two daughters.

Ms P stated that her husband was 'controlling, abusive, manipulative and coercive'.

We worked with Ms P on a number of issues, where to live, how to stay safe and keep children safe and benefits.

We supported Ms P request for help from Tendring Council and request a review for help with housing, Ms P is now rehomed with her two daughters.

We assisted Ms P request a non-molestation order which is now in place.

We assisted Ms P with applying for Universal Credit and other financial support, e.g., Essential Living Fund.

Ms P and her daughters are now happy and settled.

## Case Study 3

Miss D first came to us in 2018. She was in the process of getting a Divorce she had a solicitor who advised her to return to the marital home but she was afraid to do so. Miss D said her husband has been very controlling and emotionally abusive but she had only realized this when he became physically abusive.

Miss D was very concerned for her daughter who had stayed with her father and now was controlled by him.

We assisted Miss D with her issues, housing, court proceedings, how to stay safe, changing details on bills,

Miss D moved in with her parents, court proceedings went on, Miss D became aware of recording evidence, Miss D changed names on bills and informed who needed to know of changes.

Miss D came back to us in 2021 stating that the court proceedings were still on going and her husband was delaying every possible time which meant she had to pay fees. Miss D stated that her husband was still controlling her and calling her family.

The police had advised her to seek a protection order.

We assisted Miss D requesting a non- molestation order which is in place.

We supported Miss D on informing her Solicitor that this case had to end or she would seek another Solicitor. The court case ended with Miss D collecting her belongings, receiving funds owing which means Miss D can find a property to live in.

Miss D, Outcome now Miss D is working part time as local artist, renting property and is settled.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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