



CABINET

DATE:	Friday, 7 October 2022
TIME:	10.30 am
VENUE:	Committee Room - Town Hall, Station Road, Clacton-on-Sea, CO15 1SE

MEMBERSHIP:

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

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

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

If you have any queries regarding webcasting or the recording of meetings by the public, please contact Ian Ford Email: iford@tendringdc.gov.uk or Telephone on 01255 686584.

DATE OF PUBLICATION: THURSDAY, 29 SEPTEMBER 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 - 20)

To confirm and sign the minutes of the last meeting of the Cabinet held on Friday 15 July 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 no matters referred to the Cabinet by the Council on this occasion.

7 Matters Referred to the Cabinet by a Committee

There are no matters referred to the Cabinet by a Committee on this occasion.

8 Leader of the Council's Items - A.1 - Highlight Priority Actions 2022/23 towards Corporate Plan Themes - Monitoring Report at the Half Year Point (Pages 21 - 40)

To provide the Cabinet with an update on the positive progress with the Highlight Priority Actions adopted for 2022/23 towards the Council's Corporate Plan Themes for 2020/24.

9 Cabinet Members' Items - Report of the Corporate Finance & Governance Portfolio Holder - A.2 - Financial Performance Report - General Update 2022/23 and 2023/24 (Pages 41 - 50)

To provide a general update and overview of the Council's financial position against the 2022/23 budget and looking ahead to 2023/24 and beyond.

10 Cabinet Members' Items - Report of the Corporate Finance & Governance Portfolio Holder - A.3 - Update on Career Track and its Apprenticeship Provision (Pages 51 - 80)

To update Cabinet on the activities and progress since the Ofsted Inspection visit in November 2021, and seek its agreement for the continuation of the Career Track function and to agree the new governance structure/format.

11 Cabinet Members' Items - Report of the Housing Portfolio Holder - A.4 - Agreement with Essex County Council to use Sheltered Housing Flats for the provision of Short Term Accommodation for those leaving Hospital Care (Pages 81 - 86)

To seek approval from Cabinet for an agreement with Essex County Council regarding the use of Sheltered Housing long-term void flats, to be funded by the North East Essex Health and Well-being Alliance and used for qualifying individuals for up to a 12 week stay.

12 Cabinet Members' Items - Report of the Partnerships Portfolio Holder - A.5 - Draft Equality and Inclusion Strategy 2023 to 2027 (Pages 87 - 102)

To present to Cabinet a draft four year Equality and Inclusion Strategy and seek its approval to commence a wider consultation prior to formal approval from Cabinet in Quarter 3 and its implementation in Quarter 4.

13 Cabinet Members' Items - Report of the Partnerships Portfolio Holder - A.6 - Community Engagement Strategy (Pages 103 - 116)

To seek Cabinet's approval to the introduction of a Community Engagement Strategy.

14 Management Team Items

There are none on this occasion.

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, 4 November 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.

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

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

The assembly point for the Town Hall is in the car park to the left of the building as you are facing it.

Your calmness and assistance is greatly appreciated.

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE CABINET,
HELD ON FRIDAY, 15TH JULY, 2022 AT 10.31 AM
IN THE COMMITTEE ROOM, TOWN HALL, STATION ROAD, CLACTON-ON-SEA,
CO15 1SE**

Present: Councillors N R Stock OBE (Leader of the Council)(Chairman), J D Bray (Planning Portfolio Holder), G V Guglielmi (Deputy Leader; Corporate Finance & Governance Portfolio Holder), P B Honeywood (Housing Portfolio Holder), L A McWilliams (Partnerships Portfolio Holder), M C Newton (Business & Economic Growth Portfolio Holder), A O J Porter (Leisure & Tourism Portfolio Holder) and M J Talbot (Environment & Public Space Portfolio Holder)

Group Leaders Present by Invitation: Councillors E T Allen (Leader of the Tendring First Group), J B Chapman BEM (Leader of the Independents Group), I J Henderson (Leader of the Labour Group), G G I Scott (the Leader of the Liberal Democrats Group), C P Winfield (Leader of the Holland-on-Sea Group) and A P H Baker (Deputy Leader of the Tendring Independents Group)

In Attendance: Damian Williams (Corporate Director (Operations and Delivery)), Gary Guiver (Acting Director (Planning)), Richard Barrett (Assistant Director (Finance and IT) & Section 151 Officer), Anastasia Simpson (Assistant Director (Partnerships)), Michael Carran (Assistant Director (Economic Growth & Leisure)), Keith Simmons (Head of Democratic Services and Elections), Ian Ford (Committee Services Manager) and Keith Durran (Committee Services Officer)

30. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor M E Stephenson (Leader of the Tendring Independents Group).

31. MINUTES OF THE LAST MEETING

It was **RESOLVED** that the minutes of the meeting of the Cabinet, held on Friday 17 June 2022, be approved as a correct record and be signed by the Chairman.

32. DECLARATIONS OF INTEREST

Councillors Allen and Stock OBE each declared a Personal Interest in the content of the Leader of the Council's Announcement (reported under Minute 33 below) insofar as they both owned businesses within the District.

33. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

The Leader of the Council (Councillor Stock OBE) made the following announcement:

"I briefly introduced a number of potential activities at Full Council on Tuesday night that would directly respond to the cost of living challenges we are all facing.

The first related to utilising an existing resource – the Tendring Community Fund. I am exploring ways that this can provide more targeted support across the District.

Although subject to further development, I am keen to see if we can put extra money into this existing fund and invite local organisations to bid for funding where they may be better placed to provide effective and targeted support across the whole District.

The second item I raised was around the potential for a Tendring Lottery. Although there remains a touch of caution, there are a number of Local Authorities that operate lotteries across the country and it appears some are much more successful at it than others.

What therefore springs to mind is the following question - can we distil elements of the successful ones and launch one here in Tendring? For example, are there opportunities to operate in such a way that people can effectively donate to their chosen good cause, which in turn gives them a chance to enter a district wide lottery rather than the other way round?

I am really interested to explore the opportunities and I would also be interested in Members' views. It would also be a great legacy if we were able to use some of the COVID funding we received from the Government.

As I mentioned on Tuesday, it has always been my intention to use this money to support the District recover from the pandemic wherever possible and finding a way to increase the funds of local groups and charities would certainly be a great cause.

The last idea that I mentioned was about exploring solar panel installations – this may not be limited to just our own tenant's properties but could also include private homes across the District. I am keen to explore a number of opportunities such as working with private sector partners to see if we can lever in some additional funding into the district on behalf of our residents.

In anticipation of what Carlo is going to say shortly when he introduces the outturn report, any investments we make have to be set against an increasingly challenging financial environment. I will therefore be providing updates on the development of the three ideas I have just mentioned alongside the financial forecast and Corporate Investment Plan over the coming weeks."

The Leader of the Council also informed Cabinet that he had written to the Chancellor of the Exchequer requesting him to take remedial action in relation to the fact that businesses were not subject to the cap on electricity price rises and further in relation to the situation whereby many small businesses in rural areas were inadvertently penalised by VAT on gas and electricity costs when there was no alternative gas supply available and the business was forced to rely solely on electricity for its energy needs.

34. ANNOUNCEMENTS BY CABINET MEMBERS

There were none on this occasion.

35. MATTERS REFERRED TO THE CABINET BY THE COUNCIL

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

36. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE RESOURCES AND SERVICES OVERVIEW & SCRUTINY COMMITTEE - A.1 - CORPORATE INVESTMENT PLAN

Cabinet was aware that, at its meeting held on 24 May 2022 (Minute 9 referred), the Resources and Services Overview & Scrutiny Committee ("the Committee") had had before it a report of the Corporate Finance and Governance Portfolio Holder which had provided it with an introduction on the Corporate Investment Plan (CIP) and its intended function. The Members of the Committee had been advised that:

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

There had been discussions around the Corporate Investment Board (CIB) prioritising projects on the CIP and how that prioritisation took place, and the Committee was advised that this was done through a scoring mechanism to establish what priority the project should have. The Committee had been also advised that the membership of the CIB was the Leader of the Council; the Deputy Leader of the Council; the Chief Executive; the Deputy Chief Executive; the Assistant Director (Finance & IT) and the Interim Corporate Director (Projects Delivery). The Committee had been interested to understand how all projects, including those that had been approved but not implemented prior to the CIP approach would be incorporated in the CIP to ensure that there was a complete view on such projects/schemes and the funding associated with them. The Committee had been advised that currently the CIP did not currently include all projects. However, it could be adapted to do this.

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

"That Cabinet agrees that:-

- 1) the Corporate Investment Board is minuted and that these minutes are circulated to Councillors as a part of supporting transparency in this process;*
- 2) a mechanism is found to report quarterly on the projects that are funded through the Corporate Investment Plan and the delivery of them; and*
- 3) the report mechanism, mentioned above, include all (non-business as usual) projects for which capital or revenue funding has been allocated."*

The Cabinet had before it the response of the Corporate Finance & Governance Portfolio Holder thereto as follows:-

"There has always been a dialogue between Cabinet members and senior officers to determine the issues that come to Cabinet as reports for discussion and decision. The Corporate Investment Plan is a means to make this process more formal in relation to projects, as it helps to finesse the order in which those Cabinet Papers come forward. The pipeline of projects will be published in the Cabinet Paper.

The Council regularly reports to Cabinet on significant projects through its performance reporting on highlight priorities. I will ask officers to review whether there are new projects funded through the Corporate Investment Plan which should be added to this reporting process, depending on their significance."

Having considered the recommendations of the Resources and Services Overview & Scrutiny Committee, together with the response of the Corporate Finance & Governance Portfolio Holder thereto:-

It was moved by Councillor G V Guglielmi, seconded by Councillor P B Honeywood and:-

RESOLVED that the recommendations made by the Resources and Services Overview & Scrutiny Committee be noted and that the response of the Corporate Finance & Governance Portfolio Holder thereto be endorsed.

37. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE RESOURCES AND SERVICES OVERVIEW & SCRUTINY COMMITTEE - A.2 - WASTE RECYCLING AND LITTERING ENQUIRY

Cabinet was aware that the Resources and Services Overview & Scrutiny Committee ("the Committee"), at its meeting held on 30 June 2022, had considered a report which had been submitted by that Committee's own Task and Finish Group on Waste, Recycling, and Litter which had itself met on 16 May 2022.

Councillor Michael Talbot (the Portfolio Holder for Environment and Public Space) had addressed the meeting and had set out an introduction to the material provided to the Task and Finish Group which was a range of information on the issue of waste, recycling, litter and fly tipping as referenced in the terms of reference for the enquiry. Some additional text had been included in the report on customer contact in relation to services provided by the Street Scene Service Area and the online forms for requesting services.

At the invitation of the Chairman of the meeting, Mr Hamlet (the Council's Street Scene Manager) had given a verbal update on the material set out in the report. Contributions had then been made by Damian Williams (the Corporate Director (Operations and Delivery)) and Andy White (the Assistant Director (Building and Public Realm)).

The Members of the Task and Finish Group had previously considered their key lines of enquiry on 5 May 2022 and had submitted those to the Officers in preparation for the meeting on 16 May 2022. At that meeting Officers had provided written responses to most of those questions. As such, the Members had asked supplementary questions based on the responses provided. Subsequent to the meeting on 16 May 2022, a completed set of written responses had been provided to the Members of the Task and Finish Group / Members of Resources and Services Overview and Scrutiny Committee.

After discussion the Committee's decision had been to recommend the following to the Cabinet:-

"In respect of the recycling elements of the enquiry:

- (1) That the capacity of the Street Scene Team to undertake a range of engagement and recycling promotion work with school age children, members of community organisations and the public through roadshows, Council Tax Bills etc. be assessed and plans brought forward to support this capacity. The Committee believes that this work is vital to ensure we have a well-informed local population about recycling and the benefits of it and that the capacity of the team should provide for this work to be undertaken systematically and consistently;*

-
- (2) *That, in addition to the steps in (1) above, available data, or proxies for it, about recycling rates within the District be examined to identify those areas where recycling rates are lowest and that the available resources for promotional activity be targeted to those areas to increase recycling rates there. The Committee is conscious of the need to use data to guide action and that this is an area where finite resources can be directed where the need for action is most required.*
 - (3) *That proposals for new style three chamber litter bins to separate out general waste from plastic/can recyclables and card recyclables be examined with a view to these being installed in the centres of towns in the District. The Committee considers that these new style bins would help reinforce the message around recycling and further the Council's commitment to it (and positively reinforce the Council's Community Leadership role);*
 - (4) *That the expected standards for cleanliness/removal of broken glass at the recycling bring sites in the District be developed and publicised and, alongside these, deployment response times for the cleaning/clearing of those sites be established for reports of issues at those sites when the standards are not being met. This recording will include each incident of 'fly tipping' at the sites. The Committee believes the recycling bring sites provide a valuable addition to the kerbside recycling collection service and believes that working with the public we can look to keep the sites in the best possible condition by sharing with them the standards they should expect, the means of reporting when those standards are not met and a response regime to those reports that can manage expectations while returning the site to the expected standards as soon as possible; and*
 - (5) *That the introduction of an online (MyTendring) form to report a missed bin collection for garden waste collections (Brown bin) be pursued. The Committee regards the availability of a missed bin collection online form for the general waste (Black bin) and recycling boxes (red and green boxes) as positive and that the same 24/7 reporting route should be provided for garden waste where there is a missed collection.*

In respect of the public space litter elements of the enquiry:

- (6) *That the proposals for uniquely coloured (purple) bags for those undertaking Community Litter picks (to distinguish these bags from other forms of waste/recycling) be warmly supported;*
- (7) *That the large blue litterbins used as part of the Summer Plan along the seafront should be retained throughout the low season to create a year round approach to litter collection in those spaces. The removal of the litterbins means that out of season there is a reduced litterbin service along the seafront. For residents in those areas and local individuals who use the seafront this reduced service is perceived as a lower standard for them than is provided for tourists. Retaining the bins, even with a reduced emptying regime would demonstrate the obvious commitment of the Council to its residents;*
- (8) *That consideration be given to a pilot scheme along the stretch of the A120 from Ardleigh Crown to Horsley Cross to install high visibility litter bins in the laybys and evaluate the extent of their use (and any potential consequential fly tipping from their introduction) for a 12 months period (and that the experience be used to inform*

the approach along this road and the A133 going forward). The Committee believes that the pilot approach will provide the Council with valuable information as to whether litter bins in the laybys of major roads in the District would be advantageous;

- (9) That the verge litter-picking schedule for the A120 from the new roundabout to the Auction roundabout be increased to six times a year. The current frequency is, in the view of the Committee, demonstrably insufficient to keep the verges concerned clear of litter and this then could encourage further littering to take place by those who see the extent of litter that is not cleared sufficiently frequently to deter it taking place;*

In respect of future service provision:

- (10) The Committee welcomed the opportunity to input into the specification for the waste, recycling and street cleaning contract that will be the basis of service provision in those areas from 2026.*

[Note: Further to item (10) in the above recommendations, the Resources and Services Overview and Scrutiny Committee had proposed to Council on 12 July 2022 that the development of proposals for the waste, recycling and street cleaning contract specification from 2026 be included in the work programme of enquiries for the Committee for 2022/23.]”

The Environment & Public Space Portfolio Holder responded thereto as follows:-

“Colleagues, this report from the Resources and Services Overview & Scrutiny Committee is far too good to just note as it is bursting with intelligent ideas. I want the chance for each to be examined in detail and properly costed, with a view to trying to encompass the report’s ideas. Damian Williams organised a meeting for me yesterday with Andy White and Jonathan Hamlet present. I said that only having received the report a week ago, this was not enough time to present a considered answer at this Cabinet meeting, but that I wanted a detailed answer to be prepared with costs included for the next Cabinet meeting.”

Having considered the recommendations of the Resources and Services Overview & Scrutiny Committee, together with the initial response of the Environment & Public Space Portfolio Holder thereto:-

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

RESOLVED that Cabinet notes –

- (a) the contents of the report; and
- (b) that a full response from the Environment & Public Space Portfolio Holder will be submitted to the next meeting of the Cabinet.

38. LEADER OF THE COUNCIL'S ITEMS - A.3 - RENEWAL OF THE NORTH ESSEX PARKING PARTNERSHIP AGREEMENT

Cabinet considered a report of the Leader of the Council (A.3) which sought its endorsement for the decision of the Leader of the Council taken on 30 June 2022 (and published on 4 July 2022) to sign up to the new Joint Committee Agreement of the North Essex Parking Partnership.

Members recalled that Essex County Council (ECC) had a statutory responsibility for the delivery of on-street parking management and enforcement and that it had delegated that responsibility to two partnerships consisting of boroughs and districts within Essex, namely the North Essex Parking Partnership (NEPP) and the South Essex Parking Partnership (SEPP). The District of Tendring fell within the NEPP.

Cabinet was reminded that, within each partnership, there was a lead authority responsible for the employment of staff engaged in both frontline and back-office requirements for delivering the service. In the case of the NEPP this was Colchester Borough Council. The NEPP had been formed in April 2011 and reported to a Joint Committee (JC) of ECC under the terms agreed within a Joint Committee Agreement (JCA).

It was reported that the original JCA had been for seven years with an option for a further four-year extension. That extension had been agreed in 2018 and the JCA had then expired on 31 March 2022. At that time a further three-month extension had been agreed subject to the provision of a new JCA with individual districts or boroughs expected to sign up to the new JCA by 30 June 2022.

Cabinet was informed that, on 30 June 2022 the Leader of the Council acting on behalf of the Cabinet, and with the agreement of the Chairman of the Resources and Services Overview and Scrutiny Committee, had made an urgent decision to commit to the new JCA on terms broadly similar to the previous agreement, but this time for five years with options for the Joint Committee to renew annually for up to three further years.

Recognising that failure to sign up to the new agreement within the ECC proposed timescale would have excluded Tendring District Council (TDC) from the partnership preventing it from being able to influence its priorities and actions and forcing TDC to apply for membership of the Joint Committee later, thereby increasing the risk of additional officer time and including the possibility of a refusal of membership:-

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

RESOLVED that Cabinet endorses the decision taken by the Leader of the Council for Tendring District Council to sign up to a new Joint Committee Agreement of the North Essex Parking Partnership under the terms proposed.

39. CABINET MEMBERS' ITEMS - REPORT OF THE BUSINESS & ECONOMIC GROWTH PORTFOLIO HOLDER - A.4 - SHARED PROSPERITY FUND INVESTMENT PLAN

Cabinet considered a detailed report of the Business & Economic Growth Portfolio Holder (A.4) which sought –

- (1) its agreement to the approach to completion of the Council's Investment Plan submission for its allocation of the UK Shared Prosperity Fund; and

- (2) a delegation to the Portfolio Holder for Business & Economic Growth to approve the final plan ahead of the 1 August 2022 deadline.

Members were aware that the UK Shared Prosperity Fund (UKSPF) was part of the Government's levelling up agenda. This new Fund had replaced European Structural Funds. It provided a total of £2.6 billion of new, mainly revenue, funding for local investment by March 2025. All areas of the UK would receive a conditional allocation from the Fund via a funding formula, rather than a competition.

It was reported that the primary goal of the UKSPF was to build pride in place and increase life chances across the UK. Within this goal there were three UKSPF investment priorities:

- *communities and place;*
- *supporting local business; and*
- *people and skills.*

Cabinet was informed that the District of Tendring had been allocated a total of £1,188,232 via a funding formula designed to be a real-terms match for previous EU structural funds, to be spent over a three year period to 2025. Funding in support of the 'people and skills' investment priority could only be accessed in the 2024/25 financial year.

Members were made aware that Tendring District Council (TDC) was the lead local authority for UKSPF in the District of Tendring. Lead local authorities received the area's allocation of funding to manage, including assessing and approving applications, processing payments and day-to-day monitoring.

In order to access the allocation, TDC was required to produce an Investment Proposal for Government signoff, which prioritised interventions and detailed the measurable outcomes of project delivery. The investment plan would be based around Government intervention types, with measureable outcomes.

Cabinet was advised that partnership working between local authorities and with local partners was strongly encouraged. In line with the funding guidance, a local partnership meeting had been convened by the Council as the lead local authority to engage on the Investment Plan. The Council had also participated in three workshops convened by Essex Chief Executives that had brought together councils across greater Essex to share learning on the development of their investment plans, and had engaged with the North Essex Economic Board on the development of the interventions, in particular for business support. In addition to district partners, the Council had engaged with health partners, the County Council, the University of Essex and current recipients of the precursor to this fund, the Community Renewal Fund, to engage on plan development and to test project ideas.

It was reported that the core focus of the plan was the "interventions" that the Council planned to fund under the three themes, also referred to as the UKSPF investment priorities. The Government had developed 41 potential interventions. The longer the final list of interventions, the less funding there would be to deliver each one, so there was a balance to be achieved between targeting and spreading investment and so fewer projects might be agreed and therefore funded.

The long list of Tendring District Interventions, by theme was as follows:-

Communities and Place

- *Funding for improvements to town centres and high streets, including accessibility for disabled people*
- *Enhanced support for existing cultural, historic and heritage institutions/ E6: Support for local arts, cultural, heritage and creative activities*
- *Funding for local sports facilities, tournaments, teams and leagues; to bring people together*
- *Community engagement to support community involvement in decision making in local regeneration.*
- *Measures to reduce the cost of living, improve energy efficiency & combat fuel poverty*

Supporting Local Business

- *Improvements to town centre retail / markets / service infrastructure, with business support*
- *Development/promotion of the visitor economy - incl. attractions, trails, tours and tourism products*
- *Funding for the development and support of appropriate innovation infrastructure at the local level*
- *Generalist Business Support Service for all businesses (across all life-stages) inc. business networks / or E30: Business support measures to drive employment growth, particularly in areas of high unemployment*
- *Export Grants to support businesses to grow their overseas trading, supporting local employment.*

People and Skills (from 2024/5)

- *Courses including basic skills (digital, English and English as a Second Language), and life skills and career skills and financial support*
- *Support for employed people to address barriers to education and training*
- *Green skills courses*

The Government had included a long list of outputs and outcomes to choose from for each intervention, which would be included in the Investment Plan and subsequently monitored by Government. Final interventions, measures and outcomes were subject to consultation with partners and would be approved by the Portfolio Holder. The plan would allocate how much funding and which outcomes and outputs would be delivered against each of those interventions towards each output, and the Government would monitor progress against the outputs.

The Council had engaged both internally and externally to ascertain initial project ideas, and it had received a number of contributions which had helped in framing the interventions in the draft investment plan. The final list of projects would be decided upon, then commissioned by the Council and agreed over Summer 2022, in line with the interventions and measures, ahead of Government signing off the Investment Plan in Autumn 2022. This would also enable the Council to align relevant projects in the UK Shared Prosperity Fund with its Corporate Investment Plan, which was due to come to Cabinet in September 2022.

In order to progress this opportunity to invest over three years in priorities supported by the Council and shared by partners, and to see improvements for residents in the District of Tendring:-

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

RESOLVED that Cabinet –

- (a) approves the approach to the development of the UK Shared Prosperity Investment Plan for Tendring District, as set out in the Portfolio Holder's report, to spend the Government's conditional allocation of £1,188,232; and
- (b) authorises the Portfolio Holder for Business and Economic Growth to approve the final plan for submission to the Government ahead of the deadline of 1 August 2022.

40. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER - A.5 - INITIATION OF THE PROPERTY DEALING PROCEDURE IN ORDER TO EXPLORE THE DEVELOPMENT POTENTIAL OF VARIOUS AREAS OF COUNCIL LAND

Cabinet considered a comprehensive report of the Corporate Finance & Governance Portfolio Holder (A.5), which sought its approval to the short-listing and prioritisation principles in respect of each of the 69 proposed areas of land identified in order for development/disposal proposals to be initiated under the Property Dealing Procedure.

Members recalled that, as part of the rationalisation of the Council's assets and in order to help address the housing need in Tendring, both green space and under-utilised land had been evaluated to find those with the potential for redevelopment for housing. 69 separate areas had been identified for consideration and were set out in Appendix A to the Portfolio Holder for Corporate Finance and Governance's report. The Portfolio Holder had been consulted on each of the pieces of land identified and whilst normally the initiation of the Property Dealing Procedure was a Portfolio Holder decision, due to the large number of areas identified and the potential scale and impact, the Portfolio Holder had decided to refer this decision to the Cabinet.

Cabinet was informed that all land identified was owned and maintained by the Council and was a mix from both the housing and general fund portfolios. Appendix A aforesaid identified each piece of land by way of a plan and photographs and provided some information on:

- *current and adjacent uses,*
- *planning status under the current Local Plan,*
- *any legal information or rights that are currently known,*
- *whether the land is held in the HRA (H Suffix) or General Fund (G Suffix), and*
- *housing need in the area as at 1 May 2020 identified in the Housing Strategy.*

Members were advised that the potential development plans for each piece of land were purely conceptual at this stage and did not guarantee that development was achievable. One option for those sites could be development of housing. Other uses, such as a disposal to produce a capital receipt or other actions might be possible following detailed work and consultation.

The Portfolio Holder's report therefore merely requested the initiation of the Property Dealing Procedure to enable each area identified to be explored further, establishing the detailed planning position and putting together a development appraisal, including how a potential development fitted in the local area and whether other nearby public realm could be enhanced by the development. A further decision would be sought for each individual piece of land as to if, or how, the development would be realised. However, due to the scale of the project, principles were necessary for prioritisation.

Cabinet recalled that it had agreed its Highlight Priorities for 2022/23 at its meeting in February 2022, and that under C5 'Use assets to support priorities' the first milestone was to prepare the long list of potential disposal/development sites for Portfolio Holder shortlisting. The list had been prepared and discussed with the Portfolio Holder who had noted the scale of the list, potential financial and resource impacts as well as the geographical spread of locations and had therefore decided that in all of the circumstances a Cabinet consideration of the list and potential actions was necessary.

It was proposed that the first of those principles would be to shortlist between those properties which provided a capital receipt to contribute to the Council's financial position, to reinvest back in the Corporate Investment Plan to fund the Council's projects and priorities and those which were deemed suitable for housing development for building and managing TDC owned homes.

Proposed principles of prioritisation were:

- i) The likely ease or otherwise of completing disposal actions with limited resources;*
- ii) The identified need for social housing provision in the area;*
- iii) The number of potential dwellings identified, and;*
- iv) The potential level of capital contribution to other priorities.*

Members were reminded that, in addition to the sites listed in Appendix A, Officers had previously initiated processes to dispose of, and to gain planning permission for, three further sites in the District, namely:

- Land at Crome Road, Clacton-on-Sea
- Land at Dover Road, Brightlingsea
- Burrows Close, Clacton-on-Sea

Cabinet was aware that the Crome Road and Dover Road sites benefited from planning permission but that an application for the Burrows Road site had been withheld pending the review that was the principal topic of this report. It was proposed that those sites be taken forward for open market disposal in support of the wider capital programme and corporate priorities.

The Corporate Finance & Governance Portfolio Holder recorded his sincere thanks to the Council's Property Services Team for their hard work and effort in putting this report together over a prolonged period of time.

In order to:-

- (i) determine Members' priorities for each area of land for potential Council Housing growth; disposal to produce capital receipts for reinvestment into the Corporate

- Investment Plan to support the delivery of other Council priorities and projects; or for other development;
- (ii) start the process for those sites to be explored, planning opinion sought and a development appraisal to be carried out; and
 - (iii) take forward actions on sites previously identified.

It was thereupon moved by Councillor G V Guglielmi, seconded by Councillor P B Honeywood and:-

RESOLVED that Cabinet -

- (a) agrees to initiate the Property Dealing Procedure in respect of each of the areas identified in Appendix A to the Portfolio Holder's report;
- (b) agrees that priority action be taken in relation to bringing forward proposals for further decision in relation to the potential development of the sites at Fernlea Road, Harwich and Seaview Close, Little Oakley, as contained in the appendix and subject to the Council's Corporate Priority actions;
- (c) determines a prioritised list of the other sites, having regard to:
 - i) the likely ease or otherwise of completing disposal actions with limited resources;
 - ii) the identified need for social housing provision in the area;
 - iii) the number of potential dwellings identified;
 - iv) the potential level of capital contribution to other priorities;all to be subject to further decision in relation to the allocation of resources required; and
- (d) requests that Officers bring forward processes and ultimately reports for further decision in respect of the freehold disposal of sites at Crome Road Clacton-on-Sea, Dover Road, Brightlingsea and Burrows Close, Clacton-on-Sea.

41. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER - A.6 - FINANCIAL OUTTURN 2021/22

Cabinet considered a detailed report of the Corporate Finance & Governance Portfolio Holder (A.6) which provided it with an overview of the financial outturn for the year 2021/22 and which sought its approval of associated financial decisions related to the end of year accounting processes.

It was reported that there had been a significant adverse impact on a number of budget areas in 2021/22 some of which would have been highlighted in the quarterly financial performance reports presented to Members earlier in the year. However, a number of further adverse budget issues within Services had only come to light as part of finalising the outturn position for the year. This had had potential major consequences on the Council's financial position. Although the issues had been accommodated within the overall outturn position for the year, they had significantly reduced the available outturn variance at the end of 2021/22. This had had a 'knock on' impact on the ability to respond to significant financial issues the Council faced in 2022/23 and beyond along

with the ability to timely invest in its priorities and objectives going forward. A repeat of this situation had to be avoided in 2022/23.

Given the severity of this situation, the Chief Executive had established regular Budget, Performance and Delivery Review meetings with Senior Managers. Assurances around this issue had also considered by the Audit Committee at its meeting on 30 June 2022. Those regular Budget, Performance and Delivery Review meetings would consider the following key issues throughout the year:

- *high level review of the in-year budget position for each Directorate / Department, which needed to draw out any potential financial issues ahead of the associated impact on the budget e.g. potential overspends, underspends and / or other financial issues / pressures;*
- *following on from the point above, to promote and oversee any associated decision making / governance processes;*
- *to identify financial pressures that might impact on the Council's long term financial plan;*
- *to promote connections / linkages with the recently implemented Corporate Investment Plan;*
- *to review the in-year performance against the Council's key aims and objectives and other key delivery targets;*
- *to identify and oversee any other key governance issues; and*
- *set against all of the above, keep under on-going review the level of resources / capacity to meet the various demands on the Council's departments and services.*

Further updates would be presented to Members as part of the quarterly Financial Performance monitoring reports during 2022/23.

Outturn 2021/22

Following the completion of the comprehensive end of year processes, the financial outturn position for 2021/22 had been prepared across the various areas of the budget with a summary of the position set out below:-

Summary by Key Areas of the Budget

Key Area	Outturn Position
General Fund	
General Fund Revenue - Overall favourable variance after allowing for the carry forwards requested by services	(£0.252m)
Capital Programme – Overall adverse net variance after allowing for carry forwards requested by services.	£0.148m
Housing Revenue Account	
Net Deficit for the year met from calling money out of HRA General Balances (over and	£0.079m

above the budgeted use of the reserve)	
General Fund Reserves (excluding requested carry forwards)	
Earmarked Reserves –	
Reduced use of reserves compared to budget	nil
Additional Contributions to reserves compared to the budget (<i>excluding carry forwards</i>)	£0.337m
<i>There was no change in the level of the Uncommitted Reserve which remained at £4.000m</i>	

Reserves

Cabinet was made aware that the Council's overall general fund reserves totalled **£38.071m** as at 31 March 2022. However, **£34.071m** was in respect of earmarked reserves, which related to future years' commitments (including the 2021/22 carry forwards requested by services). The total earmarked reserves also included the balance on the Forecast Risk Fund of **£3.205m**, which was in-line with the amount required to support the long-term financial sustainability plan. Earmarked reserves were predominantly for previously identified priorities of the Council.

The balance of **£4.000m** was the level of uncommitted reserves, which included a working balance requirement of **£1.600m**. This level of uncommitted reserves matched that previously approved.

It was highlighted that, in addition to the earmarked reserves figures highlighted above, there were also various COVID 19 funding streams received by the Council during the year, which would need to be carried forward into 2022/23 to meet any associated costs, or to be repaid to the Government. Appendix K (ii) to the Portfolio Holder's report, provided a high level summary of the most up-to-date position against the various COVID 19 grant funding schemes.

In respect of the HRA, further details behind the variance set out in the table above were reported in more detail in the Portfolio Holder's report along with a request to utilise **£0.050m** from HRA General Balances in **2022/23** to fund improvements to the Council's Housing Repairs and Maintenance System.

Financial Challenges 2022/23 and Beyond

Cabinet was aware that global factors were continuing to have a major impact on the economy and, in turn, the financial position of the Council. A number of challenges lay ahead including local issues, some of which were likely to not only have an impact in 2022/23, but were also likely to continue into 2023/24 and beyond. Some examples of the financial pressures faced by the Council included:

- *the on-going impact from the closure of the Crematorium;*
- *Utility / Fuel costs;*
- *General Inflation;*
- *Increases in the cost of delivering capital projects – key issues relating to supply chain / commodity price pressures. This might also have an impact on ‘usual’ operational costs of the Council; and*
- *Increases in salary costs.*

Members were advised that, although there were likely to be additional financial pressures over and above the items listed, this relatively limited list of items could alone see additional costs in excess of **£2.000m** over current budgets. This could result in a significant impact on not only day-to-day service delivery but also on the scale and speed that the Council could invest in its priorities.

It was also highlighted that the Council’s suppliers and contractors were also likely to experience similar cost pressures, which could have a ‘knock on’ impact on their ability to continue to fulfil contractual obligations. With this in mind, Departments were being asked to review their business continuity plans to ensure that they were robust and effective if faced with such events.

Cabinet was informed that the 2022/23 financial forecast would be supported by a zero based approach to budget setting, which would be an even more important element of the budget setting process going forward and would also need to reflect the outturn position for 2021/22.

It was reported that additional costs associated with the delivery of the new artificial pitch at Clacton Leisure Centre were already being anticipated. To provide the flexibility to respond to this issue whilst maintaining momentum behind the timely delivery of this project that was being undertaken in partnership with the Football Foundation, a delegation had been included within the report’s recommendations to enable the Portfolio Holder for Corporate Finance and Governance to explore with Officers how those additional costs could be met.

It was also proposed to use **£0.900m** of funding received from Local Health Partners to deliver a range of projects within Jaywick Sands in 2022/23.

In addition to the above, an additional exemption from procurement rules was included in the report’s recommendations to regularise the additional costs of the Octopus Ahoy Sculpture Trail in 2021. An original procurement exemption had been agreed earlier in the year based on expected costs of **£0.100m**, with the proposed additional exemption decision now covering the final cost of **£0.133m**.

Use of Outturn Variance for the Year

Given the position highlighted above, it was proposed to allocate the overall favourable variance for the year of **£0.252m** to the existing contingency budget of **£0.322m**. This would therefore form part of the Council’s financial planning going forward, with the next update being presented to Cabinet in September 2022.

The Chief Executive (Ian Davidson) participated via MS Teams in the discussion of this item.

In order to assist careful planning to ensure financial stability underpinned the Council's capacity to deliver against its priorities and that both the capital and revenue budgets of the authority continue to be prepared and monitored with the aim of supporting key objectives:-

It was moved by Councillor G V Guglielmi, seconded by Councillor Bray and:-

RESOLVED that Cabinet –

- (a) notes the financial outturn position for 2021/22, as set out in the Portfolio Holder's report and its appendices;
- (b) approves the financing of General Fund capital expenditure for 2021/22, as detailed in Appendix D to the Portfolio Holder's report;
- (c) approves the movement in uncommitted and earmarked General Fund reserves for 2021/22, as set out in Appendix E to the Portfolio Holder's report;
- (d) notes the requested carry forwards totalling £17.890m (£12.948m Revenue, COVID Funding £1.077m (net) and £3.865m Capital), as as set out in Appendix K to the Portfolio Holder's report;
- (e) authorises the Section 151 Officer, in consultation with the Portfolio Holder for Corporate Finance and Governance, to approve the carry forwards with the outcome to be reported to Cabinet in September 2022;
- (f) in respect of the HRA, approves the movement on HRA balances for 2021/22 including any commitments set out within Appendices H and/or I to the Portfolio Holder's report, along with recharges to the HRA from the General fund of £2.543m for the year and the financing of the HRA capital expenditure set out in Appendix I to the Portfolio Holder's report;
- (g) approves the use of £0.050m from HRA General Balances to meet the cost of additional improvements to the Council's Housing Repairs and Maintenance system in 2022/23;
- (h) notes the various COVID 19 grant funding amounts set out in Appendix K (ii) to the Portfolio Holder's report and approves the use of the funding as set out in that same Appendix and main body of the report and authorises the Portfolio Holder for Corporate Finance and Governance to agree further allocations from this funding where it supports the on-going recovery from the COVID19 pandemic;
- (i) approves the overall General Fund Outturn Variance for the year of £0.252m being transferred to the existing contingency budget for further consideration as part of the updated Financial Forecast and Quarter 1 position for 2022/23 that will be presented to Cabinet in September 2022;
- (j) approves the use of £0.900m from the funding received from Local Health Partners to deliver the improvements set out in the Portfolio Holder's report, and authorises the Corporate Director (Operations and Delivery), in consultation with the Portfolio Holder for Housing, to implement the associated schemes and projects;

- (k) approves an additional exemption from procurement rules to regularise the additional cost of £0.033m to deliver the Octopus Ahoy sculpture trail in 2021/22;
- (l) delegates approval of the identification of the necessary additional funding to support the delivery of the new artificial pitch at Clacton Leisure Centre to the Portfolio Holder for Corporate Finance and Governance; and
- (m) authorises the Council's Section 151 Officer, in consultation with the Corporate Finance and Governance Portfolio Holder, to adjust the outturn position for 2021/22 along with any corresponding adjustment to earmarked reserves as a direct result of any recommendations made by the Council's External Auditor during the course of their audit activities relating to the Council's 2021/22 accounts.

42. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE AND GOVERNANCE PORTFOLIO HOLDER - A.7 - TREASURY MANAGEMENT PERFORMANCE 2021/22

Cabinet considered a report of the Corporate Finance & Governance Portfolio Holder (A.7), which reported on the Council's treasury management activities and Prudential Indicators for 2021/22.

Members were advised that borrowing and investments had been undertaken in accordance with the 2021/22 Annual Treasury Strategy that had been approved by full Council on 13 July 2021, as follows:-

Summary of the Council's Borrowing Position:

Amount Outstanding at the end of March 2022	Average Interest Rate Paid in 2021/22	Total Interest paid in 2021/22
£0.144m (General Fund)	7.122%	£0.011m
£36.777m (HRA)	3.521%	£1.322m

No external borrowing had been undertaken in 2021/22 for either the General Fund (GF) or Housing Revenue Account (HRA).

Summary of the Council's Investment Position:

Value of Investments held at the end of March 2022	Average Interest rate on Investments 2021/22	Interest Earned on Investments 2021/22
£7.655m	0.073%	£0.065m

Cabinet was informed that the amount of interest earned from investments had decreased during the year due to the bank base rate remaining at 0.10% until 16 December 2021, when it increased to 0.25%, with further increases to 0.50% on 3 February 2022 and 0.75% on 17 March 2022. As most investments were fixed for 6 months at a time, those increases had not offset the majority of the year at 0.10%. Compared to historic interest figures, the 2021/22 return remained low because of the

continuing unprecedented low interest rates. Estimated income had been reduced from prior years to **£0.067 million**, with the outturn figure being **£0.065 million** as set out in the table above.

It was reported that the Council continued to hold one property within its Commercial Investment Portfolio, which had a balance sheet value at 1 April 2021 of **£1.985 million**. This 'book value' had been increased by the Council's appointed valuers to **£2.108 million** at the end of 2021/22. However, this was an 'accounting' valuation and not a direct value that could be achieved on the market if it was sold. In-line with the budget, rental income of **£0.256 million** had been earned on the property in 2021/22 (this figure was higher than in previous years due to the schedule of payments moving back to quarterly rather than monthly with no effect on the overall annualised position).

Members were informed that the Treasury Management limit of **£1.000 million** that could be held across the Council's various current accounts on any one day had been exceeded on 1 June 2022, due to the closure of a bank account held with Nat West where they had given no notice of the repayment of the associated credit on the account. As no prior notification of this repayment had been received, no alternative arrangements could be made in time. This had been a one-off event.

Members were made aware that the impact of inflation was expected to grow further in 2022/23 with an expectation that interest rates would continue to rise. Investment income budgets would be reviewed as part of the quarterly Corporate Budget Monitoring and long term financial planning processes.

Acknowledging that good and effective Treasury Management supported the Council in delivery against its corporate goals and objectives and mitigated against risks:-

It was moved by Councillor G V Guglielmi, seconded by Councillor Porter and:-

RESOLVED that Cabinet -

- a) notes the Treasury Management performance position for 2021/22; and
- b) approves the Prudential and Treasury Indicators for 2021/22.

43. MANAGEMENT TEAM ITEMS

There were no such items to consider on this occasion.

44. EXCLUSION OF PRESS AND PUBLIC

It was moved by Councillor Stock OBE, seconded by Councillor G V Guglielmi 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 Item 16 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.

45. EXEMPT MINUTE OF THE MEETING HELD ON FRIDAY 17 JUNE 2022

It was moved by Councillor Stock OBE, seconded by Councillor G V Guglielmi and:-

RESOLVED that the exempt minute of the meeting of the Cabinet, held on Friday 17 June 2022, be approved as a correct record and be signed by the Chairman.

The Meeting was declared closed at 12.01 pm

Chairman

This page is intentionally left blank

CABINET

7 OCTOBER 2022

REPORT OF THE LEADER OF THE COUNCIL

A.1 HIGHLIGHT PRIORITY ACTIONS 2022/23 TOWARDS CORPORATE PLAN THEMES – MONITORING REPORT AT THE HALF YEAR POINT

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide the Cabinet with an update on the positive progress with the Highlight Priority Actions adopted for 2022/23 towards the Council's Corporate Plan Themes for 2020/24.

EXECUTIVE SUMMARY

The Corporate Plan 2020/24, adopted by Council, sets out the strategic direction and policy objectives for the Council over that period. Taking the Corporate Plan Themes, Cabinet on 25 February 2022 adopted a series of highlight priority actions for 2022/23 with individual milestones for each of those actions. This meeting of Cabinet provides an opportunity to report on the six month position on each of those highlight priority actions and the specified milestones.

Circumstances generally, and with progressing individual highlight priority actions may impact on the individual milestones associated with those actions. This report invites Cabinet to realign certain milestones and approve new ones as set out in the Appendix to this report.

The adopted performance reporting arrangement for the highlight priority actions and the milestones associated with those priority actions were approved by Cabinet in February. In accordance with that arrangement, the detail of performance at the end of Quarter 1 (for April to June) was placed on the Council's website in the Transparency data section. All Councillors were advised by email of the data being placed there. The arrangement envisaged reporting on the six month position to this meeting of Cabinet. The Q3 position on the highlight priority actions for 2022/23 is to be reported to Cabinet on 27 January 2023 when it is intended it will finalise its proposals for highlight priority actions for 2023/24. This meeting will also recommend the Council's budget for 2023/24. The final position at the end of 2022/23 in respect of the highlight priority actions for that year will also be reported in Summer 2023/24 and it is hoped to align this with the budget outturn position.

In considering this report, it is also worth reflecting on the range of significant matters that the Council has delivered in these six months. It has been a busy six months and a range of the bids, and deliverables in that period are set out in the Background section of this report.

RECOMMENDATION(S)

It is recommended that:

That the contents of the report be noted together with the proposed realignment of particular milestones and adoption of new milestones, for particular highlight priority actions set out in the report.

REASON(S) FOR THE RECOMMENDATION(S)

That the Cabinet can consider the progress with the highlight priorities adopted for 2022/23 and accommodate the mechanism for determining whether to adjust certain milestones associated with particular highlight priorities referenced in the report.

ALTERNATIVE OPTIONS CONSIDERED

Not to submit the report to the formal meeting of Cabinet. This was discounted as it does not support the transparency commitments of the Council. It would also not facilitate the identified proposed adjustments to the milestones referenced in the report.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Council approved a Corporate Plan for 2020/24 and this established its strategic direction for those four years. That strategic direction itself seeks to reflect the issues that matter most to the local people, the national requirements from Government and the challenges that face the District over that time period. The Corporate Plan was adopted unanimously at the Council meeting on 21 January 2020 (Minute 78 refers).

The themes of the 2020/24 Corporate Plan are:

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

The Corporate Plan shapes and directs the Council's work and an extensive range of actions have been, are being and will be undertaken across the 2020-24 life of the Plan to deliver against its themes and priorities.

The Highlight Priority Actions adopted by the Cabinet on 25 February 2022 seek to take forward the Corporate Plan. This meeting of Cabinet provides the opportunity to review progress with the Highlight Priority Actions adopted and realign the milestones for certain of those Highlight Priority Actions in view of the circumstances that now require this. In other cases new milestone are now proposed.

OUTCOME OF CONSULTATION AND ENGAGEMENT

Prior consultation with individual Portfolio Holders has taken place on individual highlight priorities as relevant to responsibilities of those Portfolio Holders.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria	YES/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
--	--------	---	---

stated here)			<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)	
<input checked="" type="checkbox"/>	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:		
<p>The legal implications of individual actions are assessed when they are brought forward for formal decisions to be made. A number of these decisions will be designated 'Key' Decisions. Consideration of legal implications can then require additional steps to be undertaken which could impact on approved milestones and require them to be realigned.</p>			
FINANCE AND OTHER RESOURCE IMPLICATIONS			
<p>The highlight actions set out at Appendix A includes the delivery of the financial savings target within the Medium Term Financial Strategy. In considering all matters it is vital that the balance of resources can be accommodated by this Council and that it does not put further strain on the Council being able to balance its budget each year.</p>			
<input checked="" type="checkbox"/>	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:		
<p>No further comments to those set out in the Appendix in respect of the budget position.</p>			
USE OF RESOURCES AND VALUE FOR MONEY			
<p>The following are submitted in respect of the indicated use of resources and value for money indicators:</p>			
A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;		The linkage between the approval regime for the highlight priorities and the budget for the same year ensures that sustainability is considered.	
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and		The consultation prior to adopting the highlight priorities seeks to ensure that Cabinet has the relevant information available to it when it makes decisions on these priorities.	
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.		The focus of the organisation on its Corporate Plan and delivering highlight priorities each year seeks to embed learning within the organisation around the associated performance regime.	
MILESTONES AND DELIVERY			
<p>These are set out in the Appendix to this report for the individual highlight priorities.</p>			

ASSOCIATED RISKS AND MITIGATION	
The risks relevant to each of the highlight priorities is reflected in the decision making arrangements for those priorities together with mitigation measures.	
EQUALITY IMPLICATIONS	
Due consideration of the public sector equality duty has been given in the preparation of this report. Equality Impact assessments will be undertaken in respect of each of the highlight priorities.	
SOCIAL VALUE CONSIDERATIONS	
The Council will seek, within the legislative and policy frameworks that are relevant to the individual highlight priorities, to deliver positive social value to the District through the activities referenced in the highlight priorities.	
IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030	
The action plan of the Council towards being net zero is itself a specific highlight priority for 2022/23. As such, progress is reported in the Appendix to this report.	
OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS	
Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.	
Crime and Disorder	Such considerations and significant issues are addressed within the arrangements for the individual highlight priorities referenced in the Appendix to this report.
Health Inequalities	Such considerations and significant issues are addressed within the arrangements for the individual highlight priorities referenced in the Appendix to this report.
Area or Ward affected	Such considerations and significant issues are addressed within the arrangements for the individual highlight priorities referenced in the Appendix to this report.

PART 3 – SUPPORTING INFORMATION

BACKGROUND
The Highlight Priority Actions for 2022/23 (and the performance monitoring arrangements for these) were proposed in draft form by Cabinet at its 17 December 2021 meeting and, consultation with the public and stakeholders then took place. The outcome of the consultation was then submitted to the 25 February 2022 meeting of Cabinet when the finalised Highlight Priority Actions were approved for 2022/23 (and the performance reporting arrangements).

The half year position on the delivery of the highlight priority actions for 2022/23, and the related milestones, are set out at Appendix A to this report.

In considering this report, Cabinet is also reminded that this first half year of 2022/23 has seen the following significant matters:

FIFTEEN ADDITIONAL HOMES ACQUIRED INTO THE HOUSING REVENUE ACCOUNT:

Thirteen of these properties are brand new and have been gifted to the Council on the back of section 106 planning obligations. Two properties have been directly purchased having been previously owned by the Council and then sold through the Right to Buy scheme.

POETRY AND HISTORY COMBINE AT JAYWICK SANDS WORKSPACE CONSTRUCTION SITE:

Poetry and local history were combined in a community initiative at the site of a construction project in Jaywick Sands. Work has begun on the new multi-million pound commercial workspace development, with wooden fencing going up at the start of construction around the site at the junction of Lotus Way, Tamarisk Way and Brooklands.

BIDS FOR £40MILLION FUNDING TO BE MADE FOR TENDRING TOWNS:

Two bids were made for government cash to regenerate Clacton-on-Sea and Harwich. Cabinet on Friday, 17 June agreed to submit proposals to the Government's Levelling Up Fund for the two towns, each of up to £20million.

CONSTRUCTION WORK BEGUN ON STARLINGS SITE IN DOVERCOURT:

Work began creating a new car park, events space and public toilets in Dovercourt. The Council is using the site of the former Starlings garage and Queens Head Hotel, which burnt down a number of years ago, to create a new public space in the town between Milton Road and Orwell Road.

SIX TENDRING CAR PARKS RECEIVED SAFETY AWARDS:

Six car parks in Tendring were awarded a top safety accreditation. The Council's facilities were awarded The Safer Parking Award Scheme Park Mark from the British Parking Association.

TOUR SERIES EVENT DREW CROWDS TO CLACTON:

A top cycle event drew crowds into Clacton-on-Sea town centre. Round five of the professional cycle race the Sportsbreaks.com Tour Series took place in the town on Thursday, 19 May.

TRANSFORMATION PROJECT COMPLETED AT TENDRING DISTRICT COUNCIL:

A multi-million pound project to improve the Council's office buildings and make them more environmentally friendly was completed.

CLACTON AIRSHOW BRINGS THE WOW FACTOR AS EVENT RETURNS AFTER TWO:

The full Clacton Air Show returned this year. Day two of the 2022 Airshow saw one of the events busiest-ever days as the event returned after its Covid-enforced absence. The event, now in its 29th year, saw a bumper programme of flights, from fast jets and aerobatics to historic aircraft, take to the skies above the town's seafront.

NEW GYM EQUIPMENT TO BE INSTALLED IN TENDRING LEISURE CENTRES:

New gym equipment was installed in three leisure centres run by the Council. The state-of-the-art kit includes a new-look fitness area and track at Clacton Leisure Centre, and the introduction of dedicated free weights areas at Dovercourt Bay and Walton-on-the-Naze Lifestyles.

PROPOSAL TO GROW CARELINE SERVICE:

Proposals to grow the Tendring Careline service (which supports vulnerable residents) were agreed by Cabinet with the intention to increase the number of customers the service provides for over this year.

LANDLORD FINED £23K FOR POOR QUALITY HMOS:

A landlord who did not properly maintain two Houses in Multiple Occupation (HMO) was fined £23,000 for those failings. Ten penalty notices in relation to poor management of the HMOs in Hayes Road, Clacton-on-Sea were issued as the Council challenged that poor maintenance.

FOUR GREEN FLAGS KEPT BY PARKS AND GARDENS IN TENDRING AND TENDRING BEACHES AWARDED TWO BLUE FLAGS:

Gardens and parks across Tendring impressed judges of a prestigious award scheme. The district held on to all four of its Green Flag Awards for open spaces at Clacton-on-Sea Seafront Gardens, Weeley Crematorium and Gardens, Cliff Park in Dovercourt and Crescent Gardens in Frinton.

GOLD AWARD FOR COUNCIL IN RECOGNITION OF SUPPORT TO ARMED FORCES PERSONNEL:

A gold award was given to the Council as part of the Ministry of Defence Employer Recognition Scheme. The scheme publicly recognises employers' efforts to support defence personnel issues, such as employing reservists and veterans, while encouraging other organisations to do the same.

PREVIOUS RELEVANT DECISIONS

Cabinet on 17 December 2021 (Minute 98) – considered draft highlight priorities for 2022/23
Cabinet on 25 February 2022 (Minute 132) – determined the highlight priorities for 2022/23 and the associated milestones for this year.

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

None

APPENDICES

A – Q2 Position on the Highlight Priority Actions approved by Cabinet February 25 2022

REPORT CONTACT OFFICER(S)

Name	Keith Simmons
Job Title	Head of Democratic Services and Elections
Email/Telephone	ksimmons@tendringdc.gov.uk 01255 686580

TENDRING DISTRICT COUNCIL MONITORING REPORT FOR THE HIGHLIGHT PRIORITY ACTIONS FOR 2022/23
(Please refer to the Key Priority Actions Report for Full Details of the actions, budget and intended outcomes)

REPORT FOR THE PERIOD APRIL TO SEPTEMBER 2022 (Q2)

OVERALL KEY PRIORITY ACTION RAG STATUS	The Quarterly Milestones RAG Status uses the following:
Green – There is a LOW risk the Key Priority Action will not be delivered Amber – There is a MEDIUM risk the Key Priority Action will not be delivered Red - There is a HIGH risk the Key Priority Action will not be delivered	Green – 66% or higher Amber – 33% - 65% Red – 32% or less

Note: Where Milestone dates preceded the start of the financial year they have been included in Q1 for reporting purposes.

Likewise, milestones after the end of the financial year have been added into Q4.

Where circumstances now require realignment of milestones these are shown highlighted yellow in both the Milestones and the Commentary columns. Where the original milestone is to be deleted it is shown as 'struck through' and where it is inserted in its new realigned position it includes the word REALIGNED.

Relevant Corporate Plan Priority Theme	Relevant Corporate Plan Priority	Portfolio Holder	Key Actions to support the Corporate Plan Priority in 2022/23	Overall key Actions RAG Status	Quarter	Milestones	Quarterly Milestones RAG Status	Commentary
Delivering high quality services Page 27	A3 Minimise Waste; Maximise Recycling	Cllr. Michael Talbot	<p>The Council implemented a substantially different waste and recycling collection service in 2019. The new service brought with it a number of challenges and opportunities that saw recycling rates increase.</p> <p>The objective through the course of this year is to further develop and consolidate the service to ensure it continues to deliver a good recycling rate whilst providing a good level of satisfactory for residents.</p>	Green	Q1	Officers will work with the Council's waste collection contractor to identify areas where the waste collection and recycling service can be developed and refined. This will focus on increasing recycling rates where possible and further improving customer satisfaction.	Amber	The key plank of identified activity is the introduction of in cab technology to allow drivers on the spot information on collection points, special needs, missed collections and customer details. The technology is available and the teams are currently working on data cleansing issues in order to facilitate roll out. This should speed up response to missed bin reports and confirm green waste bin collections.
					Q2	Where possible and within existing budgets additional opportunities for recycling will be explored and implemented.	Green	<ul style="list-style-type: none"> Additional Tetrapak recycling sites deployed on a Rolling Programme in Q1/Q2 Proposals for textile kerbside collection prepared for consideration by Portfolio Holders. Prepared in August 2022 and Portfolio Holder decision anticipated in October Coloured bag provision for community litter picking agreed and to be deployed in October 2022 Early stage consideration of glass kerbside collection and wider range of plastic recycle.
					Q3	Implementation of the improvements and opportunities identified in Q1 & Q2.		
					Q4	Implementation of the improvements and opportunities identified in Q1 & Q2.		

Page 28	Delivering high quality services	A6 Effective regulation and enforcement	Cllr. Giancarlo Guglielmi	The Covid response work continues, alongside a commitment to Enforcement. As agreed at the Corporate Enforcement Group the Community Ambassadors are being trained to respond to three key offences using Fixed Penalty Notices. The areas of priority are dog fouling, littering and fly tipping. The Community Safety Team continue to use the powers available to the authority in the Anti-Social Behaviour (ASB) 2014 Act. These powers are usually used in conjunction with partners such as Essex Police or Housing Associations.	Green	Q1	Prepare for and commence the Summer Plan 2022 and Ambassadors to focus on the three priority areas identified by the Corporate Enforcement Group. Maximise capacity within the approved establishment of 5 Ambassadors and an ASB Case Officer (with a view to maintaining that position throughout the year). Subject to approval of the funding.	Amber	The Summertime Plan 2022 has been prepared and Councillors have been briefed via an All Member Briefing on 12 May 2022. The plan has been circulated to all Councillors in May 2022. A separate underpinning delivery plan has been prepared for partner agencies. Approval has been given, in May 2022, to appoint 5 Ambassadors and a Case Officer. Three posts are filled and as the team lacks full capacity, agency staff are being utilised to provide cover during peak periods.
						Q2	Commence a review of the Strategic database to ensure consistency of recording of instances and relevant cases given to ASB Case Office for litigation.	Green	A review of the Strategic Database has taken place and a new system put in place, and no inconsistencies in recording identified. However as yet no complaints suitable for litigation. The new recording system – Dynamics 365 - allows officers to log complaints, risk assess the information and conduct a full investigation using its functionality. From initial complaint / contact to disposal – also creating a report of outstanding cases and an audit trail. As at 15 September there were 277 cases in the database.
						Q3	Evaluation and All Member Briefing to review the success of the Summertime plan. This will include a ‘lessons learnt’ document.		
						Q4	Report back to Cabinet and/or an update at an All Member Briefing. Progress to also be reported back to partners including the Office of the Police Fire and Crime Commissioner as part of the annual review.		
	Delivering high quality services	A7 NET Carbon Neutral by 2030	Cllr. Michael Talbot/Cllr. Alex porter	The Council has pledged to become carbon neutral by 2030 from the Council’s own activities and from the electricity it uses. The Council has an Action Plan 2020-2023 to help it make progress towards this goal, and it will continue to deliver actions within the Action Plan. In particular, the Council will focus on improving the efficiency of the Council’s estate, and	Amber	Q1	Develop options for consideration by the Portfolio Holder for building improvements to reduce carbon emissions, based on energy audits.	Red	At the Q2 point, the Cabinet will be asked to formally approve the amendment to this highlight priority to reflect that the commitments have always been to net carbon neutral. Energy audits are not yet complete. Additional resource is needed to create the capacity to complete the audits, which is likely to be a call on the climate fund. Q4 completion of improvement projects is at risk.
						Q2	Decide on TDC’s low-carbon electricity purchase.	Red	It is proposed to AMEND the highlight priority to reflect that the commitment has always been to be net carbon neutral. Further opportunities are being explored as part of the Council’s annual contract renewal considerations, which will be finalised during Q3. On this basis it is proposed to REALIGN the “Decide

Page 29			engaging externally with partners with common interests in climate action.				<p>on TDC's low-carbon electricity purchase" from Q2 to Q3.</p> <p>It is proposed to REALIGN the New electric vehicle charging points installation from Q3 to Q4.</p> <p>In respect of the Q1 Milestone the Energy audits are now complete. Additional resource is needed to create the capacity to complete the reporting and prioritisation of audit actions, which is likely to be a call on the climate fund. Additional resources to complete the actions listed have been requested through the Corporate Investment Plan. Q4 building improvement outcomes continue to be at risk.</p>
					Q3	<p>REALIGNED - Decide on TDC's low-carbon electricity purchase.</p> <p>New electric vehicle charging points installed in the District.</p> <p>Report on the District Council's annual carbon emissions data.</p>	
					Q4	<p>Complete building improvement projects to reduce carbon emissions.</p> <p>Review progress against the Carbon Reduction Action Plan 2020-23 and develop a new plan for 2024 onwards assessing how to reach the 2030 net zero goal.</p> <p>REALIGNED - New electric vehicle charging points installed in the District.</p>	
Building Sustainable Communities	B1 North Essex Garden Communities	Cllr. Giancarlo Guglielmi	Working in partnership with Colchester Borough Council (CBC) and Essex County Council (ECC) to develop both the planning framework and a long-term stewardship model for a new Garden Community of 7,000-	Green	Q1	Completion of public consultation on Draft Development Plan Document (DPD) for the Garden Community (Regulation 18 stage) – subject to agreement from the joint TDC/CBC/ECC Committee.	<p>Green</p> <p>Consultation completed in March/April 2022 resulting in 193 representations raising 620 matters for consideration.</p> <p>A report of consultation results was presented to the Joint Committee on 18th July 2022 (Q2 and so on plan)</p> <p>Working forward further work is required to inform the Councils' decision on how to address key issues in the DPD. Essex County Council application to Homes England to extend Housing Investment Fund funding for link road construction still awaiting decision and could have a bearing on timetable going forward.</p>

Page 30			9,000 homes with associated employment opportunities and infrastructure. The Tendring-Colchester Borders (TCB) Garden Community will be an exemplar development that incorporates the very highest standards of design, architecture, planning and carbon reduction measures and delivery of the scheme will require positive cooperation with the lead development partners Latimer Clarion and Mersea Homes and continuous engagement with both existing and future communities. Priority action is for the new joint TDC/CBC/ECC Planning Committee to agree to the publication of the first draft Development Plan Document (DPD) for public consultation in line with Regulation 18 of the statutory plan-making process.		Q2	Reporting results of consultation on Draft Development Plan Document to the Joint Tendring-Colchester Committee.	Green	The Tendring/Colchester Border Garden Community Joint Committee on 18 July 2022 received a report on representations made in response to the regulation 18 consultation and next steps. Officers are commissioning and working on evidence that will inform key decisions on the direction of the Garden Community going forward, in light of the representations that have been received.
					Q3	Revisions to and completion of final draft DPD and associated evidence base ready for Council approval and submission to the Secretary of State.		
					Q4	Final consultation on the DPD (Regulation 19) and submission to the Secretary of State.		

Building Sustainable Communities	B2 Jaywick Sands – more and better housing	Cllr. Paul Honeywood	Working with the community of Jaywick Sands and other stakeholders to develop a long-term strategic plan for the area which will provide both a basis for making future planning decisions and a strategy for seeking and securing external private and public funding towards ongoing rejuvenation of the area and tackling deprivation. Key matters to address will include improving housing conditions, provide access to training and employment opportunities, improving community facilities and infrastructure and, perhaps most challenging of all, providing a long-term sustainable future of the community in the face of climate change and the increased likelihood and risk to life and property associated with of coastal flooding.	Green	Q1	<u>Jaywick Workspace and Covered Market</u> Start on Site. [Subject to receiving external funding] <u>Jaywick Sands Place Plan</u> <ul style="list-style-type: none"> Coastal Community Team reformed as a multi-agency stakeholder group to feed into the work on the Place Plan and to include representation from the community. Preparation of Draft Place Plan and Design Guide material ready for public consultation. 	Green	<u>Jaywick Workspace and Covered Market</u> External funding was received from Essex County Council to deliver the project, and the contractor started on site in April. The contractor has been carrying out ground works and site preparation. The current completion date is planned for February 2022. Works may be subject to delay due to the availability of materials in the current climate, and the impact of ground conditions, such as asbestos. <u>Jaywick Sands Place Plan</u> Coastal Community Team reformed to become a multi-agency stakeholder group as plans progress. The First meeting of the Coastal Community Team was held on 8 th July (Q2) Initially restarted with TDC & ECC with discussions taking place as to identify the appropriate future stakeholders. This group will feed into the work on determining the Place Plan and will include representation from the community. Draft Place Plan and Design Guide approved ready for consultation to be held in September.
					Q2	<u>Jaywick Workspace and Covered Market</u> Enter contract with operator to market and operate the building. <u>Jaywick Sands Place Plan</u> Consultation on Design Guide and preliminary Place Plan work and consideration of responses.	Amber	<u>Jaywick Workspace and Covered Market</u> Following discussions, the operator has requested that the Council run the centre in-house; the Council is reviewing this option. A formal decision on the recommended option will then follow. This building was “topped out” in September. It is proposed to REALIGN Commencement of Marketing to potential occupiers of the building from Q3 to Q4. In view of the proposed realignment of the milestone around marketing of the Jaywick Workspace and Covered Market it is further proposed to remove this milestone from this year that the building will be “Fully Operational”. However, this milestone can be replaced by “Build Complete” in Q4. <u>Jaywick Sands Place Plan</u> The Place Plan consultation is underway with an online survey and face to face meetings. (Albeit that the face to face meetings were rearranged and the consultation period extended by 10 days in respect for the period of National Mourning. The consultation ends on 27 October.

					<p><u>Jaywick Workspace and Covered Market</u></p> <p>Commence Marketing to potential occupiers of the building.</p> <p><u>Jaywick Sands Place Plan</u></p> <p>Adoption of Design Guide as a Supplementary Planning Document and continued work on the Place Plan.</p>		
					<p>Q3</p> <p><u>Jaywick workspace and Covered Market</u></p> <p>Fully Operational. Build Complete</p> <p>REALINGED Commence Marketing to potential occupiers of the building.</p> <p><u>Jaywick Sands Place Plan</u></p> <p>Preparation of Draft Place Plan for Councillor scrutiny and approval ahead of formal public consultation exercise.</p>		
<p>Building Sustainable Communities</p> <p>Page 32</p>	<p>B4 Building and Managing our own homes</p>	<p>Cllr. Paul Honeywood</p>	<p>Working in partnership with procurement specialists at Essex County Council in order to run a tender exercise for the design and construction single storey homes suitable for older and disabled persons. The procurement exercise will result in a high profile redevelopment of around 20 bungalows at the Honeycroft site.</p> <p>The redevelopment will seek to provide homes achieving appropriate energy efficiency and lifetime homes standards along with meeting other industry benchmarks for quality and design. Options for the use of Modern Methods of Construction will be included along with offering the</p>	<p>Green</p>	<p>Q1</p> <p><u>Honeycroft:</u></p> <p>Undertake procurement of design and build contractor.</p> <p><u>Acquisitions</u></p> <p>As and when opportunities arise - Continue with a programme of property acquisitions where suitable existing (such as ex Right to Buy stock) or new build occurs.</p>	<p>Amber</p>	<p><u>Honeycroft:</u></p> <p>The tender documents ae largely complete and are being finalised for tender issue at the time of writing.</p> <p><u>Acquisitions</u></p> <p>Acquisitions continue with one former Right to Buy property having been purchased during the quarter.</p> <p>13 new properties were gifted to the Council during the quarter from developers in accordance with planning obligations.</p>
					<p>Q2</p> <p><u>Honeycroft:</u></p> <p>Report to Cabinet to appoint contractor. Contractor appointed and scheme design prepared for consultation.</p> <p><u>Further HRA sites:</u></p> <p>Surveyor employed to assess sites and prepare proposals for redevelopment.</p>	<p>Amber</p>	<p><u>Honeycroft:</u></p> <p>The tender documents have been issued and the tender period is ongoing at the time of writing.</p> <p><u>Further HRA Sites</u></p> <p>The contract of a temporary surveyor has been extended in order to build wider capacity to complete the assessments.</p>
					<p>Q3</p> <p><u>Honeycroft:</u></p> <p>Completed consultation on scheme design and Planning application submitted.</p> <p>Scheme costs determined and report presented to Cabinet/Full Council seeking approval on the funding.</p> <p><u>Further HRA sites:</u></p> <p>Scheme proposals presented to Cabinet for approval.</p>		
					<p>Q4</p> <p><u>Honeycroft:</u></p>		

		<p>opportunity to Small & Medium size Enterprise (SME) developers. The overall design is to recognise current landscape constraints and provide a secure yet welcoming micro community that supports independent living and quality lifestyle.</p> <p>Further to the redevelopment of Honeycroft site, two further sites held within the Housing Revenue Account (HRA) will be progressed to design and tender phase such that construction can follow on once Honeycroft is completed, or in parallel if funding permits. These sites could deliver a total of ten additional council homes for rent.</p> <p>Discussions with Councillors will be facilitated on a range of further potential development sites identified within the HRA and General Fund estates. Proposals around a range of disposal or development options will touch on a spectrum of priority themes and balance financial and service considerations.</p> <p>All of the above will be subject to appropriate (further) Cabinet and Full</p>		<p>Planning application determined</p> <p>Building works commence on site.</p> <p><u>Further HRA sites:</u></p> <p>Planning applications submitted.</p>		
--	--	--	--	---	--	--

			Council level decisions on scheme design, cost and funding.					
Page 34	C2 10 Year Financial Plan	Cllr. Giancarlo Guglielmi	To continue the development of a zero based approach to deliver the required savings over the remaining years of the long-term forecast.	Red	Q1	Establish the budget areas to which the Zero based approach to budget setting will apply for 2023/24.	Amber	Discussions have taken place with key members of the Finance Team, to identify a pragmatic process to develop the approach further in 2022/23. This will involve the identification of key cost drivers linked to service outcomes / key service standards along with reducing / eliminating unnecessary or avoidable activities. It is proposed to undertake consultation with Senior Managers during Q2 to enable the necessary work to be undertaken over the second half of the year and monitored in accordance with the milestones.
			This will need to be balanced against the level of cost pressures that may emerge over the same timescales along with the delivery against the emerging Corporate Investment Plan.		Q2	In – year performance against the budget at end of Q1 reported to Cabinet with progress against £450k ongoing saving target.	Red	The effect of recent financial challenges seen at a National and Global level are now impacting on the Council's own financial position, with a number of related issues now emerging. With this in mind, a review of the wider financial position of the Council in response to these emerging challenges is in progress and further details will be included within separate Financial Performance Reports. Notwithstanding the issues highlighted above, the key principles behind zero based budgeting remain relevant and important going forward. How they can be deployed will therefore form part of the separate future financial performance reports when the major financial challenges facing the Council become clearer.
			Updates will be included within the quarterly financial forecast reports during 2022/23		Q3	In – year performance against the budget at end of Q2 reported to Cabinet with progress against £450k ongoing saving target.		
					Q4	In – year performance against the budget at end of Q3 reported to Cabinet with progress against £450k ongoing saving target.		
Strong Finances and Governance	C3 Effective and Positive Governance	Cllr. Giancarlo Guglielmi/ Cllr. Lynda McWilliams	The Council continually seeks to improve and enhance its governance arrangements and in 2022/23 further enhancements will be made. This includes actions from the Centre for Governance and Scrutiny's Scrutiny Development Review	Green	Q1	Implement action plan ongoing from CFGS review in 2021. Prepare a revised community engagement strategy for the Council.	Green	The CFGS recommended more scrutiny work be undertaken through task and finish groups, enquiry days, briefing notes etc. This approach has informed the work programme prepared by the two Overview and Scrutiny Committees. A meeting has been held on the 17 May 2022 including the two Chairmen on the Committee with the Leader and Deputy Leader and a second is to be held in Q2. A revised Community Engagement Strategy has been prepared and submitted to Management Team. The Strategy will be presented to Cabinet in September 2022.

Page 35			of the Council and actions to keep the Constitution and Councillor training opportunities up to date.		Q2	To take a draft Inclusion and Equality strategy to Cabinet and authorise consultation on it.	Green	Draft strategies prepared and published for consideration by Cabinet on 7 October 2022.
			Through this highlight priority the progress with such activities such as the development of a revised strategy for Inclusion and Equality will be captured. The revised Strategy, including an updated People Impact Assessment is aimed at securing robust governance arrangements are in place across the organisation.		Q3	Report on the outcome of consultation on the draft Inclusion and Equality strategy and invite appraisal of a strategy. Following adoption, roll out of the Community Engagement Strategy across the organisation.		
			The Council is also reviewing the way it engages with the Community and a draft strategy is also being developed for approval.		Q4	Commence of the new Inclusion and Equality strategy training and embedding through the organisation. Undertake annual review of the Councils Constitution. Prepare for post-election 2023 Council. Induction plan and revised Allowances for Councillors.		
Strong Finances and Governance	C5 use assets to support priorities	Cllr. Giancarlo Guglielmi	Appropriately disposing of land at the redundant Weeley Office Site in support of priorities.	Green	Q1	<u>Weeley Council Offices</u> Agree terms for disposal of the Weeley site. <u>Other Sites</u> Prepare long list of potential disposal/development sites for Portfolio Holder shortlisting.	Red	<u>Weeley Council Offices</u> Potential disposal terms are being formally reviewed in relation to statutory and governance criteria prior to further progression. <u>Other Sites</u> The Portfolio Holder elected to refer the listed properties to the Cabinet for wider strategic consideration. At the time of writing the decision to progress consideration of all of the sites was made by Cabinet on 15 July 2022 and further action is pending the expiry of the call-in period.
			To facilitate member decision on a range of potential development sites identified within the Housing Revenue Account and General Fund estates. Propose a range of disposal or development options that touches on a spectrum of priority themes and balances financial and service considerations.		Q2	<u>Weeley Council Offices</u> Planning application submitted for Weeley site. <u>Other Sites</u> Report to member's short list of potential development/ disposal sites for direction and		<u>Weeley Council Offices</u> Best consideration aspects potentially resolved. Ongoing discussion on detailed contractual terms, in accordance with the framework agreed by Cabinet. An application for Planning permission will follow.

			To ensure that the Council's general fund assets support in the delivery of the Council's key priorities including the provision of modern high quality buildings for customers and staff along with a commitment to carbon neutrality.			prioritisation.		<u>Other Sites</u> 69 Sites reported to Cabinet. All approved to be progressed. A public petition against the proposals has been initiated.
					Q3	<u>Weeley Council Offices</u> Complete disposal of the Weeley Office site or equivalent contractual venture. <u>Other Sites</u> Consolidate list of energy audit actions identifying funded, fundable and aspirational projects and options for Portfolio Holder consideration.		
					Q4	<u>Other Sites</u> Complete a review of options for depot accommodation for member consideration.		
A growing and inclusive economy Page 36	D1 Develop and attract new businesses	Cllr. Neil Stock OBE	Partners have submitted a successful Outline Business Case for Freeport East, with the potential to bring investment and jobs to the Port at Harwich. On 7 December 2021 the Government formally designated the Freeport tax sides within Freeport East (including at Harwich). The Council will be an effective partner in the Freeport East programme, working with other local authorities and the Port to support efforts to bring forward Bathside Bay. The Council will work with Essex County Council and other partners to develop future proposals for the regeneration benefits that Freeport East could bring to District	Green	Q1	Freeport East submits Final Business Case.	Green	The Full Business Case for Freeport East was submitted in April. Government is engaging with Freeport East on the business case over the summer, ahead of final sign off expected in the Autumn.
					Q2	Decide on governance structure for Freeport East. * Further milestones to be determined from Freeport East Final Business Case.	Green	Governance Structure agreed to be a company in August 2022. The final memorandum and articles are in draft. NEW Q3 and Q4 targets have been included following the assessment of Freeport East Final Business Case.
					Q3	To be determined based on the Freeport Final Business Case. NEW Treasury Fund approves Full Business Case		
					Q4	Options for regeneration proposals from Freeport developed (subject to the Final Business Case). NEW Capital seed funding released to sites. NEW Business rates policy for Freeport agreed by the Council.		

			of Tendring.				
A growing and inclusive economy	D2 Support existing businesses	Cllr. Mary Newton	The Council has the opportunity to seek government funding to invest in its major town centres in Clacton and Harwich through the Levelling Up Fund. The Council will develop a pipeline of projects to support the District's town centres, working with partners, and seek funding for them.	Green	Q1	Review Government guidance for the Levelling Up Fund and consult with partners. Construction commences on the Starlings Project.	Amber Guidance reviewed and agreement made to submit two bids to the levelling up fund ahead of the deadline on 1 August. Work on the bids is underway. Construction of the Starling project has commenced. However, land contamination, changes required the water attenuation, and delays in the booking of road closures by UK Power Networks will delay completion to quarter 4.
					Q2	To be determined based on Levelling Up Fund bidding process. Support provided to Clacton Town Centre Working Group.	Green Two Levelling Up Fund bids submitted for Harwich, Dovercourt and Clacton-on-Sea Town Centres. Survey of Town Centre Business in Clacton-on-Sea distributed to review issues for the Town. UK Shared Prosperity Fund prospectus submitted to Government including funding line to support town centres. The milestone "Complete the Starlings Project" is proposed to be REALIGNED from Q3 to Q4.
					Q3	Complete the Starlings Project. Options for a pipeline of future Tourism projects proposed.	
					Q4	REALIGNED Complete the Starlings Project.	
A growing and inclusive economy	D4 promote Tendring's tourism, cultural and heritage offers	Cllr. Alex Porter	Tourism is a major industry for District of Tendring. The sector is worth almost £402 million to Tendring, with the industry responsible for almost 9,000 jobs, equivalent to 17.9% of the District's employment. Most recently Clacton 150 has demonstrated the capacity of the Council to bring forward events and animate the seafront. The Council's Tourism Strategy aims to grow the	Green	Q1	Motor Rally – Support First British Championships Rally of the season to take place in Tendring April 2022. Support a schedule of Platinum Jubilee events. Review the Tendring Beach Hut Strategy. Develop the Tendring District Sport and Leisure Strategy.	Green <ul style="list-style-type: none"> The Motor Rally took place successfully in April. Events took place across the district in support of the Platinum Jubilee, including a beacon lighting in Clacton. The Tendring beach hut strategy is out to consultation and due to Cabinet in October, with implementation of any changes by April 2023. The Sport and Activity Strategy is under development, and is due to Cabinet in September.
					Q2	Promote LoveTendring App. Report on the Tendring District Sport and Leisure Strategy. Host the Clacton Airshow. Promote TDC at the Tendring Hundred show in July 2022.	Green LoveTendring App included in Summertime Plan Campaign. Further development work was undertaken to improve the functionality. Sports and Activity Strategy moved back to December Cabinet. It is proposed to REALIGN the consideration of the report on the Tendring District Sport and Leisure strategy from Q2 to Q3

			value and volume of tourism for the wider benefit of the District, with a 10 point plan. The Council will co ordinate a programme of events including the Clacton Airshow and celebrations of the Queen's Platinum Jubilee, and bring forward proposals to support the visitor economy.					Clacton Airshow successfully ran in August 2022. The Council was represented at the Tendring Hundred show in July 2022
					Q3	Plant trees to create a new Jubilee/Clacton 150 legacy woodland funded by the Heritage Lottery Fund. REALIGNED Report on the Tendring District Sport and Leisure Strategy.		
					Q4	Coordinate Illuminate Festival Bring forward proposals for tourism and seafronts to underpin the District Wide Tourism Strategy in 2023/24 Agree a priority places plan with the Arts Council for joint work in Tendring.		
Community Leadership through Partnerships Page 38	E1 Health and wellbeing – for effective services and improved public health	Cllr. Lynda McWilliams	The Council has agreed a number of health Memoranda of Understanding primarily to support the work around health inequalities across the District. At the current time the evaluation framework is being constructed with a view to recruiting additional post holders on a temporary basis to move this work forward across communities. For example, an additional Family Solutions worker is to be recruited to support families in the Harwich area. This work will be completed with communities, stakeholders, statutory and voluntary bodies.	Green	Q1	Support the delivery of health and wellbeing work programme by commencing recruitment to additional posts. Key Performance Indicators to be established to underpin the Memoranda of Understandings with CCG and ESNEFT.	Green	Key indicators have been agreed in consultation with health partners to underpin the Memoranda Of Understandings for the use of the funds in June 2022. Recruitment commenced to the additional posts and the posts are being filled. Looking forward to the Q2 milestones, induction is progressing and partner links developing
					Q2	Induction programmes for new postholders completed and links with the relevant partners established, including feedback to the North East Essex Health and Wellbeing Alliance Board.	Amber	Additional Family Solutions Officer for Harwich appointed, start date/induction week 26th September 2022. Note: Further text on links with relevant partners and feedback to NEEHW Board envisaged.
					Q3	Monitor Key Performance Indicators across the health inequality work streams.		
					Q4	Report back to Cabinet on progress of Health Memoranda of Understandings, Key Performance Indicators and delivery.		

Community Leadership through Partnerships	E2 Education – for improved outcomes	Cllr. Lynda McWilliams	Working with Education partners including Essex County Council, local schools, universities and business to address the Tendring Education Strategic Board's four key work streams – teacher recruitment, retention, school attendance and Post 16 opportunities. This work is in line with the Council's Children and Young Person's Strategy.	Green	Q1	Memoranda of Understanding to be agreed between Tendring Education Strategy Board partners. A presentation to be given to the Alliance Board to improve the links between the two Boards.	Green	Memoranda of Understandings agreed and a presentation given to Alliance Board to improve the links between the Tendring Education Strategic Board and the Alliance in May 2022. In respect of Q2 successful event fully showcasing work which occurred in the Princes Theatre with strong attendance
					Q2	Tendring Education Strategy Board (TESB) celebration event in June 2022, showcasing the work of Tendring students and teachers throughout the pandemic.	Green	TESB Celebration event held on 16th June 2022 and received very positive feedback. A great example of Essex County Council, this Council and local schools working in partnership, showcasing Tendring children and young people and a variety of projects.
					Q3	Review and evaluation of work across the Board, including the four work streams.		
					Q4	Report back to Cabinet on the progress of the Tendring Education Strategy Board.		
Community Leadership through Partnerships Page 39	E5 – Joined up public services for the benefit of our residents and businesses	Cllr. Neil Stock OBE	Through their day to day practices, Anchor institutions are usually large organisations which are local to place that have the leverage to maximize social value through their role as workforce developers, employers and procurers, their core business (health and education for instance) and linkages to the place they operate. They are large, typically non-profit	Green	Q1	Analyse procurement spend across the authority, with support from EELGA consultants. Commence work around the integration of the green agenda into the Anchors approach.	Green	An East of England LGA funded exercise to analyse procurement spend has been completed. The Council is awaiting full analysis results from the exercise. The green agenda integration into Anchors was considered by Management Team
					Q2	Support various recruitment initiatives across the Anchor partners including reverse job fairs, highlighting job opportunities with them.	Green	Reverse Jobs Fair supported by this Council's HR team on 16 September 2022. A further Reverse Jobs Fair planned to focus on apprenticeship opportunities across Anchors. An EELGA/NHS led Anchors meeting took place on 20 September 2022 to review the Green Agenda across Anchors.
					Q3	Report to Cabinet on the progress with the Essex Anchors initiative, including specific work relating to the District of Tendring.		

CABINET

7 OCTOBER 2022

REPORT OF THE PORTFOLIO HOLDER FOR CORPORATE FINANCE AND GOVERNANCE

A.2 FINANCIAL PERFORMANCE REPORT – GENERAL UPDATE 2022/23 AND 2023/24

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide a general update and overview of the Council's financial position against the 2022/23 budget and looking ahead to 2023/24 and beyond.

EXECUTIVE SUMMARY

- This year has seen a number of emerging issues both nationally and globally that will have a significant impact on the Council's own financial position e.g. inflation, supply chain disruption, energy cost increases, commodity price increases along with associated secondary impacts. This is in addition to more local pressures on net costs such as the Crematorium remaining non-operational for the first half of 2022/23.
- Rather than present a detailed quarterly update as would ordinarily be the case at this time each year, this report instead sets out a high level review of the Council's financial position and challenges ahead along with a proposed short term response.
- Officers continue to work on updating the forecast and exploring options to support the Council in meeting the financial challenge in 2022/23 along with setting a balanced budget in 2023/24.
- Given the scale of the financial challenges that the Council faces, it is proposed to engage all members as early as possible in this process to add resilience to the Council's financial position heading into 2023. As has been said before, the financial stewardship of the Council is a responsibility borne by all members and it is more important than ever that we work together to ensure that we not only balance the books but we protect as many front line services as we possibly can going into 2023/24 and beyond.
- Given the speed with which national / global events have introduced significant financial pressures, and along with the scale of the impact, it is proposed to look to reserves, capital receipts and unspent balances to deliver a balanced budget and outturn position this year and next (2022/23 and 2023/24). This provides a platform to develop sustainable proposals to manage the financial position in the medium to longer term.
- Notwithstanding the comments above, a number of items are proposed to be funded in the immediate term given their relative urgency. These items are set out further on in this report and are reflected in the recommendations. The recommendations also include a delegation associated with the use of external funding made available by our health partners.

- The Corporate Investment Plan will continue to play a key role in supporting the Council's decision making processes going forward. However, given the scale of the financial challenges faced by the Council, this will now be reviewed alongside the development of the budget / forecast over the coming weeks and months.
- The recommendations below also reflect the proposals to remain within the Essex Business Rates Pool and continuing with the Council Tax Sharing Agreement in partnership with ECC, whilst it remains advantageous to do so.

RECOMMENDATION(S)

It is recommended that Cabinet:

- notes the contents of this report and requests Officers to explore opportunities to maximise Member engagement in the budget setting process as early as possible in the financial forecast 'cycle' for 2023/24;**
- subject to a) above, requests Officers to present an updated financial forecast and funding options to the November 2022 meeting of Cabinet;**
- approves the funding allocations set out within Table 2 within this report, with the associated total cost of £859,200 met from the Corporate Investment "Reserve".**
- subject to c) above, approves a delegation to Officers, in consultation with the relevant portfolio holders, to agree the necessary arrangements to implement / take forward the items set out within Table 2 of this report;**
- agrees to the acceptance of external funding made available by our Local Health Partners totalling £408,000, and a delegation to the relevant Portfolio Holder to approve the associated schemes / projects in consultation with the Alliance Board; and**
- the Council continues to be a member of the Essex Business Rates Pool and Council Tax Sharing Agreement with ECC in 2023/24 if it remains financially advantageous to do so.**

REASON(S) FOR THE RECOMMENDATION(S)

1. In order to engage all Members as early as possible in this process to add resilience to the Council's financial position heading into 2023 and to ensure that TDC not only balances the books but protects as many front line services as it possibly can going into 2023/24 and beyond.
2. To also enable a number of items to be funded in the immediate term given their relative urgency.

ALTERNATIVE OPTIONS CONSIDERED

- (1) Not to approve some or all of the funding allocations in Table 2;
- (2) Not to accept the external funding made available by local health partners; and
- (3) Not to continue as a member of the Essex Business Rates Pool and Council Tax Sharing Agreement.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The forecasting and budget setting process will have direct implications for the Council's ability to deliver on its objectives and priorities. The current 10-year approach to the forecast seeks to establish a sound and sustainable budget year on year through maximising income whilst limiting reductions in services provided to residents, business and visitors. The review proposed within this report will continue to be set against this context.

OUTCOME OF CONSULTATION AND ENGAGEMENT

N/A

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 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)	This item has been included within the Forward Plan for a period in excess of 28 days via the inclusion of the regular Financial Performance Update Reports item.

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

Although there are no additional comments above those set out in this report, it is important to highlight that following the delegations proposed within the recommendations above, further reports will be necessary to take the actions forward in accordance with the general decision making requirements set out within the Council's Constitution.

FINANCE AND OTHER RESOURCE IMPLICATIONS

The financial implications are set out in the body of the report.

Although the availability of financial resources is a key component in the delivery of services there will also need to be appropriate input of other resources such as staffing, assets and IT.

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

The S151 Officer is the author of this report.

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;	This is addressed in the body of the report.
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.	
MILESTONES AND DELIVERY	
This reports forms part of the Council's wider budget setting processes. Additional update reports will therefore be presented to Cabinet in November, December and January as part of developing the detailed estimates that will be presented to Full Council in February 2023.	
ASSOCIATED RISKS AND MITIGATION	
There are significant risks associated with forecasting such as cost pressures, inflation and changes to other assumptions that form part of the financial planning process. The Council's initial / short term response is set out in the body of this report and will continue to be addressed as part of the future financial updates reports highlighted earlier.	
EQUALITY IMPLICATIONS	
There are no direct implications that significantly impact on the financial forecast at this stage. However, the ability of the Council to appropriately address such issues will be strongly linked to its ability to fund relevant schemes and projects and determination of the breadth and standard of service delivery to enable a balanced budget to be agreed.	
An impact assessment will be undertaken as part of any separate budget decisions such as those that will be required to deliver savings.	
SOCIAL VALUE CONSIDERATIONS	
There are no direct implications that significantly impact on the financial forecast at this stage.	
However, such issue will be considered as part of separate elements of developing the budget as necessary.	
IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030	
There are no direct implications that significantly impact on the financial forecast at this stage.	
However, such issue will be considered as part of separate elements of developing the budget as necessary.	
OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS	
Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.	
Crime and Disorder	Please see comments above
Health Inequalities	
Area or Ward affected	

PART 3 – SUPPORTING INFORMATION

BACKGROUND AND CURRENT POSITION

As part of the regular cycle of Financial Performance Reports, at this time each year a review of the Quarter 1 position is presented to Cabinet along with an updated financial forecast for the years ahead.

However, this year has seen a number of emerging issues both nationally and globally that will have a significant impact on the Council's own financial position e.g. inflation, supply chain disruption, energy cost increases, commodity price increases along with associated secondary impacts. This is in addition to more local pressures on net costs such the Crematorium remaining non-operational for the first half of 2022/23.

Although an initial financial forecast was prepared earlier in the year, it would have effectively been out of date if reported at the present time, given the scale and speed of the emerging financial position.

With the above in mind it is therefore not proposed to present a 'business as usual' detailed financial update, but instead present a summary of the emerging issues along with some high level proposals on how the Council can respond to these emerging challenges in both 2022/23 and 2023/24. This approach also enables Officers to continue the necessary work in terms of updating the forecast and to explore potential funding options, with the outcomes currently planned to be presented to Cabinet in November.

As set out within the Council's Constitution, the development of the budget involves all members, albeit at various stages of the process that culminates in detailed budget proposals being presented to Full Council in February each year. Given the scale of the financial challenges that the Council faces, it is proposed to engage all members as early as possible in this process to add resilience to the Council's financial position heading into 2023. It is more important than ever to ensure that we not only balance the books but we protect as many front line services as we possibly can going into 2023/24 and beyond.

In terms of the scale of the financial challenge faced, the following reflects early estimates of some unavoidable costs, some of which will have an impact in 2022/23 as well as 2023/24 and beyond:

Table 1

Item	Potential Impact in 2022/23	Potential Impact in 2023/24
Employee Costs – Pay Inflation	£750k to £900k	£1.7m to £2m
Contract Inflation	In excess of £300k	In excess of £800k
Homelessness Costs	In excess of £100k	In excess of £100k
Increases in Capital Projects	In excess of £1m	
Energy Costs	In excess of £250k	In excess of £250k
Reduction in Government Funding (assumes no Government funding in 2023/24 at this stage)	n/a	In excess of £1m

Although the above is expected to be partly mitigated by underlying increases in council tax and business rate income and via the identification of other income streams / savings (e.g.

investment income), it would not be unreasonable to assume at this stage that the scale of the financial 'gap' could be between £2m and £3m in both 2022/23 and 2023/24, which would therefore require £4m to £6m to be identified to fund these budget 'gaps' across these two years.

The Chief Executive continues to chair a regular Budget, Performance and Delivery meeting of Senior Managers where the above emerging issues are discussed. These valuable meetings will continue and will inform further iterations of the forecast going forwards in consultation with Cabinet. However, as highlighted earlier, it is important for all members to be invited to support the development of the budget alongside this Senior Officer group and Cabinet. A recommendation is included above to explore options to take this important element of the budget process forwards.

An integral part of the process set out above is the Corporate Investment Plan, which will continue to play an important role in supporting the response to the financial challenges ahead. As set out in a report to Cabinet in July, it was highlighted that further reporting of the Corporate Investment Plan would be delayed until such time as the Council had a clearer position on the potential financial impacts faced by the Council, in light of the outturn position and emerging financial pressures. It is worth highlighting that the Corporate Investment Plan approach includes the identification of issues emerging from departmental resource delivery plans along with supporting operational needs, which reflect a large number of the costs emerging to date.

The Corporate Investment Plan remains under review in parallel with the work highlighted above with the latest version of the 'pipeline' to be presented to Cabinet later in the year. However a number of urgent issues have emerged to date which are set out as follows:

Table 2

Item	Amount	Comments
Redevelopment of the Starlings Site	£600,000	Costs have increased primarily due to a higher level of land contamination than originally expected. Options are being explored in consultation with the relevant Portfolio Holders, which will include looking at potential external funding opportunities.
Recycling Boxes / Bins	£50,000	Up until now, residents have been able to pick up new / replacement boxes from various sites across the District. This cost was previously supported by an allocation from the New Homes Bonus as part of the roll out of the new service in 2019. This funding has now been fully used. Options are being explored in consultation with the relevant Portfolio Holder, but in the interim period the purchase of additional boxes is required.
Customer Support Assistants	£49,200	To respond to additional demand, a number of temporary posts were established over recent years. It is

		proposed to extend these until the end of March 2023 to continue to provide the necessary capacity to respond to the continued increase in demands on the Council.
Tendring Community Fund – Extension of the scheme to respond to the current Cost of Living pressures faced by Residents	£100,000	Officers have been working on options to extend the current Tendring Community Fund Scheme arrangements to enable financial support to be provided to relevant local organisations who in turn provide necessary support to our residents. This funding will therefore enable this approach to be taken forward as part of the existing Tendring Community Fund arrangements.
Additional Resources within the Council's In-house Property Team	£60,000	It is proposed to recruit additional resources to take forward the development / delivery of action plans in respect of the Council's buildings / assets, which will also include carbon reduction initiatives.
Total	£859,200	

Given the relative urgency of the above, it is proposed to fund them in the immediate term via the use of the Corporate Investment Plan Reserve. After taking into account the above items which total £859,200, £1.433m would remain in this reserve. This funding option can be revisited over the second half of the year where it may be possible to use capital receipts to meet the cost of the capital items within the table above, as part of finalising the overall response to the financial pressures faced by the Council.

Similar to an item agreed as part of the Corporate Investment Plan in March 2022, a number of additional external income streams have been made available by our health partners. £408,000 has been made available to enable a number of projects to be implemented, via agreement with the Alliance Board, with a recommendation included above to delegate the use of the funding to the relevant Portfolio Holder.

As discussed within earlier financial performance reports, zero based budgeting was planned to be further developed during 2022/23. The key principles behind zero based budgeting will play a key role going forward and will form part of developing the forecast but it is recognised that the immediacy of the financial challenge the Council faces will influence the impact this approach will have in the short term.

It is also worth highlighting the Forecast Risk Fund, which was designed to support the Council's budget over the medium to longer term. This Fund remains an essential element of the forecast, with over £3m estimated to be held in this reserve at the end of 2022/23. This provides some financial flexibility to the Council, especially in terms of providing time to consider the Council's longer-term response.

The Council also planned to review the long-term financial plan in 2023, but given the issues highlighted above, this will now need to be considered against a very different financial background to that originally expected during the earlier years of the forecast.

It has also been identified that there are a number of further pressures on existing budgets over and above commodity price increases and supply chain issues, such as the development of flexible work spaces at Jaywick Sands. The cost of the project is likely to increase although at this stage they continue to be managed within the existing project contingency sum. Updates will be provided in future reports if this position changes.

Proposed Response to meet the Funding 'Gap'

In terms of options to respond to the potential total budget 'gap' of between £2m to £3m in both 2022/23 and 2023/24, revisiting existing reserves and budgets will undoubtedly form the foundation of the Council's response. From a pragmatic point of view, there is not enough time to identify and work through alternative ways to fund the budget 'gaps' before the budget starts to be finalised over the period from December 2022 to February 2023.

Although the Government may consider their position over the coming months, they have stated that they will not be providing additional funding to Local Authorities to help them through the current difficult financial period. Based on previous announcements, it is assumed that they expect Local Authorities to use their existing reserves to 'survive' the financial challenges ahead. Although their understanding of reserves does not reflect the local intent behind holding them, any use of existing budgets and reserves will result in an impact on the delivery of priorities in the years ahead if money has to be 'diverted' to respond to the short term financial issues.

In addition to the proposed response above, the various revenue carryforwards totalling £12.948m that were requested by Services and set out in the 2021/22 Outturn report considered by Cabinet in July, will also be revisited, with the aim of identifying any opportunities to 'release' funding to support the wider financial challenge faced by the Council.

In consultation with Cabinet, Officers are currently exploring the various reserves and budgets held by the Council to identify a funding solution for 2022/23 and 2023/24, with an update planned to be presented to Cabinet in November.

In terms of the longer term position, this will require Officers and Members working together to identify various options to meet the financial challenges that lie beyond 2023/24 set against the aim of protecting as many front line services as possible.

The Housing Revenue Account (HRA)

The Housing Revenue Account will also see some significant financial pressures, including the expected 'capping' of the rent increase for 2023/24 by the Government. Although it is recognised that this supports the Council's tenants, the 'telescopic effect' of this will have a significant impact on the 30 year business plan as the Government are not expected to support the Council in balancing the impact of price increases elsewhere within the HRA. The use of HRA balances are therefore potentially likely in the short term.

The wider financial review will also need to consider the use of capital receipts. This may be

even more important in terms of projects such as the redevelopment of Honeycroft. To date it has always been the expectation that this project would be funded from borrowing. However, given the recent increase in interest rates, any borrowing now would include a 'premium' over the 'usual' cost of borrowing for an extended period of time. This will be reviewed as part of the on-going delivery of the Honeycroft project, which remains subject to an associated tender process at the current time. Any use of capital receipts will have a knock on impact in terms of future opportunity costs but this can be revisited as part of the development of the forecast and the 30 year HRA Business Plan looking ahead.

In terms of the 'premium' on the cost of borrowing, this has already had an impact on 'replacement' borrowing within the HRA. As part of developing the HRA budget for 2022/23, it was planned to replace £800k of external borrowing during 2022/23 with an external repayment type loan. It is now proposed to replace this amount via 'internal' borrowing, which can be accommodated within the Council's 'core' cash balances. Although this remains in line with the original decision to borrow money, albeit now from internal resources, this will be reviewed as part of developing the 30 Year HRA business plan over the coming months.

It is also worth highlighting similar issues to the General Fund, and that is the increase in the cost of delivering capital projects. Although options will be explored within the overall HRA's financial position, a recent tender exercise for the refurbishment of Spendell's House is nearly double that of the existing budget of £600k.

Business Rates Pooling and Council Tax Sharing Agreement

The Council remains a member of the Essex Business Rate's Pool in 2022/23 along with benefiting from the Council Tax Sharing Agreement with Essex County Council. These two schemes have continued to provide a financial benefit to the Council over recent years and it is proposed to continue the same approach in 2023/24.

An associated recommendation is therefore set out above to support the Council's continued involvement in both schemes whilst it remains financially advantageous to do so.

PREVIOUS RELEVANT DECISIONS

Outturn Report 2021/22 – Item A.6 Cabinet 15 July 2022

Corporate Investment Plan Report – Item A.3 Cabinet 25 March 2022

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

None

APPENDICES

None

REPORT CONTACT OFFICER(S)

Name	Richard Barrett
Job Title	Assistant Director (Finance and IT)
Email/Telephone	rbarrett@tendringdc.gov.uk 686521

This page is intentionally left blank

CABINET

7 OCTOBER 2022

REPORT OF PORTFOLIO HOLDER FOR CORPORATE FINANCE AND GOVERNANCE

A.3 UPDATE ON CAREER TRACK AND ITS APPRENTICESHIP PROVISION

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

This report is to update Cabinet on the activities and progress since the Ofsted Inspection visit in November 2021, seeks its agreement for the continuation of the Career Track function and agree the new governance structure/format.

EXECUTIVE SUMMARY

- Career Track was established within Tendring District Council in 1983. Since then it has continuously provided apprenticeship opportunities within the organisation and for other external employers.
- The Council's sustained commitment to the Career Track apprenticeship programme has been a central plank of its work to develop a more skilled workforce and to "grow our own" employees of the future within Tendring.
- In the last 10 years over 500 people have taken part in a Career Track apprenticeship programme; success rates for the end of the 2021/2022 academic year is 84%.
- The Council's former Back to Business Agenda added value to the Career Track Programme by improving opportunities and the quality of apprenticeship schemes for young people. This agenda will include providing small/medium employer wage incentives to encourage the engagement of 10 new employers and fund 25% of the apprentice's wages. At the time of writing five employers have signed up to the incentive scheme.
- The Council's Corporate Plan 2021-2024 has a focus on education through its priorities which include:
 - Develop and attract new businesses;
 - support existing businesses;
 - more and better jobs;
 - education - for improved outcomes.
- Career Track had its first full inspection by Ofsted between 3 and 5 November 2021 following the Education Inspection Framework. Career Track had previously had a successful Ofsted Monitoring Visit (a more 'light touch' inspection in June 2019). The full report following the November Inspection was published on 24 December 2021. The findings of the report graded Career Track as 'Requiring Improvement'. Following this

grading, Tendring District Council implemented a comprehensive Development Plan to address the improvement areas identified by Ofsted.

- An internal Development Group was established to monitor the progress against the actions identified within the Development Plan. The Development Group is chaired by the Deputy Leader, Cllr Guglielmi in his role as Portfolio Holder for Career Track, membership of the group also includes the Chief Executive; Assistant Director, Partnerships; Internal Audit Manager and the Executive Projects Manager – Governance. The Work Based Learning Manager and Organisational Development Manager report in to this group. The Internal Audit Manager and Executive Projects Manager were part of the Development Group to represent the Section 151 Officer and Monitoring Officer in their overarching governance roles due to the findings of the Ofsted Report.
- To date the Development Group have met five times and following significant progress were able to sign off the Development Plan at the last meeting in June.
- Initial activity following inspection focussed on setting the foundations and getting them in place. This has involved adjusting Career Track resources to address the additional demands to meet inspection requirements.
- The services of a specialist company known as SDN (Strategic Development Network) were commissioned for their professional help and advice for policy and curriculum development which enabled a new curriculum to be written, fully meeting the requirements and expectations of Ofsted. The curriculum covers the knowledge, skills and behaviours of the standards, including personal development and behaviours and attitudes, which covers safeguarding, British values, Prevent, career development and health and well-being.
- SDN have supported Career Track with consultants/professionals who also work alongside and train Ofsted Inspectors. In addition, their services were used to support the completion of the RoATP (Register of Apprenticeship Training Providers) application in 2019 and in 2022, an apprenticeship training provider must be an approved provider on the register to be able to deliver apprenticeships. SDN have recently completed a review of the Development Group to assist in shaping a governance approach suitable for the ongoing provision of Career Track Apprenticeship.
- Career Track has formally launched OneFile, a training software package for the administration and management of apprenticeships. OneFile is used by at least 50% of all apprenticeship providers as it supports the learners more effectively and enables the provider to better monitor and ensure effective delivery of the curriculum. Career Track are now able to fully personalise learning, improve quality and increase engagement with their apprentices and employers, using the OneFile eportfolio software. This was funded by the Back to Business Agenda.
- A recent stakeholders briefing enabled Career Track to share a revised and updated mission statement, the success of OneFile and the new curriculum – this resulted in positive feedback from those who attended. All apprentices (and their supervisors and mentors) are using OneFile (dependent on where they are in their apprenticeship programme) and the benefits are already evident.

- The agreement for TDC (under the name of Career Track) to provide apprenticeship training rests with the ESFA (Education and Skills Funding Agency). The organisation has an allocated account manager with the ESFA and the Work Based Learning Manager held monthly meeting with him to discuss actions and progress towards meeting the improvements required by Ofsted. The ESFA account manager approved the Development Plan and fully supported the progress being made. At the last meeting on 23 June 2022 the account manager agreed that the plan has been completed and consequently Career Track has returned to quarterly meetings until the next inspection.
- A Career Track self assessment report and its accompanying quality improvement plan is being finalised and will replace the Development Plan as the monitoring tool for quality, progress, development and achievement, This is an expectation of Ofsted and when complete will be shared with them and the ESFA.
- With the recovery phase / improvement changes now complete Career Track are returning to Business as Usual and the Development Group have recommended the membership is revised to align with a governance required by Ofsted for the ongoing provision of all apprenticeships.
- Career Track will seek to follow the AELP (Association of Employment and Learning Providers) Governance Code. It is based on the following expectations of good governance:
 - Putting the learner, apprentice, and employer first;
 - promoting high expectations and ambitions for learners, apprentices, and staff;
 - listening to learners, employers, and staff;
 - promoting inspirational training, teaching, and learning and assessment;
 - creating a safe environment for learners and apprentices to train, learn and develop;
 - providing strong strategic leadership and challenge to the senior team;
 - demonstrating accountability to all stakeholders, including publishing accurate and timely information on performance;
 - ensuring the achievement of equality of opportunity, diversity, and inclusion throughout the organisation.
- Under the Ofsted Education Inspection Framework it is a requirement that an apprenticeship training provider follows the Further education and skills handbook criteria for governance, as identified in the AELP Governance Code.
- The aim of the Tendring District Council (Career Track) Apprenticeship Governance Board is to achieve effective governance, that:
 - Sets the tone from the top and ensures that delivery matches up with an organisation's values and ethos;
 - provides strategic direction and control to Career Track by creating robust accountability, oversight and assurance for educational outcomes and financial performance;
 - requires confidence and ability to challenge conventional wisdom, ask tough questions and nurture strong relationships.
- The Terms of Reference (including agenda) of the Apprenticeship Board are set out in

Appendix C, were agreed, in principle, at the final meeting of the Development Group. The first meeting of the Apprenticeship Governance Board will take place in October 2022, with three meetings being held per year, termly, with a report to Cabinet following the final summer term meeting, each year.

RECOMMENDATION(S)

It is recommended that Cabinet:

- a) notes the implemented progress of the Career Track Apprenticeship Scheme since the Ofsted Report in December 2021 requiring improvement;**
- b) approves the Terms of Reference of the Career Track Apprenticeship Governance Board, to be chaired by the Cabinet Member for Corporate Finance and Governance, whose responsibilities include being the Portfolio Holder for Career Track; and**
- c) continues its support for Career Track and their priorities and the longer term commitment to continue to explore opportunities to deliver the Service at no net cost to the Council.**

REASON(S) FOR THE RECOMMENDATION(S)

The recommendations enable Career Track to work towards achieving a 'Good' Ofsted inspection result and continue to contribute to the economic, health and social wellbeing of the District.

ALTERNATIVE OPTIONS CONSIDERED

The alternative option is to cease the Career Track Apprenticeship programme. Career Track would not meet the Ofsted requirements or the expectations within the ESFA agreement and the council would not have to fund the overspend in the budget for 2022/2023.

This would result in a significant impact on the local community; including local employers and Tending young people and their families.

Therefore this option is not recommended.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Council's Corporate Plan 2021-2024 puts Community Leadership through Partnerships and A Growing and Inclusive Economy at the heart of everything we do, and within that it has a focus on education through the following priorities:

- Develop and attract new businesses;
- support existing businesses;

- more and better jobs;
- education - for improved outcomes.

Career Track's vision is to be recognised as a 'Good' provider of apprenticeships; engaging learners in the development of workplace knowledge, skills and behaviours that enable them to actively contribute to the economic, health and social wellbeing of the district:

- To educate, engage and inspire;
- to inform, advise, support and mentor;
- to establish and maintain high quality standards in apprenticeship training;
- to safeguard and promote the welfare of our learners.

OUTCOME OF CONSULTATION AND ENGAGEMENT

Career Track worked with SDN to create a curriculum for each of the apprenticeships they deliver. The curriculum now meets the expectations of Ofsted and sets out the aims of each programme of education and training. It also sets out the structure for those aims to be implemented, including the knowledge, skills and behaviours to be gained at each stage.

SDN have engaged a Senior Associate who supported Career Track to strengthen how governance impacts on the apprenticeship programme and to also meet the Ofsted requirements.

Communication with our apprentices, supervisors, employers and other partners is key, particularly since the inspection; a formal stakeholders briefing was held in June 2022 to ensure they are kept up to date with our progress and are able to make an important contribution to the future development of Career Track.

Monthly meetings were held with the ESFA Contract Manager to ensure the correct progress was being made following the inspection.

Audit Committee received a formal report in March 2022 and a further update was given at the Audit Committee's meeting held on 29 September 2022.

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	X Significant effect on two or more wards X 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 August 2022

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	
<p>The Service remains committed to delivering the Career Track Service at no net cost to the Council through reviewing both its costs but also opportunities to generate additional income. It is however recognised that this will not necessarily be achievable in the short term whilst the various associated activities are undertaken.</p> <p>It is therefore likely that there will be a net cost in 2022/23 of up to £45,000, which is currently included in the Council's Corporate Investment Plan for separate consideration. In terms of future years, the position will be kept under review as part of the wider Corporate Investment Plan and Financial Forecast processes.</p>	
X	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:
The above comments are supported by the Section 151 Officer.	
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;	Tendring District Council (Career Track) Apprenticeship Board Terms of Reference
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	Tendring District Council (Career Track) Apprenticeship Board Terms of Reference
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.	Tendring District Council (Career Track) Apprenticeship Board Terms of Reference
MILESTONES AND DELIVERY	
<p>The progress of Career Track will be monitored at the termly governance meetings and recorded formally with a continued yearly report to Cabinet.</p> <p>Ofsted will undertake a monitoring visit no earlier than 7 months after the initial inspection (November 2021) and a full inspection visit will follow within the Ofsted Inspection guidelines.</p>	
ASSOCIATED RISKS AND MITIGATION	
Career Track need to achieve a 'good' grading at the next Ofsted visit in order to continue providing apprenticeship, and to maintain the approved provider status with the ESFA. With the work identified and undertaken in the development plan and the newly established governance board will ensure that the areas that required improvement have been addressed and implemented.	
EQUALITY IMPLICATIONS	
Having undertaken an equalities impact assessment, the conclusion is that the proposal does not impact on the protected characteristics.	

SOCIAL VALUE CONSIDERATIONS

Career Track offers apprenticeship opportunities to people and employers from the Tendring district, adding money back into the local economy. This in turn improves health and wellbeing, increases self-esteem, raises educational attainment and enhances employability skills and experience; providing a positive example to others.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030

None

OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS

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

Crime and Disorder	As above
Health Inequalities	As above
Area or Ward affected	All wards

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Career Track is the name used by Tendring District Council for its apprenticeship service.

In 2017 the government changed the criteria for providers to be allowed to deliver apprenticeships. Under the new rules, Career Track was no longer eligible to operate as a sub-contractor of Colchester Institute. To secure its future, the decision was made to apply, through the national tender process, for Career Track to gain Approved Provider status on the national RoATP. The tender application was successful.

In order to provide apprenticeships the organisation has to continue to be an Approved Training Provider with the ESFA. Periodically, the ESFA announced that providers have to re-apply to remain on the Register, usually referred to as the RoATP. All approved providers are subject to inspection from Ofsted. On Inspection, Ofsted grades the organisations it inspects as Excellent; Good; Requires Improvement; or Inadequate. Its Inspection Reports are published here www.ofsted.gov.uk/reports.

An Ofsted Inspection with an 'Inadequate' rating would usually result in withdrawal of contract from the ESFA. When applying to be on the RoATP providers are asked to provide information on their Ofsted rating and details of actions to address areas identified as Requires Improvement or Inadequate. The ESFA may take this into account when deciding whether to re-approve a training provider.

From September 2019 Ofsted introduced the Education Inspection Framework and inspectors make judgements on the following areas:

- overall effectiveness
- the quality of education
- behaviour and attitudes
- personal development
- leadership and management

In June 2019 Career Track successfully re-applied to continue their Approved Provider status with the ESFA. In the same month Career Track also received a Monitoring Visit from Ofsted. A Monitoring Visit is a 'light touch' visit and the report does not provide a rating. The wording in the report and the verbal feedback received, appeared to suggest the service was on the right course to gain a Good rating from a full Ofsted Inspection – the Common Inspection Framework was used for this inspection.

The service made a number of plans for further improvements and developments for the following year. However, these plans were not actioned due to the impact of Covid upon the organisation in 2020; the Work Based Learning Manager was seconded to assist HR in its work supporting the workforce and the remaining team managed to keep the service running and put in extra time to ensure apprentices received extra support to help mitigate isolation and potential mental health problems such as anxiety and depression.

The numbers of apprentices supported by Career Track declined during 2020 as a result of the Covid Pandemic but increased rapidly during 2021 to reach and even exceed the numbers of 2019. At the time of the full Ofsted Inspection in November 2021 the numbers stood at 53; there are currently 45 apprentices on the programme. Vacancies are advertised regularly and apprentices join the programme and successfully achieve on a weekly basis.

Apprentices are placed with a number of local authorities including Maldon, Braintree and Colchester and GP Primary Choice Ltd. Career Track has recently been approved as a provider for all Suffolk authorities to deliver the Public Service Operational Delivery Officer Apprenticeship Standard. In addition Career Track has apprentices with local businesses, the largest of which is Silverton's and it also provides apprenticeships for the Virtual School, Kent (run by Kent County Council).

The Ofsted Inspection in November 2021 was the first full Ofsted Inspection for Career Track since 2005 as previously it was subcontracted with Colchester Institute and therefore was not subject to inspection in its own right.

Shortly after the Ofsted inspection, Career Track received notification that it was to submit its application to remain on the RoAPT by the end of January 2022. A request was made for an extension and the deadline was extended to the end of April 2022. The full application to remain on the register was submitted at the end of April 2022. Notification that our application was successful was received on 28 July 2022.

Ofsted will undertake a monitoring visit no less than 7 months following the original inspection date and a full inspection can take place up to 24 months after the original inspection.

PREVIOUS RELEVANT DECISIONS

Cabinet May 2021

Cabinet resolved to continue its support for Career Track and to support its priorities for the

next 18 months, including an increased emphasis on supporting local firms as part of the Council's Back to Business priority.

The Audit Committee received a report at its meeting on 31st March 2022, from the Assistant Director for Partnerships regarding the Council's Response to the Report of Ofsted following its Inspection of Career Track in November 2021. Minute 31 of that meeting refers and is set out below.

"The Committee was advised of the Development Plan, and took each of the five inspection categories in turn and stated what was being planned to address each area. The document identified the key milestones and progress by using a RAG (Red, Amber and Green) system. and progress against it and proposals to supplement the membership of the proposed Governance Board with representation from local employers and from the apprentices themselves. Members commented on the need to ensure the capacity of Board Members, along with the balance of skills within its membership, was appropriate for the role of the Board.

The Assistant Director (Partnerships) also confirmed that oversight of the Career Track service was provided by the Council's Human Resources and Council Tax Committee and by Cabinet through reports to them.

RESOLVED that the Audit Committee -

- (a) *notes the report, the findings of the Ofsted inspection and the success of Career Track over the years; and*
- (b) *endorses the Development Plan and the actions currently being taken."*

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

There are none.

APPENDICES

APPENDIX A – Ofsted Inspection Report
APPENDIX B – Career Track Development Plan
APPENDIX C – TDC (Career Track) Apprenticeship Board Terms of Reference

REPORT CONTACT OFFICER(S)

Name	Debianne Messenger
Job Title	Work Based Learning Manager
Email/Telephone	dmessenger@tendringdc.gov.uk 01255 686313

This page is intentionally left blank

Inspection of Tendring District Council (Career Track)

Inspection dates:

3–5 November 2021

Overall effectiveness

Requires improvement

The quality of education

Requires improvement

Behaviour and attitudes

Requires improvement

Personal development

Requires improvement

Leadership and management

Requires improvement

Apprenticeships

Requires improvement

Overall effectiveness at previous inspection

Not previously inspected

Information about this provider

Tendring District Council (Career Track) is an apprenticeship provider based in Clacton-on-Sea, Essex. It has 53 apprentices, studying four standards-based qualifications. 31 apprentices are studying at level 2 and 22 at level 3.

Most Career Track apprentices are employed at borough and district councils in Essex, with the majority of these employed by Tendring District Council. Career Track has recently resumed providing apprenticeships to small businesses in the area and a small proportion of apprentices are employed by these.

At the time of the inspection, Career Track had apprentices studying standards in customer service, business administration and public services. Most apprentices on level 2 are studying the level 2 customer service practitioner standard. Most apprentices on level 3 are studying the level 3 business administrator standard.

Two apprentices have special educational needs and seven have additional learning needs. Career Track has no subcontractors.

What is it like to be a learner with this provider?

Apprentices value the opportunity that the Career Track apprenticeships provide to enable them to gain employment with major local employers. These employers provide apprentices with good opportunities to develop their careers in the longer term. Most apprentices work with colleagues who were apprentices previously. Many of these have progressed well in their careers, a few to senior roles in the local councils in which they work. This inspires apprentices to develop their job-related skills to a good standard.

Apprentices are very motivated to successfully complete their training, and most do so. Apprentices develop good attitudes to their learning. They develop a broad range of transferable skills which are needed for a range of roles in most council departments, where the majority are employed. This provides the necessary flexibility to enable most apprentices to secure employment at the end of their apprenticeship.

Apprentices benefit from the good support they receive from their colleagues in the workplace. Apprentices quickly gain confidence and develop professional behaviours by mirroring their more-experienced colleagues. As a result, apprentices maintain good attendance at work, they arrive on time and they dress appropriately.

Apprentices appreciate the regular and ongoing support they are receiving from their assessors during the pandemic. This has enabled apprentices to adapt to working from home and to continue their apprenticeships. Consequently, most apprentices complete their apprenticeships on time, despite the disruption of the pandemic.

Apprentices feel safe. They know who to contact if they have concerns and feel comfortable in discussing any concerns they have with their assessors.

What does the provider do well and what does it need to do better?

Leaders have ensured that the apprentices' programme meets the needs of the employers it serves. Leaders at Career Track target local residents who have low prior-educational achievement and/or low ambition. The apprenticeship programme provides a good route to employment and further training for them. Leaders have high expectations that apprentices will successfully complete their apprenticeship, and the vast majority do so.

Leaders have not ensured that assessors provide learning that meets the requirements of the apprenticeship standards. Assessors do not ensure that apprentices develop a broader range of skills and knowledge in line with the ethos and expectations of the standards. Consequently, assessors still assess apprentices on their competencies rather than on their skills, professional behaviours and

knowledge. As a result, apprentices do not develop a sufficiently broad range of skills or the understanding of how to apply these in a range of contexts as expected by their standard.

Young people who have been in care are often employed as apprentices with one council. These apprentices are employed in the 'virtual school' which provides support for young people when they leave care. Apprentices understand fully the particular challenges faced by care leavers and are empathetic to their circumstances. They use the skills and knowledge they gain from their apprenticeship to provide appropriate and effective help to care leavers.

Leaders have not developed a comprehensive and coherent plan to develop apprentices' wider skills and knowledge in any depth. Aspects of the standards, such as how to develop healthy relationships and how to stay physically and mentally healthy are not effectively taught. Assessors do not discuss issues, such as sexual harassment or workplace bullying with apprentices, to help them to extend their knowledge in these areas.

Assessors and workplace mentors and supervisors support apprentices very well, including those with special educational and additional learning needs. Staff promptly identify apprentices who have a learning support need. Staff put personalised and appropriate support in place to action apprentices' needs. They carefully consider who the most appropriate mentor would be to effectively support the apprentice. As a result, apprentices with learning support needs successfully complete their apprenticeships on time.

Throughout the pandemic, assessors have kept in close contact with apprentices to check on their progress and well-being. Where they are concerned that apprentices are not coping well with working from home, they take rapid action to help them. Assessors, for example, ask workplace supervisors and mentors to contact apprentices more regularly and to arrange more frequent visits to the workplace. Apprentices are signposted to specialist support and provided with resources to help improve their mental health. As a result, apprentices can overcome any challenges and successfully complete their apprenticeships.

Apprentices who work for local councils develop a good awareness of how to become active citizens. Their roles involve serving the public. Many took on new and additional tasks at work to support their local communities through the pandemic. Apprentices also have good opportunities through their roles to volunteer to help at local events, such as acting as marshals and stewards at the Clacton air show. However, leaders have not ensured that apprentices who do not work for local councils have the same breadth of opportunity. As a result, these apprentices do not develop a good understanding of citizenship.

Staff do not provide timely ongoing careers advice and guidance for apprentices. Staff have developed a detailed exit programme which is provided towards the end of each apprenticeship. However, this is too late to meet the needs of apprentices

who have not had a permanent job confirmed by the end of their apprenticeship. Although most apprentices do secure related employment, the delay in supporting them to do so leaves apprentices anxious and insecure.

Leaders do not identify what the areas for improvement are for their apprenticeship provision. Consequently, they have not developed relevant actions to remedy the areas for improvement identified at the inspection. Leaders have not, for example, identified the need to improve the quality of teaching to meet the requirements of the apprenticeship standard or the need to ensure that the training they provide is appropriately sequenced. As a result, apprentices do not develop a sufficiently broad range of skills and do not commit sufficient knowledge to their long-term memories.

Governance arrangements are insufficient and lack impact. Governors do not ensure that they are provided with useful reports to enable them to challenge leaders' decisions about the quality of education and training or scrutinise whether apprentices progress effectively. As a result, governors do not have a secure understanding of how they can improve the apprenticeship provision. Governors do not receive enough information on the extent to which they meet their statutory duties. Consequently, governors have a superficial oversight of these duties as related to their apprenticeship provision.

Safeguarding

The arrangements for safeguarding are effective.

Apprentices feel and are safe at work. They know how to report concerns about safeguarding. Staff check on the health, safety and well-being of their apprentices very regularly and are proactive in taking appropriate action where necessary. Most apprentices have reasonable knowledge about how to keep themselves safe from the risks of radicalisation and from safeguarding risks in the workplace. They gain this understanding through a range of online courses which they complete during their induction. Apprentices know how to stay safe online and when joining meetings remotely.

Staff do not have sufficient knowledge of local safeguarding to help apprentices contextualise local issues to their own lives. Consequently, apprentices are less knowledgeable about the specific risks in their local area and how these might apply to their daily lives.

What does the provider need to do to improve?

- Leaders must improve the awareness of staff of current and local issues relating to safeguarding and the risks of radicalisation and extremism, to ensure that they can help apprentices to understand how these issues may impact on their work and personal lives.
- Leaders must train assessors to be able to teach standards-based apprenticeships effectively. Assessors must ensure that apprentices develop the full range of knowledge, skills and behaviours required by each standard. This includes ensuring that they develop a more effective understanding of British values, appropriate relationships and how to stay mentally and physically healthy.
- Leaders must ensure that staff provide all apprentices with ongoing and timely careers advice and guidance. Staff need to ensure that apprentices understand what career options are available to them once they qualify, in particular, the jobs that are available outside of their current employer's structure.
- Leaders need to develop a thorough quality assurance and quality improvement process to ensure that they identify accurately what they do well and what they need to do to improve, so that apprentices develop a broader and deeper range of knowledge and skills. Leaders need to ensure that governors are provided with useful reports to enable them to challenge leaders' decisions about the quality of education and training and scrutinise whether apprentices progress effectively.
- Governors must improve their oversight of the apprenticeship programme. They must rapidly ensure that they have good oversight of how they meet their statutory responsibilities regarding safeguarding, the 'Prevent' duty and equality and diversity, so they are confident that apprentices are safe both at work, in their personal lives and are prepared appropriately for life in modern Britain.

Provider details

Unique reference number	54781
Address	Town Hall Station Road Clacton-On-Sea Essex CO15 1SE
Contact number	01255 686313
Website	www.tendringdc.gov.uk
Principal/CEO	Ian Davidson
Provider type	Independent learning provider
Date of previous inspection	Not previously inspected
Main subcontractors	None

Information about this inspection

The inspection team was assisted by the Training Assessment Team Leader, as nominee. Inspectors took account of the provider's most recent self-assessment report and development plans, and the previous inspection report. The inspection was carried out using the [further education and skills inspection handbook](#) and took into account all relevant provision at the provider. Inspectors collected a wide range of evidence to inform judgements, including visiting apprentices in the workplace, joining meetings between apprentices and assessors, scrutinising learners' work, seeking the views of learners, staff and other stakeholders, and examining the provider's documentation and records.

Inspection team

Christine Leeding, lead inspector	Ofsted Inspector
Linnia Khemdoudi	Her Majesty's Inspector
Michael Worgs	Her Majesty's Inspector
Rebecca Perry	Her Majesty's Inspector

If you are not happy with the inspection or the report, you can [complain to Ofsted](#).

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, further education and skills, adult and community learning, and education and training in prisons and other secure establishments. It assesses council children's services, and inspects services for children looked after, safeguarding and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 1231, or email enquiries@ofsted.gov.uk.

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence/, write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

This publication is available at <http://reports.ofsted.gov.uk/>.

Interested in our work? You can subscribe to our monthly newsletter for more information and updates: <http://eepurl.com/iTrDn>.

Piccadilly Gate
Store Street
Manchester
M1 2WD

T: 0300 123 1231
Textphone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.gov.uk/ofsted

© Crown copyright 2021

Leaders must improve the awareness of staff of current and local issues relating to safeguarding and the risks of radicalisation and extremism, to ensure that they can help apprentices to understand how these issues may impact on their work and personal lives.

Action	Who is accountable	Milestones	Date started	Date to be completed	RAG	Comments	Key Performance Indicator 1	Key Performance Indicator 2	Key Performance Indicator 3	Key Performamnce Indicator 4	Key Performance Indicator 5
Meeting with Safeguarding Manager (Safer Communities Manager) to discuss and establish a system of sharing current and local issues to benefit those that need it most (apprentices, employers, CT staff)	Debianne Messenger Leanne Thornton		01.12.2021	Ongoing		Regular meetings and exchange of information (weekly)	Receipt of minutes from local Information and Advisory Group meeting	Receipt of newsletter from Prevent Co-ordinator Essex ALP Prevent Forum attendance	Use of resources from Safeguarding Network where the DSL has access to the resources and courses, powerpoints and handouts	Regular meetings with Safeguarding Prevent Lead - 23.02.2022	Emerging good practice in the operational implementation of Prevent & the Statutory Duty webinar 24.03.2022
Ensure Keeping Children Safe in Education (KCSIE) expectations are reflected in a new Safeguarding Policy	Leanne Thornton	KCSIE, RoAPT and Ofsted expectations shared 04.01.2022 with Safeguarding Manager	04.01.2022	28.02.2022		Completed, all staff have read Part 1 and are progressing through Future Learning	Updated Safeguarding Policy	New Safeguarding and Prevent Policy for YP	All staff have completed Future Learning which incorporates KCSIE Part 1	Summary of KCSIE provided to all staff and CT Dev Group attendees	
Ensure staff, apprentices and employers are able to access regular training and awareness updates	Hazel Bond Leanne Thornton		01.12.2021	28.02.2022		Completed	Staff CPD	ESAB Training and Future Learn (FE Sector) for KCSIE	Learner and Employer feedback		
Enable apprentices to understand the specific risks in their local area and how these might apply to them in their daily lives	Hazel Bond Leanne Thornton	Go live date with Onefile by 31.03.2022 Regular information sharing via reviews, assessment meetings, emails	01.12.2022	01.05.2022		Regular meetings and exchange of information. Learners to complete 'Your Safeguarding' booklet. Learner survey drafted.	Learner and employer webinars	Learner reviews with employer	Learner and Employer feedback		
Deliver specific training for supervisors and governors on Safeguarding and British Values – supervisors forum	Debianne Messenger Hazel Bond	Specific training need for governors - induction, briefings, responsibilities, progress etc	04.01.2022	01.06.2022		Forum taken place, evaluation underway. Feedback from SDN received.	Employer and governor feedback	HASS document completion which confirms employer understanding and awareness			

Leaders must train assessors to be able to teach standards-based apprenticeships effectively. Assessors must ensure that apprentices develop the full range of knowledge, skills and behaviours required by each standard. This includes ensuring that they develop a more effective understanding of British values, appropriate relationships and how to stay mentally and physically healthy.

Action	Who is accountable	Milestones	Date started	Date to be completed	RAG	Comments	Key Performance Indicator 1	Key Performance Indicator 2	Key Performance Indicator 3	Key Performance Indicator 4
Adjust staff structure and responsibilities to address improvements	Carol Magnus	Workforce Proforma 10.12.2021	01.12.2021	31.12.2021		Completed	Dedicated Project Lead	Portfolio work has been handed to additional work based assessor		
Achieve the RoAPT registration April 2022.	Debianne Messenger	Completed question workbook and policies by 07.03.2021 - SDN	01.12.2021	30.04.2022		Completed	Successful achievement of RoAPT			
Introduce OneFile to support the delivery of standard	Hazel Bond	Start training 10.02.2022 Live by 31.03.2022	04.01.2022	01.05.2022		All training completed	Full ingetration and use of OneFile	75% of Apprentices using Oneline portfolios		
Focus on the delivery of the knowledge, skills and behaviours first and follow with the BTEC.	Hazel Bond	Curriculum Masterclass 25.01.2022 Curriculum Development CPD 17/18.03.2022	04.01.2022	01.05.2022		Curriculum written, supported with workbooks, standard only delivery following forum	All new starts to be on new CS2 curriculum from 01.05.2022	CS3, BA3 curriculum written	PSODO curriculum written	Wider curriculum checklist for delivery
Supervisors Forum	Debianne Messenger Hazel Bond		04.01.2022	01.06.2022		Forum took place 8 June 2022	Newletters to employers	Employer Webinar	Onefile resources shared with employers	Curriculum to be shared with employers
Ensure the curriculum includes British values, appropriate relationships and how to stay mentally and physically healthy	Hazel Bond	As above	As above	As above		Curriculum written, incorporating all aspects of personal development	As above			
Develop MHFA courses for all apprentices and employers	Hazel Bond	Apprenticeship Growth Programme information shared with employers to sign the pledge 07.02.2022	04.01.2022	01.06.2022		All employers have been made aware of the benefits of joining the MHFA England Apprenticeship Growth Programme.	Educate and inform non public sector organisations to sign up to the pledge			
SDN (Chris Cherry) webinar on Curriculum Masterclass and further support if required	Hazel Bond	Training Course 25.01.2022	25.01.2022	25.01.2022		Completed	Attended and shared knowledge, identified next steps	Continued support from SDN		
Further development of written process and procedures to include										
Policy for E&D	Carol Magnus		01.03.2022	14.03.2022		Completed	E&D Policy	Awareness of policy for staff, apprentices and employer		
NEW policy for Safeguarding and Prevent (16-18 year olds)	Leanne Thornton		01.02.2022	01.06.2022		Draft completed by LT 27.05.2022	Safeguarding and Prevent (16-18 yrs)	As above		

Policy for Safeguarding apprentices	Leanne Thornton	01.02.2022	02.03.2022	Completed	Safeguarding Policy	As above
Policy that complies with the Prevent Duty for Apprentices	Leanne Thornton	01.02.2022	01.04.2022	Completed	Prevent Policy	As above
Policy for Health and Safety of Apprentices	Clare Lewis	01.02.2022	02.03.2022	Completed	Health and Safety Policy	As above
Policy for professional development and evidence of implementations	Carol Magnus	01.03.2022	17.03.2022	Completed	People Strategy	As above
Policy and procedures for learners and employers complaints	Debianne Messenger	01.02.2022	02.03.2022	Completed	Complaints policy updated	As above
Policy for continuity of apprenticeship delivery	Debianne Messenger	04.12.2021	02.03.2022	Completed	Continuity policy updated	As above
Employer engagement to enable design and delivery of apprenticeships	Hazel Bond	01.03.2022	01.06.2022	Launched at Supervisors Forum 8 June 2022	Employer feedback	Employer involvement in curriculum planning
Delivery of 20% off the job training methods to meet the needs of the employers	Hazel Bond	01.03.2022	01.06.2022	Launched at Supervisors Forum 8 June 2022	Employer feedback	Employer involvement in curriculum planning
Delivery model for English and maths provision	Hazel Bond	01.03.2022	01.05.2022	Process finalised, delivery through OneFile and incorporated into the curriculum	Learner feedback	Learner success and achievement data
Delivery model for performing initial assessment for learners	Hazel Bond	01.03.2022	01.05.2022	Process finalised, undertaken through BKSB and integrated into OneFile once learner live	Learner feedback	Learner success and achievement data

Leaders must ensure that staff provide all apprentices with ongoing and timely careers advice and guidance. Staff need to ensure that apprentices understand what career options are available to them once they qualify, in particular, the jobs that are available outside of their current employer's structure.

Action	Who is accountable	Milestones	Date started	Date to be completed	RAG	Comments	Key Performance Indicator 1	Key Performamnce Indicator 2	Key Performamnce Indicator 3	Key Performamnce Indicator 4
Careers education to be visible throughout apprenticeship	Debianne Messenger		04.01.2022	01.03.2022		Completed	Full career education information available on website	Link to Essex Opportunities and Career Service	Careers Week social media marketing - achieved 07.03.2022	Responses to email sent in National Careers Week 2022
Pathways to be made available to all to further enhance personal development	Debianne Messenger		04.01.2022	01.03.2022		Completed	Careers education section on website	Spot checks with apprentices at reviews and assessments		
Move away from IAG and develop the term Careers Education/Career Advice and Guidance	Debianne Messenger		04.01.2022	01.03.2022		Completed	Update documents and records to reflect change from IAG to CE	Regular update of website - last reviewed on 05.04.2022		

Leaders need to develop a thorough quality assurance and quality improvement process to ensure that they identify accurately what they do well and what they need to do to improve, so that apprentices develop a broader and deeper range of knowledge and skills. Leaders need to ensure that governors are provided with useful reports to enable them to challenge leaders' decisions about the quality of education and training and scrutinise whether apprentices progress effectively.

Action	Who is accountable	Milestones	Date started	Date to be completed	RAG	Comments	Key Performance Indicator 1	Key Performance Indicator 2
Self Assessment Report	Debianne Messenger	Draft available 01.04.2022	01.03.2022	01.07.2022 30.09.2022		SAR and QIP workshop 9 June, staff session July 2022, 03.08.2022 and final session 07.09.2022.	Shared with Ofsted July-2022-Sept 2022	Quality Improvement Plan from July-2022- Sept 2022
Development Plan	Debianne Messenger	Monthly updates	01.12.2021	01.07.2022 30.09.2022		Ongoing weekly updates	Development plan achieved	QIP achieved
Management Team reports	Carol Magnus	First MT Report 11.01.2022	01.12.2021	ongoing		MT report draft written for August-2022 Sept 2022	MT reports	
Process for evaluating quality of training and outcomes Key measures and KPI's to monitor quality	Carol Magnus	Established governance meetings by 01.05.2022	01.03.2022	01.06.2022		Identified in SDN feedback	Governance Agenda and minutes	Governance Workshops attended
	Debianne Messenger Carol Magnus Debianne Messenger	Agreed at governance meetings by 01.05.2022	01.03.2022	01.06.2022		Identified in SDN feedback	Governance Agenda and minutes	Governance Workshops attended
Collecting data and information process	Debianne Messenger	Revised information process through OneFile by 01.06.2022. Information to be agreed	01.03.2022	01.06.2022		Identified in SDN feedback	Operational Meetings Governance Meetings CT Development Group Meetings	Governance Workshops attended
Apprenticeship Standard delivery	Hazel Bond	See previous	01.03.2022	01.06.2022		See previous	See previous	
Employer and apprentices survey outcomes	Debianne Messenger	Survey monkey linked to OneFile task by 01.05.2022	21.03.2022	01.06.2022 30.09.2022		Survey drafted, awaiting TDC IT support for survey software	Employer and apprentice satisfaction data	
OneFile	Debianne Messenger	See previous	04.01.2021	01.05.2022		Completed	See previous	
New Curriculum	Hazel Bond	See previous	04.02.2021	01.06.2022		See previous	See previous	

Leaders and Managers have a vision and mission for our organisation in respect of training and apprenticeships as well as how they manage and monitor quality of training.

Leaders and Managers documented clear expectations in relation to setting high standards of apprenticeship training – written down and agreed.

Use the revised Career Track/Apprenticeship Governance Board to inform and update

Specific training need for governors - induction, briefings, responsibilities, progress etc

Carol Magnus
Debianne Messenger

Carol Magnus
Debianne Messenger

Carol Magnus
Debianne Messenger

Carol Magnus
Debianne Messenger

	01.03.2022	01.06.2022		Vision and Mission, People Strategy completed	Published Vision and Mission
	01.03.2022	01.06.2022		Vision and Mission, People Strategy completed	Governance Agenda Clear expectations
CT Development Group meeting 09.02.2022 To continue monthly	09.02.2022	01.06.2022		Identified in SDN feedback	Governance Agenda and minutes
To take place inbetween governors meetings	01.03.2022	01.06.2022		Identified in SDN feedback	Training records, webinar recordings

Governance
Workshops attended

Governors must improve their oversight of the apprenticeship programme. They must rapidly ensure that they have good oversight of how they meet their statutory responsibilities regarding safeguarding, the 'Prevent' duty and equality and diversity, so they are confident that apprentices are safe both at work, in their personal lives and are prepared appropriately for life in modern Britain.

Action	Who is accountable	Milestones	Date started	Date to be completed	RAG	Comments	Key Performance Indicators		
Career Track/Apprenticeship Governance Board - Meet quarterly - Agenda items to cover aspects required by Ofsted/RoATP, i.e. Prevent, safeguarding, performance, equality and diversity etc	Carol Magnus Debianne Messenger	CT Development Group meeting 09.02.2022 To continue monthly	09.02.2022	01.06.2022		Identified in SDN feedback	See previous actions in Item 4		
Management Team reports/updates	Carol Magnus Debianne Messenger	First MT Report 11.01.2022	01.12.2021	04.06.2022 30.09.2022		MT report August 2022 Sept 2022	MT report to include subsections on Safeguarding, Prevent, British Values, E&D		
Audit Committee	Carol Magnus		04.01.2022	04.06.2022 29.09.2022		Report presented, agreed and support received. Update given June 2022 and final presentation planned for Sept	Report to be presented on 31.03.2022	Update to be presented to Audit Committee 30.06.2022	Next report to be presented to Audit Committee on 29.09.2022
Cabinet report	Carol Magnus Debianne Messenger		01.04.2022	04.06.2022 07.10.2022		Meeting arranged for 7 October 2022	Cabinet report to include subsections on Safeguarding, Prevent, British Values, E&D		
HR Committee	Carol Magnus		01.02.2022	Completed		HR Committee took place 24.02.2022, presentation at HR Committee on 07.07.2022	HR Committee ongoing regular updates		

This page is intentionally left blank

Terms of Reference

Tendring District Council (Career Track) Apprenticeship Governance Board

About Career Track

Career Track is a training service provided by Tendring District Council delivering all-age apprenticeship programmes for a number of local authorities within Essex and beyond as well as for private sector providers and the NHS. It aims to offer employer partners easy access to quality training and vocational qualifications relevant to national, industrial, commercial, and professional practice standards.

Role of the Board

The aim of the Apprenticeship Governance Board is to achieve effective governance, that:

- sets the tone from the top and ensures that delivery matches up with an organisation's values and ethos.
- provides strategic direction and control to Career Track by creating robust accountability, oversight and assurance for educational outcomes and financial performance.
- requires confidence and ability to challenge conventional wisdom, ask tough questions and nurture strong relationships.

To implement and provide a quality experience for apprentices and employers and meet the expectations of funders and regulators, the Board will undertake to:

- Formulate and agree the vision and strategy as part of the People Strategy including defining the ethos and policies of Career Track
- Provide clarity between the Board and the Cabinet with a yearly update
- Adopt a financial approach and funding plans which ensure sustainability. Demonstrate assurance that public funds are well spent, the Board will be transparent and openly accountable
- Share information and horizon scan to inform and future-proof organisational strategy
- Ensure exceptional teaching, training, and learning by adopting effective underpinning policies and systems
- Ensure that the needs of our learners and employers are met through monitoring of performance data which also encourage and facilitate the learner and employer voice
- Meet and aim to exceed statutory responsibilities for equality and diversity and for ensuring that all learners are safe
- Ensure delivery is compliant to the ESFA funding rules and in line with the accountability framework
- Determine effective governance arrangements, regularly reviewing governance performance and effectiveness

The Board will comprise:

Name	Job Role/Organisation	Board Function
Cllr. Giancarlo Guglielmi	Deputy Leader, Portfolio Holder for Corporate, Finance and Governance	Chair
Emma Haward	Leadership Support Officer	Secretariat / Note taker
Ian Davidson	Chief Executive	Representative
Anastasia Simpson	Assistant Director, Partnerships	Representative
Carol Magnus	Organisational Development Manager	Representative
Debianne Messenger	Work Based Learning Manager	Representative
TBC		Independent

Term, Frequency, Duration and Location

- This Terms of Reference is effective from July 2022 and will be formally reviewed every 12 months.
- Meetings will be held termly, face to face where possible.
- Meetings will be 2 hours in length.
- Extraordinary meetings will be called where necessary.

Agenda

Board meetings will use a standing agenda as follows:

Item 1:	Welcome and apologies
Item 2:	Previous meeting review of actions
Item 3:	Thematic Updates <ul style="list-style-type: none"> a. Business Development / Employer Engagement b. Funding and Finance c. Quality d. Our People e. Policy and Legislation f. Safeguarding and Prevent g. Risk, Compliance and Complaints
Item 4:	Matters Arising
Item 5:	Risk Register Review
Item 6:	Any other business

Topics for item 4 - Matters arising, will be generated by Board members following a call for items 2 weeks ahead.

Any papers and reports to support items will be shared with Board Members at least 1 week prior to the meeting.

Document Storage

All Board reports, papers, minutes and action logs will be stored on the network within the Career Track g drive. These can easily be made available upon request to relevant stakeholders i.e., Ofsted, ESFA.

Decision Making

Apprenticeship Board decisions will normally be reached by consensus and only in exceptional circumstances should a formal vote be necessary.

All decisions will be recorded in the notes/minutes.

Where a vote is used, all members have equal voting rights, a decision will be reached by majority vote. The result of the vote, alongside its subsequent decision, and minority views will be recorded in the minutes/notes. Invited attendees will not have voting rights.

Lines of Reporting

The Board will directly report into Cabinet on a yearly basis, with a formal update and progress report.

Governance Code

Career Track has adopted the AELP Governance Code. It is based on the following expectations of good governance, which illustrate the values and beliefs of the provider's non-executive directors, directors, and trustees, or equivalent:

- Putting the learner, apprentice, and employer first.
- Promoting high expectations and ambitions for learners, apprentices, and staff.
- Listening to learners, employers, and staff.
- Promoting inspirational training, teaching, and learning and assessment.
- Creating a safe environment for learners and apprentices to train, learn and develop.
- Providing strong strategic leadership and challenge to the senior team.
- Demonstrating accountability to all stakeholders, including publishing accurate and timely information on performance.
- Ensuring the achievement of equality of opportunity, diversity, and inclusion throughout the organisation.

Effective Behaviours and Personal Attributes for Board Members

The personal attributes of Board Members are as important as their skills and knowledge. As ethical standards expected of public office holders, we commit to the Nolan Principles. They are:

Selflessness	Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
Integrity	Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity	In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
Accountability	Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
Openness	Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
Honesty	Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
Leadership	Holders of public office should promote and support these principles by leadership and example.

Conflict of Interest

All Board Members must declare any personal or business interests which may conflict with their responsibilities as a member of the Board with oversight of Career Track.

Quorum

The quorum necessary for the transaction of business shall be 4 members.

CABINET

REPORT OF THE PORTFOLIO HOLDER FOR HOUSING

7 OCTOBER 2022

A.4 AGREEMENT WITH ESSEX COUNTY COUNCIL TO USE SHELTERED HOUSING FLATS FOR THE PROVISION OF SHORT TERM ACCOMMODATION FOR THOSE LEAVING HOSPITAL CARE

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek approval from Cabinet for an agreement with Essex County Council regarding the use of Sheltered Housing long-term void flats, to be used for qualifying individuals for up to a 12-week stay.

EXECUTIVE SUMMARY

- A 12 month pilot scheme has seen four otherwise vacant sheltered flats owned by the District Council used as temporary accommodation for persons leaving hospital care and unable to return home in partnership with Essex County Council.
- The pilot was funded by the North East Essex Health and Wellbeing Alliance and facilitated a 12 week stay for those in need of interim accommodation. The scheme reduced the length of hospital stays and provided a cheaper option to care home placements.
- It is now proposed to extend the pilot for a further three years using two sheltered flats at Kate Daniels House in Weeley but with the option to extend beyond three years or to additional flats if required.
- Approval is sought for the principal of using otherwise vacant District Council sheltered flats for temporary accommodation and alternative housing purposes and to enter into an agreement with Essex County Council for the joint arrangements.

RECOMMENDATION(S)

It is recommended that Cabinet:

- (a) approves the principle of using vacant sheltered housing flats for the provision of short term accommodation for those leaving hospital care and, or, whose principle home is unavailable;
- (b) subject to (a) approves entering into an agreement with Essex County Council to formalise the arrangement to use two flats at Kate Daniels House, Weeley for a period of three years for the temporary accommodation;
- (c) authorises the Corporate Director for Operations and Delivery in consultation with the Housing Portfolio Holder to agree the terms of the agreement with Essex County Council; and

(d) authorises the extension of that agreement to further flats and other schemes or beyond the three year period should there be a demonstrated need and mutual agreement to do so.

REASON(S) FOR THE RECOMMENDATION(S)

Officers believe that the two properties are likely to remain void for the foreseeable future due to historic low demand for this site and that entering into this agreement will generate an income to the Housing Revenue Account and help alleviate problems caused by an individual not being able to return to their home.

ALTERNATIVE OPTIONS CONSIDERED

Not to enter into the agreement and to leave the properties void.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Corporate Plan priorities include building sustainable communities for the future, building and managing our own homes and to use assets to support priorities.

The Council's Housing Strategy adopted in October 2020 has delivering homes to meet the needs of local people as one of its key strategic priorities.

Managing public money effectively meaning value for money principles are embedded in the delivery of all our services.

OUTCOME OF CONSULTATION AND ENGAGEMENT

Consultation has been undertaken with:

Essex County Council and the District Council's Housing Team support the proposal following a successful year long Pilot Project that was well received by residents of the scheme.

The Chair of the Tenants' Panel who agreed to the principle of maximising the use and occupation of our properties to those in need.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	YES/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)	13 May 2022

		prior to the meeting date)	
<p>Those individuals who will be offered a place in the scheme by Essex County Council will be issued with a temporary non-secure tenancy. The temporary tenancy is granted, following the County Council formally asking the District Council for co-operation with the provision of care and support to a specific group of adults to improve their wellbeing and the quality of care that they receive. Section 6 of the Care Act 2014 places a reciprocal duty on ECC and TDC to co-operate with each other for these purposes.</p> <p>The tenancy agreement requires the individuals to abide by the same rules as other sheltered housing tenants with the exception that they are not liable for rent or service charges as these have been funded already as part of the scheme.</p> <p>The properties used will remain within the Housing Revenue Account and under the management of the Council's Tenancy Management service.</p>			
<input type="checkbox"/>	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:		
<p>The Monitoring Officer is aware of this project and was involved in drafting of the original tenancy documentation for the pilot and so long as the principles established in the initial arrangements remain the same, they are content with the pilot being formalised for a longer period. It is important that whilst the properties remain within the Housing Revenue Account, they are used for housing purposes and within the legislation which regulates their use.</p>			
FINANCE AND OTHER RESOURCE IMPLICATIONS			
Finance and other resources			
<p>The use of the two properties by Essex County Council for qualifying individuals will generate an annual income of £12,936 per unit, per year and this will cover rent, associated service charges and officer time. This income will be paid by ECC to TDC and accounted for within the Housing Revenue Account.</p>			
Risk			
<p>Officers have not identified any significant risk associated with the proposal.</p>			
<input checked="" type="checkbox"/>	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:		
<p>The Section 151 Officer is aware of the project and does not have any comments over and above those already in the report.</p>			
USE OF RESOURCES AND VALUE FOR MONEY			
<p>The following are submitted in respect of the indicated use of resources and value for money indicators:</p>			
<p>A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;</p>		<p>Refer to finance and other resource implications</p>	
<p>B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and</p>		<p>Refer to legal requirements</p>	

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.	Refer to finance and other resource implications
MILESTONES AND DELIVERY	
Subject to Cabinet approval, anticipated start date for the arrangement will be mid October 2022.	
ASSOCIATED RISKS AND MITIGATION	
Officers have not identified any significant risk associated with the proposals.	
EQUALITY IMPLICATIONS	
The proposal does not impact on the protected characteristics of any individuals.	
SOCIAL VALUE CONSIDERATIONS	
None identified	
IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030	
The proposals do not impact on the Council's aim to be net zero by 2030.	
OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS	
Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.	
Crime and Disorder	None noted
Health Inequalities	None noted
Area or Ward affected	Weeley and Tendring Ward

PART 3 – SUPPORTING INFORMATION

BACKGROUND
<p>TDC Housing have 31 flats at Kate Daniels House sheltered housing scheme in Weeley and one is currently void. Seven sheltered flats are void in other schemes which is a significant reduction as the number of unoccupied sheltered properties has been much higher in recent years. The reduction in voids can be attributed to work undertaken by the Housing Allocations Team.</p> <p>Demand for the void flats from the Housing Register has generally now been exhausted and so entering into a longer term agreement with Essex County Council (ECC) for the use and occupation of the flats for up to 12 weeks for qualifying individuals would make good use of our assets and provide an income to the HRA that otherwise may not be received.</p> <p>A pilot project operated in partnership between Tendring District Council and ECC has been successfully running since April 2021 making use of four flats in different sheltered housing schemes in the district. This has now been reduced to two flats at Kate Daniels house in Weeley. Initially this was a twelve month arrangement that has been extended for the period between May 2022 and October 2022 to allow for this decision to be considered.</p>

ECC working with health partners identify individuals to take part in the project, they then provide the necessary care and support for them along with assistance in helping to solve the housing problems that prevent the individuals from returning to their principal home. A multi-disciplinary team has been set up between the TDC and ECC and other relevant organisations to provide a package of support aimed at helping an individual return to independent living in their own home. Support provided by TDC does not extend to the provision of care or personal support. Such care or support packages may be put in place by ECC depending upon individual needs.

Eligibility to take part in this pilot project in the most basic sense is that an individual currently admitted to hospital is unable to return to their principal home as it is unsuitable for them, or where an adult is at risk of a clinically un indicated admission due to housing issues, perhaps due to the need for a home adaptation or for other reasons such as disrepair or difficulties caused by hoarding. An individual will be accommodated by the pilot project for a maximum duration of 12 weeks following or during which they will be expected to return to their principal home or be re-housed elsewhere. During the 12 week period the multi-disciplinary team work to make their principal home suitable for them to return to.

Acceptance onto the project is at the final discretion of TDC, following referral from ECC and the individuals will be expected to abide by normal tenancy conditions with the exception that rent and other charges are funded through the project.

Thirty two referrals have been made to the Housing Pilot, sixteen of which were accepted onto the scheme and freed up hospital beds, resulting in savings to ECC for providing the most appropriate service for the adult's needs of £39,570.

The current resource available to people leaving hospital with identified care needs is limited and invariably the result is an interim residential care placement at significant cost to the person and the Local Authority and is usually contrary to the persons wishes, outcomes and aspirations. The cost of a Local Authority contracted placement is around £650 per week and there is also cost to the person for temporary placements of around £120 depending on their income.

The Pilot Project has enabled ECC's Discharge to Assess Team to identify a number of adults that would have otherwise been supported into temporary residential care to be housed in our long-term void properties. Often the person did not have the level of needs that would warrant a 24 hour residential placement, however their housing situation coupled with their needs meant that the available options to support timely discharge were limited. The situation and circumstances surrounding the people has been varied and although not exhaustive the following themes were identified:

- Amputee following hospital stay and accommodation not suitable to return,
- Had no fixed abode and/ or staying with others/ marital breakdown,
- Home no longer appropriate following hospital discharge,
- Home not habitable,
- Homeless following hospitalisation due to not being able to return to property and no secure tenancy in place,
- Mental Health and associated difficulties.

The majority of the people have been over the age of 65, however there are adults under this age range who have faced unfortunate health conditions leading to significant changes in care and housing needs, for example amputees.

Other clear benefits to those that have accessed the Pilot Scheme include a number of individuals who achieved positive outcomes and are now less dependent on other services. This is likely because they have increased levels of confidence, greater engagement in their community and feelings of citizenship, inclusion and hope for the future.

PREVIOUS RELEVANT DECISIONS

Corporate Director decision to enter into the pilot scheme 13th February 2020.

May 2022 - to enter into a 3 month extension Health Alliance Funded Housing Pilot with Essex County Council, Corporate Director (Operations and Delivery)

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

None

APPENDICES

None

REPORT CONTACT OFFICER(S)

Name	Matthew Wicks
Job Title	Housing Manager
Email/Telephone	mwicks@tendringdc.gov.uk 01255 686483

CABINET

7 OCTOBER 2022

REPORT OF PORTFOLIO HOLDER (PARTNERSHIPS)

A.5 DRAFT EQUALITY AND INCLUSION STRATEGY 2023 TO 2027

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present to Cabinet a draft four year Equality and Inclusion Strategy and seek approval to commence wider consultation prior to formal approval from Cabinet in Q3 and its implementation in Q4.

The development of this strategy is a key Corporate Priority under 'Effective and Positive Governance' for which the Q2 milestone is *"to take a draft Inclusion and Equality strategy to Cabinet and authorise consultation on it."*

EXECUTIVE SUMMARY

In accordance with the requirements of the Equality Act, 2010, all public bodies, including local authorities, are subject to what is referred to as the 'Public Sector Equality Duty (PSED)'. This duty requires public bodies to pay due regard to the following:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

As part of this PSED local authorities are required to have and publish their equality and diversity objectives, showing how they will meet these requirements. This draft Equality and Inclusion Strategy sets out how Tendring District Council (the Council) will seek to meet its obligations under the PSED over the period of 2023 to 2027.

Cabinet is asked to endorse this draft strategy for consultation with key partners. Following the consultation process, a revised final strategy will be submitted to Cabinet for final approval, publication and implementation.

The draft Equality and Inclusion Strategy sets out five objectives underneath each of which are listed the ways in which the organisation will seek to achieve them over the lifetime of the strategy. The contents are aligned to existing Council Plan and priorities and other documents such as the forthcoming Community Engagement Strategy, Local Plan, Housing Strategy, Economic Growth priorities and by working in close partnership with other providers.

The five objectives are:

1. Engage and communicate in appropriate and accessible ways

2. Ensure we deliver inclusive and responsive services
3. Foster good relations with and within the community
4. Break the cycle of inequality and improve life chances
5. Develop and support a diverse workforce

RECOMMENDATION(S)

It is recommended that Cabinet approves the draft Equality and Inclusion Strategy, as set out in Appendix A for public consultation purposes.

REASON(S) FOR THE RECOMMENDATION(S)

These recommendations are made in accordance with the agreed and published Corporate Priorities for 2022/23, section C3 Effective and Positive Governance for Q2.

ALTERNATIVE OPTIONS CONSIDERED

To decide against adoption and publication of an Equality and Inclusion Strategy – this option is not recommended as this would be in conflict with the Cabinet's Highlight Priorities for 22/23 and could be regarded as failing to comply with Public Sector Equality Duty as set out within the Equality Act 2010.

To delay consultation on a draft Equality and Inclusion Strategy – is also not recommended as the purpose of consultation is to gauge views on its proposals which could strengthen the Council's commitment to fulfilling its PSED.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The draft Equality and Inclusion Strategy is a priority target within the agreed and published Corporate Priorities for 2022/23, section C3 Effective and Positive Governance for Q2.

The draft document and the objectives have been prepared aligned to support the Council's vision as set out in the Corporate Plan 2020-24, "to put community leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others".

The Council's Values which underpin the Corporate Plan are:

- Councillors and staff uphold personal integrity, honesty and respect for others
- Innovative, flexible, professional staff committed to delivering excellence
- Recognising the diversity and equality of individuals
- Working Collaboratively with partners, including Supporting the Essex wide vision and ambitions

The draft strategy also supports the forthcoming Community Engagement Strategy, adopted Local Plan and Housing Strategy, together with Economic Growth priorities and by working in close partnership with other providers.

OUTCOME OF CONSULTATION AND ENGAGEMENT

This strategy is a draft document on which consultation and engagement will be carried out subject to Cabinet approval of the recommendations of the report before them.

In accordance with the published Corporate Priorities for 2022/23, section C3 Effective and Positive Governance, consultation will be carried out during Q3. Cabinet will then receive a further report on the outcome of the consultation, a revised strategy document to reflect the consultation outcomes (as appropriate) for appraisal and approval.

Consultation will be carried out with relevant partner organisations including health, police, key voluntary agencies such as CVST, CAT, Essex Equality Network Group and community hubs, Unison as the recognised trade union for the organisation and employees. Consultation may also be extended to include community groups that represent some protected characteristic groups such as Clacton Pride and Colchester Refugee Action.

Following consultation and the further report to Cabinet, the approved strategy will be published on the Council's website in accordance with the requirements of the PSED.

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 Equality Act 2010 enacts a single general Public Sector Equality Duty (PSED) under s149, in that public authorities exercising public functions must have "due regard" to eliminating unlawful discrimination, advance equality of opportunity and good relations between communities.

The duty on public authorities to have "due regard" to the Public Sector Equality Duty is more than a requirement to have general regard. Real, active, tangible thought has to be given to the PSED requirements.

Although what is sufficient to evidence "due regard" has often been a subject of dispute, the High Court considered the "due regard" requirement in *R (Brown) v Secretary of State for Work and Pensions and others [2008]*. The High Court held there was no prescribed way to evidence "due regard". However, a public authority had to be able to evidence it had regard to the impact of its proposed policy on equality. The Court then, very helpfully, set out the following general principles about complying with the due regard requirement:

- There should be a proper analysis of all the relevant material and an appreciation of the

duty to have due regard.

- Regard should be had to the duty to have due regard before, and at the time, a particular policy is considered. It shouldn't be a "box-ticking" exercise but should instead be a process integrated in the decision-making process.
- The duty is a continuing one.
- The duty is non-delegable and will always remain the responsibility of the body subject to the duty.
- The duty should be exercised with rigour and an open mind.
- The duty should be reconsidered if new information comes to light and adequate records should be kept of the consideration and decision-making processes undertaken in order to demonstrate that the equality duties have been undertaken conscientiously. If the relevant general equality duty is not mentioned, it does not mean that the duty has not been performed, however it is good practice to refer to the duty and any considerations under it to avoid future legal challenge.

These general principles have also been confirmed in later cases. As with all case law they are not an exhaustive or final list, but we know that in general the principles are:

1. Proper Analysis
2. An initial consideration not an afterthought
3. Continuing Duty
4. Non-delegable
5. Rigorous and transparent
6. Obligation of reconsideration

The development and publication of an Inclusion and Equality Strategy is one way in which the Council demonstrates it is fulfilling its obligations within the PSED.

<input type="checkbox"/>	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:
--------------------------	--

The Equality Act 2010 protects the rights of individuals and supports equality of opportunity for all. It offers protection, in employment, education, the provision of goods and services, housing, transport and the carrying out of public functions.

The Equality Act also makes it unlawful for organisations carrying out public functions to discriminate on any of the nine listed protected characteristics. The public sector equality duty also sets out duties for such organisations to stop discrimination.

Indirect discrimination may occur when a person or service provider takes the same approach to decision making or service provision for everyone. This may then put people sharing a protected characteristic at a particular disadvantage.

The duty means the Council (and bodies acting on its behalf) must consider equality and good relations when they develop policies and deliver services. They must also keep these issues under review, keep up to date and learn from lessons when things do not go quite right. A proactive Equality and Inclusion Strategy demonstrates the Council's commitment to complying with the PSED.

FINANCE AND OTHER RESOURCE IMPLICATIONS

No major financial implications for the development of this Strategy are anticipated at this time.

<input type="checkbox"/>	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:	
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;	N/A	
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	Through the implementation of the strategy, the Council will: <ul style="list-style-type: none"> • Enable good governance, fair and informed decision making through building confident, skilled, and active communities and an inclusive culture. • Ensure our decision making structures and processes are understood and accessible for individuals and communities. 	
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.	Through the implementation of the strategy, the Council will: <ul style="list-style-type: none"> • Understand people's experience of the services they use and the communities they live in, work in or visit and use this intelligence to improve inclusion, equality of access, wellbeing, quality of places and our services. 	
MILESTONES AND DELIVERY		
October 2022 – Consultation process commences, agreed draft Equality and Inclusion Strategy circulated to invited parties (as listed above) for comment and advice. November 2022 – Consultation period ends. Revisions made to strategy as appropriate following consultation. November and December – Final version of strategy submitted to Management Team, ICAB and Cabinet for approval. January to March 2023 – publication of strategy and roll out of training/briefings as required.		
ASSOCIATED RISKS AND MITIGATION		
To decide against adoption and publication of an Equality and Inclusion Strategy would run counter to the PSED set out within the Equality Act 2010 and would/could result in the Council being in breach of the law. The development and subsequent adoption and publication of a strategy will mitigate against this risk.		

EQUALITY IMPLICATIONS	
Having undertaken an equalities impact assessment, the conclusion is that the proposal does impact on the protected characteristics.	
SOCIAL VALUE CONSIDERATIONS	
Social value is embedded within the proposed strategy.	
IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030	
No significant impact.	
OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS	
Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.	
Crime and Disorder	<p>Working with partners the Council is aware that hate crime cases are high within certain areas and wards of the Council, notably Pier Ward. Of hate crime cases that have been reported to the police within the Tendring District, for the twelve month period ending June 2022, 47% (176 instances) are racially motivated.</p> <p>According to the Home Office, Hate Crime Survey for England and Wales 2019 to 2020 "47% of hate crime incidents came to the attention of the police". It is likely that Tendring will reflect this national figure.</p> <p>The Equality and Inclusion Strategy places an emphasis on working with partners to address hate crime and to increase its role as a developer of Hate Crime Ambassadors amongst its staff.</p>
Health Inequalities	<p>The Equality and Inclusion Strategy addresses a number of actions that will be taken, with key partners, to address health inequalities across the District and especially for those parts of the population who are significantly impacted.</p> <p>It is recognised that some parts of the community can be reluctant to engage with services for a range of reasons that can include a fear of being treated unfairly, of not being understood or of not being taken seriously. As a Council we will work with partners to identify the barriers to access and seek to reduce or remove them completely.</p>
Area or Ward affected	All areas and Wards of the Tendring District are affected.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

This draft strategy sets out the Council's intended priority objectives for equality and inclusion for the period 2023 to 2027 in line with its responsibilities under the PSED and its Corporate Plan. At the present time, the authority does publish (via its website) the statistical data regarding the composition of the District as required but it does not currently have a policy statement regarding equality published on its website.

Following Cabinet approval of the final strategy (after a period of consultation) its publication will support the Council in meeting its responsibilities under the Public Sector Equality Duty (PSED) as well as setting out the organisation's priorities for supporting equality and inclusion.

The timing of this Strategy will enable the priorities to be adjusted, if necessary, in light of the data to be released from the 2021 national census. The Office of National Statistics has announced a timetable for release of data between October and December 2022.

PREVIOUS RELEVANT DECISIONS

Minutes of the meeting of the Cabinet, held on Friday, 25th February, 2022 resolved that: 'the highlight priority actions for 2022/23, as set out at Appendix A to the aforesaid report, be formally adopted by Cabinet'.

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

Equality Impact Assessment

APPENDICES

Draft Equality and Inclusion Strategy

REPORT CONTACT OFFICER(S)

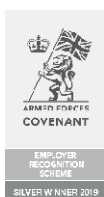
Name	Carol Magnus
Job Title	Organisational Development Manager
Email/Telephone	cmagnus@tendringdc.gov.uk (01255) 686308

This page is intentionally left blank

EQUALITY AND INCLUSION STRATEGY

Issued by – Portfolio Holder
for Partnerships

Draft – October 2022



Equality and Inclusion Strategy 2023 – 2027

Contents

- Foreword
- Our Equality Duties
- Our Objectives 2023-2027

Foreword

As a Council, we have a duty to produce a Single Equality Scheme and this Strategy forms our Scheme for 2023-2027, guiding our approach to increasing opportunities across the District and improving access to Council services.

Tendring District Council's Equality & Inclusion Strategy 2023-2027 aims to ensure that equality is embedded into our policies, procedures and every-day working, and recognise that everyone has their own unique needs, characteristics, skills, and abilities.

The Strategy is the next step in a journey to better understand our communities and anticipate the needs of residents and service users. The Strategy identifies five key objectives and the actions we will take to deliver each of these. Progress will be monitored every year through our Annual Equality Report.

Ian Davidson, Chief Executive

Councillor Lynda McWilliams, Portfolio Holder for Partnerships

Context

The Tendring District is 33,740 hectares in size (approximately 130 square miles), has 60km of coastline and a population of 148,1400 (2021).

The population of the district, according to the 2021 census figures released by the Office of National Statistics (ONS) is 148,100, an increase of 3,400 from 2017. The 2021 census has revealed that the population is 51.8% female and 48.2% male. 36.8% of the population is aged over 60 suggesting that a significant proportion of the population is unlikely to be economically active. 43.75% of the population (64,800) are aged between 20 and 59 being the ages in which people are most likely to be engaged in employment.

Further detailed information on the profile of the population and economy of the District is available on the Council's website [here](#). The information on the website will be updated to include the key demographic data from the 2021 census as it is released by the ONS between October 2022 and January 2023. The ONS has stated that it intends to release the following data during this period:

- demography and migration
- ethnic group, national identity, language, and religion
- UK armed forces veterans
- housing
- labour market and travel to work
- sexual orientation and gender identity
- education
- health, disability, and unpaid care

This data will be used to inform the organisation's strategies and priorities for delivery of its services and partnership working.

Our Equality Duties

The Equality Act 2010 introduced new duties on public bodies including local authorities, referred to as the Public Sector Equality Duty (PSED). These consist of general and specific duties and replace former duties for race, gender and disability (a Single Equality Scheme).

The general duties require public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and other prohibited conduct;
- advance equality of opportunity between people who share protected characteristics and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

Having “due regard” will require the Council to consciously think about the three general duties as part of its decision-making processes. In particular, how equality issues influence the way in which the Council acts as an employer; how it develops, evaluates and reviews policy; how it designs, delivers and evaluates services; and how it commissions and procures services from others.

Under the specific duties, the Council is required to complete the following actions:

1. Publish information annually which demonstrates how it complies with its general equality duties in relation to the nine protected characteristics of age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief and sexual orientation.
2. Adopt and publish measurable equality objectives and review them every four years.

We have three key roles in promoting equality and inclusion:

1. **As a community leader** - We work with our partners to tackle inequality
2. **As a provider of services** - Making sure our services are tailored to the needs of the individuals. Making sure staff are aware and responsive to the needs of different sections of our community.
3. **As an employer** - We aim to be an inclusive employer and have policies in place to make sure staff can balance their work and home commitments.

Our Objectives 2023-2027

Below are our equality objectives covering the period 2023-2027. These are based on our roles and responsibilities, the needs of the community, as well as being informed by the most up-to-date data about the district of Tendring, including 2021 Census data as it becomes available.

The objectives support the Council’s vision as set out in the Corporate Plan 2020-24, “to put community leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others” ..

The Council’s Values which underpin the Corporate Plan are:

- Councillors and staff uphold personal integrity, honesty and respect for others
- Innovative, flexible, professional staff committed to delivering excellence
- Recognising the diversity and equality of individuals
- Working Collaboratively with partners, including Supporting the Essex wide vision and ambitions

As shown below, we have set out a series of actions to help us deliver each objective.

Objective 1: Engage and communicate in appropriate and accessible ways

We know that good quality information leads to well-informed decisions, which in turn impact on the suitability and quality of services.

Actions we will take to deliver this objective:

1. Consult on and launch, a new Community Engagement Strategy. The focus of our approach will be about building relationships and the basis of our way of working is Asset Based Community Development (ABCD) which will put people at its heart and be built on trust, inclusion and collaboration.
2. Provide advice and information in a way that is accessible and meets individual needs.
3. Engagement and consultation is accessible to enable people to participate in the decision making process.
4. Engage with local residents by increasing opportunities for individuals, including those seldom heard, and communities to participate and engage in our Council's services and projects.
5. Review and monitor the information on our website so that it meets the Public Sector Accessibility Regulations 2018.
6. Pay due regard to the guidance provided by the Ombudsman on accessibility.
7. Ensure that the outcome of Equality Impact Assessments are summarised within the Council's decision making and available upon request, unless they contain exempt information to protect an individual's identity

Objective 2: Ensure we deliver inclusive and responsive services

Understand and remove the barriers people face when accessing services. The Council acknowledges the challenges of rural isolation, access to services and limited public transport.

Actions we will take to deliver this objective:

1. Ensuring that we undertake assessments of the potential impact of new and revised policies and proposed changes to service delivery. This will be carried out through the careful/responsible use of Equality Impact Assessments.
2. Be proactive in how we support our residents through community engagement, community safety initiatives, regulation and enforcement.
3. Build upon our reputation as a supportive partner for the safe resettlement of refugees through schemes such as that for Afghanistan and Ukraine.
4. Continue our work to digitise our customer contact options to increase ways in which the community can access our services and enquiry support.
5. By working with partner agencies, utilising housing adaptations grant options, sheltered housing and through the use of the Council's Careline service we will seek to provide reassurance, assistance and help to those in need to maintain dignity and independence in living within the community.
6. The Council will work to increase its housing stock to provide good quality affordable housing for those most in need in accordance with its allocations policy.
7. The Council will work to enable as many people as possible to live independently in their homes through the use of Better Care Funding to deliver disabled facilities adaptations and other initiatives.
8. Deliver further value for money for our tenants by carrying out a review of the condition of the housing stock, maintaining a 30 year HRA Business Plan.
9. Ensuring the Council's contractors acknowledge this Strategy in their tender submissions with statements on how they will adhere to its objectives.

Objective 3: Foster good relations with and within the community

We will continue to promote inclusion, fairness and accessibility, whilst raising the profile of Tendring as a great place to live, work, study and visit.

Actions we will take to deliver this objective:

1. The Council in its role as a community leader will set a positive example in relation to promoting tolerance and equality issues publicly and proactively. We will continue to mark and promote awareness of, Commonwealth Day, Veterans Day, Holocaust Memorial Day and Pride and other such commemorations that raise awareness and positively seek to break down barriers and increase mutual understanding.
2. The Council will play its part in challenging hate crime by facilitating reporting, supporting victims, and increasing the number of hate crime ambassadors within staff its staff.

Hate crime is defined as ‘any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice towards someone based on a personal characteristic.’ This common definition was agreed in 2007 by the police, Crown Prosecution Service, Prison Service (now the National Offender Management Service) and other agencies that make up the criminal justice system.¹

3. The Council and its partners will continue to develop our understanding of the quality of relations between different communities and collectively monitor relations.
4. The Council will support and work collaboratively with partners in the development and use of community hubs to connect individuals to needed services and help build more cohesive and resilient communities
5. The Council will tackle disadvantage by implementing a levelling up programme that increases residents’ pride in Tendring, improves residents’ skills and supports local businesses.
6. To work with the Community and Voluntary sector, Faith Groups and others in recognition that we become a more inclusive society by working together to support the most vulnerable in our communities.
7. We will continue to work with partners to protect the vulnerable through targeted interventions around homelessness to those most in need.

Objective 4: Break the cycle of inequality and improve life chances

At a local and national level there are areas of persistent inequality which remain a considerable challenge. We also know that poverty can be a significant factor in determining life chances and wellbeing. We will continue to focus on those in greatest need to ensure that people can access services and support that works for them.

¹ <https://www.gov.uk/government/statistics/hate-crime-england-and-wales-2020-to-2021/hate-crime-england-and-wales-2020-to-2021>

Actions we will take to deliver this objective:

1. Maintain and constantly seek to increase the quality and range of the Council's housing stock, by regularly inspecting tenants' homes to ensure that they are maintained to the highest possible standards.
2. Develop a plan to improve the physical appearance and image of those areas of significant social and economic deprivation such as through the Jaywick Sands Place Plan to facilitate regeneration of the area to foster employment, improved health outcomes and housing.
3. Work collaboratively with partners and by utilising the Local Delivery Pilot, to reduce health inequalities across the district, to improve general levels of health and wellbeing by encouraging healthy and active lifestyles, prioritising early preventative interventions.
4. Work with partners to develop and implement suicide reduction and prevention strategies, and to provide ongoing mental health support via, for example the mental health hub and programmes within schools to target early intervention.
5. To work with partners and utilise the Tendring Community Fund to target support for local people and community groups throughout the District and to help to address the some of the worst impacts of the cost of living crisis.
6. Work to improve the energy performance of our council housing stock. Through partnership working in the private sector encourage an increase in take up of energy grants e.g. Green Homes Grant, ECO (Energy Company Obligation) and other renewable energy offers over the term of the plan to combat local fuel poverty.
7. Increase the supply and quality of new homes. We will continue our work to deliver our new Local Plan housing requirement of circa 550 new homes per annum, of which up to 30% on larger developments will be new affordable homes.
8. Raise the skills level and employability of people within the district through the Anchor Institutions network skills agenda and the Tendring Education Strategic Board. The Council will also actively continue to seek to provide more apprenticeship opportunities for the people of the District and beyond through its own Career Track apprenticeship provision and by encouraging local businesses to take on more apprenticeships.
9. The Council will use Employment and Skills Charters and local labour agreements on future major developments to create training and employment opportunities during the term of the development.
10. The Council will seek to increase opportunities for residents to access local jobs through its economic programmes, for example in the plans for Freeport East, Levelling Up Fund bids and the UK Shared Prosperity Fund.
11. Utilising the Community Safety Partnership and Health and Well-being Board to influence the wider determinants of health by working with partners around issues such as safety, employment, opportunity and income.
12. The Council will review its Social Value Policy and Procurement Strategy to maximise opportunities.

Objective 5: Develop and support a diverse workforce

We will continue to promote inclusion, fairness and accessibility in our work place. A representative workforce will help us deliver services that are accessible, appropriate and that help reduce inequalities.

Actions we will take to deliver this objective:

1. Regularly monitor, analyse and publish employment data in accordance with our statutory duties. We will publish employee profile data within our annual Equalities report.
2. Encourage employees to declare their protected characteristics. Having such records enables the organisation to monitor the makeup of its staffing complement to see if it reflects that of the community and how it might become an employer of choice for groups that may be marginalised. It also enables the organisation to ensure that it has in place any measures needed to make reasonable adjustments and that its employees are not at risk of victimisation, bullying or harassment.
3. In addition, keeping records of staff gender are required for reporting on the Gender Pay Gap. It is also expected that large organisations will soon be required to report on their Ethnicity Pay Gap.
4. Continue to produce and update a five year People Strategy, in alignment with our Corporate Plan and Equality and Inclusion Strategy, which sets out how we will seek to support and develop all of our employees throughout the time of their employment with TDC.
5. Seek to maintain and build upon our accreditation as a Disability Confident Leader and as an accredited Gold Award holder in the Ministry of Defence Employer Recognition Scheme. In addition, the organisation will seek to support a suitable successor to the Time to Change Employer Pledge which was achieved in 2019.
6. Assess the effects of all employment procedures and take action to mitigate any adverse impact identified and to promote equality of opportunity.
7. Recruit, develop and retain local talent where the Council can in a competitive labour market.
8. Develop our staff via our policies and training commitments. Promote apprenticeship opportunities to existing staff and externally.
9. Hold regular development conversations with staff, to help ensure all staff have equal opportunities for learning, training and professional development.
10. Champion equality and inclusion in the workplace in the development of HR policies and procedures.
11. Work collaboratively with other local authorities and public sector partners via the Essex Equality Network to identify and share best practice.
12. Deliver annual training and development opportunities to Members through their Code of Conduct, the induction programme (post elections in 2023) and specific equality and inclusion sessions.

CABINET

REPORT OF PORTFOLIO HOLDER FOR PARTNERSHIPS

7 OCTOBER 2022

A.6 COMMUNITY ENGAGEMENT STRATEGY

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek Cabinet's approval to the introduction of a Community Engagement Strategy, which is attached as Appendix A.6.

EXECUTIVE SUMMARY

Community engagement is the process by which Tendring District Council aims to build strong connected, involved and empowered communities with voices that will be heard and responded to as part of local decision-making.

The Community Engagement Strategy sets out the Council's aims in relation to community engagement and outlines how we will engage with our communities.

The aims of the strategy are to support strong, active and inclusive communities who:

- are informed and involved in decision making;
- can influence and shape the area in which they live and work; and
- have the capacity to develop and deliver their own projects.

RECOMMENDATION(S)

It is recommended that the draft Community Engagement Strategy, attached as Appendix A.6, is adopted.

REASON(S) FOR THE RECOMMENDATION(S)

Cabinet are recommended to approve the draft Community Engagement Strategy, which details the approaches the Council will use to engage and consult with the community. This will ensure that the Council delivers its Corporate Plan vision *'to put community leadership at the heart of everything we do through the delivery of high quality, affordable services and working positively with others'* and delivering against identified governance requirements.

ALTERNATIVE OPTIONS CONSIDERED

Not to have a Community Engagement Strategy. Although there is no legal requirement to develop a Community Engagement Strategy, it is considered best practice to have a document which details how the Council will engage with its stakeholders and the Council has committed to doing so through the Annual Governance Statement and the Cabinet's Highlight Priorities for 2022/23.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The proposed Community Engagement Strategy will contribute to the Corporate Plan vision ‘to put community leadership at the heart of everything we do through the delivery of high quality, affordable services and working positively with others’.

Specifically, it will contribute directly towards each of the Plan’s key ambitions:

- Delivering high quality services;
- Community leadership through partnerships;
- Building sustainable communities for the future;
- Strong finance and governance and;
- A growing and inclusive economy.

At its meeting in February 2022, Cabinet adopted its 2022/23 Highlight Actions to deliver the Council’s Corporate Priorities and included within C3 Effective and Positive Governance ‘to review the way it engages with the community and to present a draft strategy for approval’. Following adoption, the Community Engagement Strategy will be promoted across the organisation.

OUTCOME OF CONSULTATION AND ENGAGEMENT

Consultation has taken place with UNISON, the Council’s Monitoring Officer, Section 151 and community groups CVST and CAT. The outcome of the consultation is as follows:

Unison has read and is happy for the Community Engagement Strategy to go forward to Cabinet

Comments from the Council’s Monitoring Officer and Section 151 Officer are included in the relevant sections of this report.

An officer working group has also reviewed the content of the Community Engagement Strategy and the comments of this group have been incorporated into the strategy.

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 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)	2 December 2021

The Council is required to undertake consultation when there is a statutory duty to do so through individual legislative frameworks, such as for planning, licensing and housing. In addition, under the general duty set out in Section 3 of the Local Government Act 1999, which requires an authority to

'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness', the authority is under an obligation to consult certain groups of persons for the purpose of deciding how to fulfil this duty.

The proposed Community Engagement Strategy sets out how the Council will consult and engage with people in the future to ensure that residents and other stakeholders have the opportunity to shape and influence decision making.

Although, there is no legal requirement to develop a Community Engagement Strategy, it is considered best practice to have a document which details how the Council will engage with its stakeholders.

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

One of the seven principles of Good Governance is Ensuring Openness and Comprehensive Stakeholder Engagement, the Council's Annual Governance Statement has previously identified the need to establish a corporate framework to support community engagement. The original required action was to develop the Council's approach and adopting principles for community engagement through 2020/21, this was delayed due to the impact of Covid-19 and Cabinet included the action within its Priorities for 2022/23.

At its meeting in February 2021, Cabinet was presented with proposed changes to Article 10 of the Council's Constitution which relates to **Area Committees & Forums (Community Consultation and Participation) as set out in Part 2.28 to 2.35 following** the outcome of a light touch review by Officers. The Portfolio Holder's Constitution Review Working Party had also been made aware that a more comprehensive review would be undertaken by a small officer working group focusing on community consultation and engagement and that this could lead to further amendments to the Constitution in due course.

FINANCE AND OTHER RESOURCE IMPLICATIONS

It is proposed that any costs arising from the implementation of the Community Engagement Strategy, including staffing, can be met from within existing budgets within the Partnerships directorate.

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

None.

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;	Through the implementation of the strategy, the Council will: <ul style="list-style-type: none"> • Make our engagement arrangements more efficient across partners thereby getting best value for the resources being invested. • Ensure that our statutory engagement requirements are effective and efficient.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	Through the implementation of the strategy, the Council will: <ul style="list-style-type: none"> • Enable good governance, fair and informed decision making through building confident,

	<p>skilled, active and confidence communities and a culture of getting involved and</p> <ul style="list-style-type: none"> • Ensure our decision making structures and processes are understood and accessible for individuals and communities.
<p>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.</p>	<p>Through the implementation of the strategy, the Council will:</p> <ul style="list-style-type: none"> • Create and cultivate relationships with people and community organisations and improve the connection between the Council, voluntary and community organisations • Understand people's experience of the services they use and the communities they live in, work in or visit and use this intelligence to improve wellbeing, quality of places and our services. • Make the most of what already exists in communities and improve capacity.
MILESTONES AND DELIVERY	
<p>The policy will be reviewed on an annual basis to check that it is fit for purpose and a more detailed review of the strategy will take place every three years. This will include checking with the Monitoring Officer and Section 151 Officer that it still meets the necessary governance requirements.</p>	
ASSOCIATED RISKS AND MITIGATION	
<p>There are not considered to be any risks associated with the implementation of this strategy.</p>	
EQUALITY IMPLICATIONS	
<p>The Community Engagement Strategy will ensure that equality and diversity is at the heart of everything we do by making sure there are appropriate methods for communicating and engaging with communities.</p> <p>A key principle of the strategy relates to inclusion and confirms that we will work with businesses, and those that work, live, worship, study and volunteer in the Tendring district, making a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change. It also confirms our intention to value existing community engagement arrangements and work with these.</p>	
SOCIAL VALUE CONSIDERATIONS	
<p>Community engagement aims to generate positive social outcomes and, through an ABCD approach, can increase and strengthen the value of assets within the community and make areas safer, more attractive and vibrant for members of the community.</p>	
IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030	
<p>Although the implementation of this strategy does not present a direct impact on the Council's target for net zero greenhouse gas emissions from its business operations by 2030, all engagement approaches and activities will take this into account.</p>	
OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS	
<p>Consideration has been given to the implications of the proposed decision in respect of</p>	

the following and any significant issues are set out below.	
Crime and Disorder	<p>There are benefits to both communities and the Council when engagement is undertaken and these include:</p> <ul style="list-style-type: none"> • Building strong, involved and empowered communities that are more resilient and self-sufficient; and • Creating a sense of place where people feel that they belong to a community; <p>Both of these could have a positive impact on crime and disorder in communities.</p>
Health Inequalities	<p>The Community Engagement Strategy will seek to ensure that inclusion is at the heart of everything we do by ensuring there are appropriate methods for communicating and engaging with communities.</p> <p>There can also be positive public health implications from the development of a robust, comprehensive Community Engagement Strategy as residents will have clearly defined routes for engaging with the Council in order to raise issues or concerns.</p> <p>A reported benefit of community engagement is also a reduction in community inequalities.</p>
Area or Ward affected	All

PART 3 – SUPPORTING INFORMATION

BACKGROUND
<p>Community engagement is about giving people the confidence, skills and power so they can get involved, shape and influence the planning, development and delivery of services. Engagement activities can take many different forms and the level of involvement can vary greatly from simply being informed to being empowered to achieve their own outcomes.</p> <p>The proposed Community Engagement Strategy sets out our approach to engaging with communities and provides a set of principles that the Council will uphold in relation to engaging with and listening to community.</p>
PREVIOUS RELEVANT DECISIONS
None
BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL
None
APPENDICES
Appendix A.6 – Draft Community Engagement Strategy

REPORT CONTACT OFFICER(S)	
Name	Emma Norton
Job Title	Customer and Support Manager
Email/Telephone	enorton@tendringdc.gov.uk 01255 686490

Community Engagement Strategy

Introduction

Councils are at the heart of local democracy and it is essential that all sections of our local community have the opportunity to engage with us. We believe that everyone should be able to play a role in the things that matter to them most.

Community engagement is the process by which Tendring District Council aims to build strong, connected, involved and empowered communities with voices that will be heard and responded to as part of local decision-making.

This document sets out our aims in relation to community engagement and outlines how we will engage with our communities. It builds on the good practices that already exist within the Council and sets out a way forward for engaging with local people in the future.

Our Aim

We aim to support strong, active and inclusive communities who:

- are informed and involved in decision making;
- can influence and shape the area in which they live and work; and
- have the capacity to develop and deliver their own projects.

What is Community Engagement?

The term 'community engagement' can cover a range of different activities and approaches. It is best seen as a planned process, which has the specific purpose of working with identified groups of people, whether they are connected by place, interest, affiliation or identity, to encourage them to actively take part in making decisions about their community.

This can range from encouraging communities to share their views on how their needs are best met and influence how services should be delivered, to giving communities the power to make and share decisions and deliver their own projects.

Effective community engagement involves an ongoing dialogue with a wide range of stakeholders within our communities and is something that happens every day, in every interaction, at every level, as we carry out our day to day business. The process of engagement aims to create better relationships and greater trust as well as an equal exchange of viewpoints between the Council and other participants.

Similarly, participation involves the activities, at various levels, by which individuals and communities share in the responsibility for shaping decisions and improving services.

Definition of community

Communities can be defined in a number of ways but are usually defined as groups of people who have common characteristics. These can be broadly categorised as:

Communities of place where the community is defined by a location with physical boundaries, such as a street, ward, district or region.

Communities of interest where the community is defined by a shared interest, affinity or other common bond, such as religion, profession, student or business community.

Communities of identity where the community includes people who often identify themselves or are identified by society, by demographic characteristics, for example, children and young people, older people, black and minority ethnic people, lesbian, gay, bisexual and transgender people or people with a shared social background.

People will often be members of several different 'communities' and members of defined communities may not necessarily regard themselves as such and this needs to be taken into account.

Why is community engagement important?

Engaging with people is at the heart of council business and we believe that people who live and work in the Tendring district have the right to influence and have a stake in the future of the district.

There are benefits to both communities and the Council when engagement is undertaken and these include:

- Strengthening the democratic legitimacy of government and the civic life of the community;
- More efficient and effective services that better reflect the needs of service users and have higher levels of customer satisfaction;
- A reduction in community inequalities;
- Building strong, involved and empowered communities that are more resilient and self-sufficient;
- Improved relationships within communities through open conversation and honest feedback;
- Creating a sense of place where people feel that they belong to a community;
- Greater local ownership of Council and other services;
- A better understanding of how and why local services need to change and develop; and
- Development of new skills and confidence for individuals and communities.

It is important that community engagement should occur in a way that is planned and integral to everyday working practices and should not be seen as a one off or ad hoc activity. Engagement activities which are done badly can lead to misleading results that undermine the process and reduce the prospect that people will engage again.

However, there are times when community engagement is not appropriate, for example, if the decision is under direction from Government and cannot be changed or altered or views have already recently been obtained on a similar topic.

Working in partnership

The Council recognises the benefits of partnership working and, whenever possible and practical, will work in partnership to effectively engage and involve local people. By working

together, agencies can gain a much clearer picture of local issues and the specific needs of the community.

On a practical level, economies of scale can also be achieved where engagement activities can be joined up and undertaken simultaneously and this also prevents engagement fatigue for members of the community.

We will seek to actively engage relevant people and partners on an ongoing basis and this will include the following.

- Tending residents and others defined as local people (for example those working or studying in the district);
- Ward, Town and Parish councilors;
- Council employees;
- Voluntary and community groups - both individually and through any local infrastructure organisations;
- Smaller community groups such as residents associations and local support groups;
- Private sector organisations, local businesses and social enterprises; and
- Public service providers such as the County Council, the police, education, health and housing providers.

We know that we need to work closely with communities to encourage effective community engagement and ensure that processes are flexible and can be tailored to diverse groups and individuals in different areas of the district.

We understand that sometimes people are reluctant to get involved and we will work with other partners to ensure that community engagement is as inclusive as possible.

National context

The Council is required to undertake consultation when there is a statutory duty to do so through individual legislative frameworks, such as planning, licensing and housing.

The importance of effective community engagement is recognised nationally and over the last two decades there have been many drives to encourage greater community involvement backed by the view it supports better decision making and builds trust.

In addition, under the general duty set out in Section 3 of the Local Government Act 1999, which requires an authority *“to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”*, the authority is under an obligation to consult certain groups of persons for the purpose of deciding how to fulfil the duty.

The Public Sector Equality Duty, created by the Equality Act 2010, also required councils to recognise the need to encourage people to take part in public life and other activities.

The Localism Act (2011) introduced new rights and powers for communities, giving them the freedom to be better involved in the way local decisions are made and more influence over the future of where they live.

Local context

The Council adopted a new Corporate Plan in January 2020 and the Plan's vision is *'to put community leadership at the heart of everything we do through the delivery of high quality, affordable services and working positively with others'*.

The Corporate Plan sets out ambitions in five key areas:

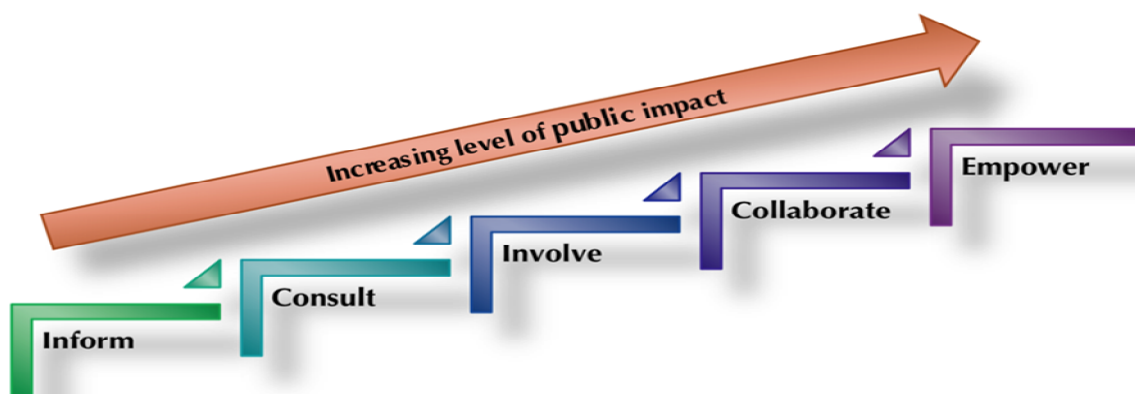
- Delivering high quality services;
- Community leadership through partnerships;
- Building sustainable communities for the future;
- Strong finance and governance and;
- A growing and inclusive economy.

This strategy is also closely linked to the Council's Communications Strategy as good communication establishes trust and a stronger relationship between ourselves and the public, allowing more effective service delivery and a better reputation, which in turns allows us to lever better outcomes for our community.

The Council's Communications Strategy sets out how we will manage our communications activity, helping to ensure communication between the council and the people and organisations we come into contact with is always appropriate. It also acknowledges that communication is a two way process and we want people to share ideas and opinions with us. Whilst two-way communication should not replace dedicated engagement, it is a vital pillar to ensure that this engagement is effective. In all aspects of this, innovation will be encouraged as a key method of improving communication and engagement.

How we currently involve our communities?

There are many different words used to describe community engagement – 'participation', 'involvement', 'consultation' and 'research' are just a few. All are types of engagement and the range of these are used across Council services.



Informing: We give people information about events, services, policies and decisions which might affect or interest them.

Consulting: We ask people for their opinions about policies and services. In some instances, this consultation is a statutory requirement, for example the Council is required to consult on planning applications. Where this applies, the opportunity for consultees to influence decisions will also be subject to legislative and regulatory provisions.

Involving: We give people opportunities to influence and get involved with decision-making.

Collaborating: We work with communities and the voluntary and community sector to identify strengths and assets and explore how these can be maximized.

Empowering: We give communities the confidence and ability to build their skills to achieve their own outcomes.

Our Principles

We will ensure that people are at the heart of our engagement which will be:

Built on trust
We are committed to being transparent, open and honest, making clear the purpose of the engagement and any limitations.
Inclusive
We will work with businesses, and those that work, live, worship, study and volunteer in the Tendring district. We will make a particular effort to connect with seldom heard communities and those likely to be most affected by any potential change. We will also value existing community engagement arrangements and work with these.
Collaborative
We are committed to bring together groups across our communities and work with partners, as appropriate. The way in which we will collaborate in each area of work will vary and reflect the nature and scope of the project.
Timely
We will allow sufficient time and provide sufficient information and background to permit informed decisions and response. Engagement will take place from the earliest possible stages in the process of developing policy, reviewing a service or making plans for our places.
Reflective
We will both reflect internally on what can be improved on an ongoing basis in our approach to consultation and engagement and seek external evaluation of our activity.
Simple and accessible
Not everyone's needs are the same and so we will provide engagement and consultation in plain language and make materials in a variety of formats to support our varied communities to get involved, where this is required.

Clear and informative
We will provide enough information that is clearly expressed to ensure full and meaningful engagement.
Responsive
We will ensure that any internal or external feedback will be conscientiously taken into account and will be considered in any final decision making, subject to legislative or regulatory guidance. We will publish the results of consultation and engagement activity, stating how many responses were received and how these have been taken into account
Continuously improving
We will demonstrate the impact of any engagement and use what we have learned to improve our approach to involving communities.

The chart below, taken from the National Standards for Community Engagement Scotland illustrates this as a cyclical process:



Future engagement

Through our partnerships, we will work with other organisations, groups and individuals from the community, voluntary and business sectors to make sure that engagement activities influence the future direction of the district.

To achieve this, we will:

- Ensure an organisational culture where all councillors and staff recognise and value the importance of effective engagement and consultation.
- Observe good practice and available guidance.
- Be clear about what we hope to achieve from consultation and not undertake consultation where it is clear that public opinion will not change outcomes - for example when statutory duties must be met.
- Continue to use a variety of community engagement methods to consult and engage with local people – using the most appropriate approach depending on the situation.
- Continue to develop the Council's website and self-serve portal as important, informative and useful engagement tools with the intention that more services become available to the public through self-serve platforms online and through mobile devices.
- Ensure people have a choice about the way in which they communicate with us, for example by letter, email, telephone and also through social media platforms and that we offer a range of appropriate methods for sharing information and communicating with local people. This includes the availability of information in different languages and large print, where this is required.
- Ensure that community engagement activity is well planned and co-ordinated across the Council and that feedback from local people is shared appropriately internally as well as being shared with external partners, whilst taking in to consideration issues of confidentiality and General Data Protection Regulation (GDPR).
- Take an Asset Based Community Development (ABCD) approach to working with communities, where applicable. This focuses on strengths, skills and experiences of people within local communities as well as other assets such as community buildings and local community and voluntary groups.
- Continuously seek to identify new and innovative ways to actively and successfully engage local people on an ongoing basis and regularly liaise with other local authorities to identify new areas of good practice.
- Work in partnership to develop initiatives and activities to involve people in improving their neighbourhoods.

Measuring our progress

We will review our position annually to ensure that our aims, objectives and principles are still relevant and appropriate. It is important to know whether this strategy is making a difference and that we are working to our principles.

This page is intentionally left blank