



CABINET

DATE:	Friday, 21 February 2025
TIME:	10.30 am
VENUE:	Town Hall, Station Road, Clacton-on-Sea, CO15 1SE

MEMBERSHIP:	
Councillor M Stephenson	- Leader of the Council; Portfolio Holder for Corporate Finance & Governance
Councillor I Henderson	- Deputy Leader; Portfolio Holder for Economic Growth, Regeneration & Tourism
Councillor A Baker	- Portfolio Holder for Housing & Planning
Councillor M Barry	- Portfolio Holder for Leisure & Public Realm
Councillor P Kotz	- Portfolio Holder for Assets & Community Safety
Councillor G Placey	- Portfolio Holder for Partnerships
Councillor G Scott	- Portfolio Holder for Arts, Culture & Heritage
Councillor A Smith	- Portfolio Holder for Environment & ICT

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DATE OF PUBLICATION: THURSDAY, 13 FEBRUARY 2025

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 7 - 24)

To confirm and sign the minutes of the last meeting of the Cabinet held on Friday 31 January 2025.

3 Declarations of Interest

Councillors are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests of Non-Registerable Interests, 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 2024/25 towards Corporate Plan Themes - Monitoring Report at the Three Quarterly Point (Pages 25 - 62)

To provide the Cabinet with an update to the Quarter 3 position (October-December 2024) on the positive progress with the Highlight Priority Actions adopted for 2024/25 towards the Council's Corporate Plan Themes for 2024-2028.

9 Cabinet Members' Items - Report of the Assets and Community Safety Portfolio Holder - A.2 - Essex Procurement Partnership Update & Procurement Strategy

To update Cabinet on the progress of the collaboration procurement service, known as Essex Procurement Partnership and to seek approval for the Collaboration Agreement to be entered into, replacing the arrangement directly with Essex County Council and endorsing the proposed Procurement Strategy for Essex Procurement Partnership, as the interim strategy for the Council.

(REPORT IS "TO FOLLOW")

10 Cabinet Members' Items - Report of the Economic Growth, Regeneration & Tourism Portfolio Holder - A.3 - UK Shared Prosperity Fund Transition Year 2025/26 (Pages 63 - 82)

To recommend for approval the acceptance of the UK Shared Prosperity Fund (UKSPF) transition year 2025/26 allocation to Tendring District Council (TDC) which totals £563,028, and recommend an approach to its spend, building on the successes of the previous UKSPF programme (past 3 financial years) and which aligns with TDC's external Grant making policy.

11 Cabinet Members' Items - Report of the Economic Growth, Regeneration & Tourism Portfolio Holder - A.4 - Orwell Place Car Park and Event Space, Dovercourt: Post Project Review (Pages 83 - 106)

To present a post project review of Orwell Place Car Park and Event Space for consideration by Cabinet, and to provide an update on the regenerated site in Dovercourt Town Centre since opening in September 2023.

12 Cabinet Members' Items - Report of the Housing & Planning Portfolio Holder - A.5 - Consideration and Adoption Of The Housing Asset Management Plan and the Asbestos Management Policy (Housing Stock) (Pages 107 - 170)

To consider the following draft policies prepared in relation to the maintenance and operation of the Council's retained housing stock:

- Housing Asset Management Plan
- Asbestos Management Policy (Housing Stock)

13 Cabinet Members' Items - Report of the Assets and Community Safety Portfolio Holder - A.6 - Consideration and Adoption of a Crime and Disorder Reduction Strategy 2025 - 2028 (Pages 171 - 198)

To present to Cabinet the Crime and Disorder Reduction Strategy 2025 - 2028 for its approval and recommendation to Full Council for its formal adoption.

14 Cabinet Members' Items - Report of the Partnerships Portfolio Holder - A.7 - Health & Wellbeing Draft Strategy for Tendring (Pages 199 - 256)

To present a five-year Health and Wellbeing Draft Strategy for Cabinet approval to then be consulted on through a stakeholder and public consultation process.

15 Cabinet Members' Items - Report of the Partnerships Portfolio Holder - A.8 - Tendring Careline: Decision on the Future of the Service (Pages 257 - 300)

To seek the Cabinet's decision on the future of the Council's Careline service having regard to:-

- updated financial analysis for different options;
- the exploration of proposals from third parties who, through last year's consultation exercise, expressed an interest in taking on all or part of the service;
- the likely strategic and practical implications of emerging proposals for Devolution and local government reorganisation;
- the aims and objectives of the North East Essex Health and Wellbeing Alliance for an integrated 'place-based' health system approach; and
- the need to ensure best value and quality of service for residents and service-users in the context of an expanding and increasingly competitive private market for telecare, response and lifting services.

16 Management Team Items

There are no matters referred to the Cabinet by the Council's Management Team on this occasion.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Cabinet is to be held in the Town Hall, Station Road, Clacton-on-Sea, CO15 1SE at 10.30 am on Monday, 17 March 2025.

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**MINUTES OF THE MEETING OF THE CABINET,
HELD ON FRIDAY, 31ST JANUARY, 2025 AT 10.30 AM
IN THE COMMITTEE ROOM, AT THE TOWN HALL, STATION ROAD, CLACTON-ON-
SEA, CO15 1SE**

Present: Councillors I J Henderson (Deputy Leader of the Council & Portfolio Holder for Economic Growth, Regeneration & Tourism) (in the Chair), Baker (Portfolio Holder for Housing & Planning), Barry (Portfolio Holder for Leisure & Public Realm), Kotz (Portfolio Holder for Assets & Community Safety), Placey (Portfolio Holder for Partnerships), Scott (Portfolio Holder for Arts, Culture & Heritage) and Smith Portfolio Holder for the Environment & ICT)

Group Leaders Present by Standing Invitation: Councillors Bray (Leader of the Reform UK Group) (except item 119), Chapman BEM (Leader of the Independent Group) and P B Honeywood (Leader of the Conservative Group)

In Attendance: Lee Heley (Corporate Director (Place and Economy) & Deputy Chief Executive), Lisa Hastings (Director (Governance) & Monitoring Officer), Richard Barrett (Director (Finance and IT) & Section 151 Officer), Gary Guiver (Director (Planning & Communities)), Keith Simmons (Head of Democratic Services and Elections & Deputy Monitoring Officer), Katie Wilkins (Head of People), Ian Ford (Committee Services Manager), William Lodge (Communications Manager), Bethany Jones (Committee Services Officer) and Katie Koppenaar (Committee Services Officer)

106. CHAIR

In the absence of the Leader of the Council (Councillor M E Stephenson), the Chair was occupied by the Deputy Leader (Councillor I J Henderson).

107. APOLOGIES FOR ABSENCE

Apologies for non-attendance were submitted on behalf of the Leader of the Council & Portfolio Holder for Corporate Finance and Governance (Councillor M E Stephenson) and the Chief Executive (Ian Davidson) who were both absent attending a meeting of the Essex Leaders and Chief Executives.

108. MINUTES OF THE LAST MEETING

It was moved by Councillor I J Henderson, seconded by Councillor Smith and:-

RESOLVED that the minutes of the meeting of the Cabinet, held on Friday 20 December 2024, be approved as a correct record and be signed by the Chairman.

109. DECLARATIONS OF INTEREST

In relation to Agenda 11, Report of the Housing & Planning Portfolio Holder - A.4 - Adoption of Six Conservation Area Appraisal and Management Plans, and specifically with regards to the Brightlingsea Hall and All Saints Church Conservation Area,

Councillor Chapman BEM declared for the public record that she was a member of Brightlingsea Town Council and a District Ward Member for Brightlingsea.

In relation to Agenda 11, Report of the Housing & Planning Portfolio Holder - A.4 - Adoption of Six Conservation Area Appraisal and Management Plans, and specifically with regards to the Clacton Sea Front Conservation Area, Councillor P B Honeywood declared for the public record that he was the District Ward Member for the Pier Ward.

Councillor Bray declared an Interest in Agenda Item 13, Joint Report of the Housing & Planning Portfolio Holder and the Corporate Finance & Governance Portfolio Holder - A.6 - Updated Housing Revenue Account Business Plan and Budget Proposals 2025/26, insofar as he was a Housing Tenant of the Council. Councillor Bray further stated that he would withdraw from the meeting at the appropriate time.

Councillor I J Henderson read out the following personal statement:-

"I have sought the Monitoring Officer's advice in relation to the reference in the General Fund Budget Report at A3, in particular, Appendix C page 57 of the Agenda, to the set aside of funding of to a PSCO in Harwich.

This matter has been subject to previous decisions and has been in place for a number of years but historically has been funded as a cost pressure in year. Page 57 is clear that to allocate the money, a separate report will be required and it is as this point, my interest as a Town Councillor would be relevant and when any decision is being considered I will withdraw, as I have done so previously.

Consequently, there is no need to make a declaration of interest, but I would like this recorded as a point of information in the minutes."

110. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

There were no such announcements on this occasion.

111. ANNOUNCEMENTS BY CABINET MEMBERS

The Portfolio Holder for Partnerships (Councillor Placey) referred to the recent announcement by Essex Police about proposed cuts to Police staff and PCSOs and informed Cabinet that she would write to the Police, Crime & Fire Commissioner for Essex to support efforts to ensure adequate funding and resourcing for community safety in Tendring.

The Portfolio Holder for Partnerships and the Deputy Leader of the Council then both responded to a question from the Leader of the Reform UK Group in relation to the future of those PCSOs that were funded by town and parish councils.

112. MATTERS REFERRED TO THE CABINET BY THE COUNCIL

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

113. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE RESOURCES AND SERVICES OVERVIEW & SCRUTINY COMMITTEE - A.1 - SCRUTINY OF THE INITIAL BUDGET PROPOSALS FOR 2025/26

Cabinet was aware that, in accordance with the requirements of the Budget & Policy Framework Procedure Rules, the Resources and Services Overview and Scrutiny Committee (“the Committee”) had undertaken its scrutiny of the budget for the Council. Prior to its meeting on 13 January 2025, the Members of the Committee, had met informally on 6 January 2025 with the Section 151 Officer and the Head of Democratic Services & Elections in attendance. That informal meeting had aided the Members of the Committee in developing key lines of inquiry for its formal scrutiny meeting that had been held on 13 January 2025.

At the Committee’s formal meeting on 13 January, it had been aware that the initial General Fund and the Housing Revenue Account (HRA) Budget proposals for 2025/26 had been considered by Cabinet on 20 December 2024.

The Committee had been provided, as part of the material for them to consider, the following:

- 1) Updated General Fund Financial Forecast / Budget 2025/26 – the report considered by Cabinet on 20 December 2024.
- 2) Updated Housing Revenue Account Business Plan and Budget Proposals 2025/26 – the report considered by Cabinet on 20 December 2024.

Following the informal meeting of the Committee held on 6 January 2025 a series of written questions had been circulated to Portfolio Holders and their responses had been circulated to the Committee prior to its formal meeting on 13 January 2025. The Minutes of that formal meeting recorded those questions and responses in an Appendix.

At the 13 January meeting further, supplementary questions had been asked of Cabinet Members and responses provided. Those further responses had been also recorded in the Appendix to the Minutes.

The Committee had resolved to RECOMMEND to Cabinet that –

“(a) That the Committee has recorded that it felt that it was not in a position to comment on the robustness of the budget plans for 2025/26 and beyond and, in this regard, it noted that:

- (i) in respect of the General Fund, the Forecast Risk Fund (used to smooth deficits in particular years) would be exhausted within 2028/29 and (as at the day of the meeting) there were no specific plans to address the full savings/income generation necessary up to that point to support a balanced budget from that point;*
- (ii) in respect of the Housing Revenue Account, there were not the written plans to move it to a sustainable position;*
- (iii) through the papers submitted and statements made to the Committee, it was understood that plans to address (i) and (ii) were being worked upon; and*

(b) That Cabinet be informed of the above and requested to address the issues raised.”

Cabinet had before it the following written response of the Portfolio Holder for Corporate Finance & Governance:-

“In respect of the GF / HRA budget proposals, I do not recognise the point made by the Committee relating to them not feeling that they were in the position to comment on the robustness of the budget plans for 2025/26 and beyond.

The various Financial Performance Reports considered by Cabinet during the year that the Committee were invited to comment on, along with the detailed report considered by Cabinet in December that the Committee had in front of them at their meeting on 13 January 2025, set out a significant level of detail covering the long term forecast, risk assessments including the adequacy of reserves, savings plans and cost pressures.

As recognised by the Committee via the point they raise within (a)(iii) and as discussed directly at their meeting, Cabinet have already acknowledged the associated challenges ahead in terms of the further development of the savings plan. This was further addressed within the Cabinet’s Initial Highlight Priorities that were also presented to the Committee at their meeting on 13 January 2025.

For completeness, Cabinet’s Initial Highlight Priorities included:

Deliver Savings Plan for 2025/26

- To take the necessary steps to implement outstanding items included within the adopted Savings Plan for 2025/26.*
- To review the Saving Plan set against the long-term financial forecast and the impact of the Local Government Finance settlement (as it relates to the District), including the Government’s longer term funding review, to develop a ‘pipeline’ of options for consideration.*

Develop Savings Plan for 2026/27

- Complete the implementation of the items in the 2025/26 Savings Plan and develop the requirement for Savings in 2026/27 and beyond.*

To develop proposals to secure the long-term sustainability of Housing Revenue Account (HRA)

In respect to the Council’s own housing stock, drive improvement with expanded estate management. To develop the long term HRA 30 Year Business Plan proposals to secure sustainability of the HRA to include:

- Management of long term empty properties*
- Responding to the new Government’s drive to increase the stock of social housing e.g. additional flexibilities relating to retained “Right-to-Buy” (RTB) receipts*

Develop a High Level Transformation Strategy and a Targeted Plan for 2025

Develop a Transformation Strategy/Plan to include the active management of the Council’s costs and liabilities and addressing both supply side and demand side challenges faced by the Council. Possible areas to address in the Strategy/Plan would be:

Supply Side –

- *Investment in AI and channel shift / move to new technologies / in-house development of new applications / processes to improve efficiency and business operations*
- *Service reviews including service standards reviews – including gap analysis etc.*
- *Data lake infrastructure and science / informed decision making / data dashboards / realtime performance reporting*
- *Developing the Project Delivery Unit approach to respond to evolving projects and priorities*

Demand Side –

- *Developing self-service / customer portals initiatives*
- *Development of chat bot / AI technology on the Council's website*
- *Continue to develop the Council's website*
- *Develop communication activities / use of media channels and interaction with customers and partner*

Further updates will therefore be provided to the Committee during 2025/26 alongside the development of the associated plans, and Cabinet will continue to invite comments from the Committee as part of the associated and regular reports that will be presented throughout 2025/26.

In addition to the above, it is also worth highlighting that Cabinet's approach set out above is not dissimilar to arrangements put in place by previous administrations where full detailed plans to deliver financial sustainability over multi-year periods were not produced."

Having duly considered the recommendations made by the Resources and Services Overview & Scrutiny Committee together with the written response of the Portfolio Holder for Corporate Finance & Governance thereto:-

It was moved by Councillor I J Henderson, seconded by Councillor Baker and:-

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

114. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE COMMUNITY LEADERSHIP OVERVIEW & SCRUTINY COMMITTEE - A.2 - GRANT FUNDING BY THE COUNCIL AND OTHERS AND ITS APPROPRIATENESS GIVEN THE NEEDS OF THE DISTRICT

Cabinet was aware that, as a part of the Community Leadership Overview & Scrutiny Committee's Work Programme, that Committee had considered the topic of grant funding by the Council and others and its appropriateness given the needs of the District. Prior to its meeting on 14 January 2025, the Members of the Committee had met informally on 9 January 2025. That informal scrutiny meeting had aided the Members of the Committee in developing key lines of inquiry for its formal scrutiny meeting that had been held on 14 January 2025.

At the Committee's formal meeting on 14 January, it had considered the report presented by the Portfolio Holder for Partnerships and had asked the Portfolio Holder a

number of a questions in relation to this report that had been formulated as a part of the informal scrutiny meeting referenced earlier. At the formal meeting several supplementary questions had also been put to the Portfolio Holder for Partnerships. The Committee had heard from several external persons that had provided their comments/experience on the Grant Funding process. The representatives of the organisations that spoke at the Committee were from Clacton Arts Centre, Jaywick Sands Community Forum and Ketchup Clothes.

The Committee had been provided, as part of the material for them to consider, the following:

- Report of the Portfolio Holder for Partnerships – A.7 External Funding Review – Submitted to Cabinet on 20 September 2024
- Commentary submitted by Headway Essex on their experience/thoughts on the Grant funding process
- Commentary submitted by Inclusion Ventures on their experience/thoughts on the Grant funding process

The submission from the range of external organisations into this enquiry had greatly assisted the Committee to assess the extent to which there was corporate oversight of the diverse range of grant schemes provided by through the Council, the issues for many small organisations locally to access information on grant schemes and then accessing those schemes and the extent to which very important gaps existed in supporting organisations to pursue the Council's Corporate Plan themes and improve health and wellbeing across the District

The Committee had resolved to RECOMMEND to Cabinet that –

- 1) *Welcomes the report on Grant Funding from/through the Council and the statements and responses from the Portfolio Holder and Officers to the Committee and further welcomes the flowchart and checklist adopted internally to identify when matters can follow an 'open call' grant arrangement and when a 'procurement';*
- 2) *Records its thanks to all those who contributed to the enquiry into Grant Funding by/through the Council including written submissions from Headway Essex and Inclusion Ventures and the attendance by representatives from Jaywick Sands Community Forum, Ketchup Clothes and from Clacton Art Centre and their insight into the processes and value of grant opportunities for community activities;*
- 3) *urges Cabinet to seriously consider the following actions:*
 - a) *the establishment of an Oversight Group of Members for grant schemes across the Council;*
 - b) *some form of gap analysis – even is full analysis is too large a project to be achieved and the opportunities to 'flex' grant giving to maximise the range of organisations receiving financial support in the District across the years.*
 - c) *Further standardised processes for different grant giving arrangements to help deliver best practice across those separate grant giving arrangements (e.g. around the length of time between opening invitations for applications and the closing date, common and plain language to explain the processes (and be available on the website), details of other grants received, the time between*

closure of application and determination/notification of outcomes, and the post grant-giving monitoring arrangements)

- d) *Adopt a consistent 'you said, we did' opportunity for organisations applying for grant funding to feed back on their experiences;*
 - e) *Look at organisation an open day for community/voluntary groups in conjunction with other grant funding organisations (and CVST) to disseminate information on those grant scheme and help to break down barriers to access grant funding for these community/volunteers groups;*
- 4) *Request that the Chairman of the Committee and the Portfolio Holder to consider the recommendations above and to encourage a positive response to them from Cabinet; and*
- 5) *Note that there are proposals for LGR in Great Essex and that we are awaiting confirmation from Government to whether these will proceed and over what timetable. On the basis that Government does approve the principle of LGR in Greater Essex the Committee record that it would wish to undertake an enquiry into the implications of LGR on areas within its responsibility (including grant funding) in the work programme for 2025/26 and that this enquiry would look at possible areas where the transition to a new unitary structure could be supported.*

Cabinet had before it the following written response of the Portfolio Holder for Partnerships:-

"I thank the Committee for their recommendations, and these will be considered as the forthcoming Grant Policy is developed. I note the comments in respect of a voluntary sector funding day and consideration will be given to supporting or running such an event to assist the voluntary sector."

Having duly considered the recommendations made by the Community Leadership Overview & Scrutiny Committee together with the written response of the Portfolio Holder for Partnerships thereto:-

It was moved by Councillor Placey, seconded by Councillor Kotz and:-

RESOLVED that the recommendations made by the Community Leadership Overview and Scrutiny Committee be noted and be given consideration for inclusion in the forthcoming Grant Policy which is currently being developed.

115. LEADER OF THE COUNCIL'S ITEMS

There were no items referred to the Cabinet by the Leader of the Council on this occasion.

116. CABINET MEMBERS' ITEMS - REPORT OF THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER - A.3 - UPDATED GENERAL FUND FINANCIAL FORECAST / BUDGET 2025/26

Cabinet considered a detailed report of the Corporate Finance & Governance Portfolio Holder (A.3) which sought its approval of:

- 1) the latest financial forecast / budget proposals and council tax amount for 2025/26 for recommending to Full Council;
- 2) a delegation to the Portfolio Holder for Corporate Finance and Governance to agree the detailed budget proposals and formal draft resolutions / 'technical' appendices required for Full Council on 11 February 2025; and
- 3) a delegation to the Portfolio Holder for Corporate Finance and Governance, to agree / adopt a Retail, Hospitality and Leisure mandatory business rate relief scheme for 2025/26 along with any other changes to reliefs that may be announced by the Government.

Cabinet recalled that, at its meeting held on 20 December 2024, it had considered the updated financial forecast / budget 2025/26. That updated financial forecast had been subsequently subject to consultation with the Resources and Services Overview and Scrutiny Committee, which had met on 13 January 2025, and their comments had been considered earlier on in the meeting under Minute 113 above.

It was reported that, since the Cabinet's meeting on 20 December 2024, additional changes had been required, primarily because of new or revised information becoming available, which included the impact of the Government's Provisional Local Government Financial Settlement announcements.

Cabinet was informed that the changes required had resulted in a reduced deficit for 2025/26 of £0.056m (0.3% of the Council's current net budget), a change of £1.452m compared to the £1.508m deficit presented to Cabinet in December. Appendix A, along with comments set out in the Portfolio Holder's report, provided further details across the various lines of the forecast, with the most significant change being the favourable and potentially one-off income from Business Rates via the estimated Collection Fund position at the end of this financial year. The most up to date savings schedule and cost pressure summary were set out in Appendices B and C respectively.

Members were advised that, to enable the detailed estimates along with the various resolutions / 'technical' appendices required for Full Council in February to be finalised, a delegation to the Portfolio Holder for Corporate Finance and Governance was included within the report's recommendations. A further delegation was also included therein to enable a business rate relief policy, associated with the continuation of a mandatory Government relief scheme in 2025/26, to be finalised in advance of bills being printed and sent out before the start of the financial year, along with reflecting any further changes that could be announced by the Government.

It was pointed out that the budget position set out in this report would change as further adjustments were required as part of finalising the budget for presenting to Full Council on 11 February 2025, with a further delegation included in the report's recommendations to reflect this.

Cabinet was made aware that based on the final proposed budget for 2025/26, the Council's own council tax requirement was £10.674m, which was based on a 2.99% (£5.79) increase for this Council's services, with an annual Band D council tax of £199.52. Those figures were expected to remain unchanged and therefore would be reflected in the various budget resolutions / 'technical' appendices proposed to be delegated to the Portfolio Holder for Corporate Finance and Governance.

Members were aware that the Council's annual budget and the District and Parish elements of the council tax would be considered by Full Council on 11 February 2025 with approval of the 'full' council tax levy for the year being considered by the Human Resources and Council Tax Committee later on during February 2025.

As set out in earlier reports, despite the challenging financial and economic environment, confidence in the long-term approach to the forecast remained, which was supported by the Forecast Risk Fund. The Council continued to maintain a prudent and sustainable approach to its long-term plan, which provided the 'platform' against which it could consider its on-going financial position in response to the challenging economic outlook it faced.

The Deputy Leader of the Council read out the following statement:-

"Just before Christmas we received the Provisional Local Government Finance Settlement, which we briefly discussed at our Cabinet meeting on 20 December. The forecast has been updated to reflect these settlement figures along with a limited number of other changes, which are set out in the report we have in front of us today.

The biggest change we have seen since we considered the earlier forecast back in December relates to Business Rate income receivable via the Collection Fund estimates with details set out within the report. Although we await the announcement of the Final Settlement figures shortly, additional income is expected with details set out within Appendix B. Appendix B also includes additional income we expect to receive under the terms of the existing council tax sharing agreement with the major preceptors.

These changes are positive in terms of the budget for 2025/26 and 'protect' the Forecast Risk Fund position that in turn supports the Council from 2026/27 onwards. However, it is likely that they may be one-off in nature, which we will need to consider as part of developing the forecast during the year.

As set out within the report, there is quite a bit going on in future years, such as the Government's review of Local Authorities needs and resources, a business rate reset and reforms to the new homes bonus to name just a few. Add this to the potential impact of Devolution and Local Government Reorganisation, forecasting over the medium to long term is becoming increasingly difficult. However, we continue to have the right frameworks and processes in place to support our financial planning activities and we will continue to provide updates throughout 2025/26.

I thank the Resources and Services Overview and Scrutiny Committee for the important role that they play in our financial planning activities, and I note the item earlier on the agenda relating to their review of both the General Fund and HRA Budget proposals and their associated comments.

In terms of the Full Council meeting in February, we will be recommending a Band D Council Tax amount of £199.52 in 2025/26, an increase of 2.99%. It is always worth highlighting that our element of the overall Council Tax bill is only around 10% and is just over 50p a day. I think this continues to represent excellent value for money especially when you think about all the things the Council does and the services it provides to residents.

As set out in the report, there are a few budget adjustments that remain outstanding, which will be finalised in readiness for reporting to Full Council on 11 February. The report to Full Council in February will therefore reflect Cabinet's final budget recommendations for 2025/26 along with the various technical appendices to support the associated discussions and required resolutions on the night."

Having set out and considered the latest financial forecast as part of the process of developing the budget proposals for 2025/26 for recommending to Full Council on 11 February 2025:-

It was therefore moved by Councillor I J Henderson, seconded by Councillor Barry and:-

RESOLVED that Cabinet:

- a) approves the updated financial forecast, as set out in Appendix A to the Report of the Corporate Finance & Governance Portfolio Holder (A.3), along with the savings and cost pressures set out in Appendices B and C respectively that form the firm proposals for the 2025/26 budget and recommends to Full Council:-
 - a Band D Council Tax for district services of £199.52 for 2025/26 (a 2.99% increase), along with the associated council tax requirement of £10.674m.
- b) authorises the Portfolio Holder for Corporate Finance and Governance, to agree the 'technical' appendices and resolutions for the budget proposals for recommending to Full Council on 11 February 2025;
- c) authorises the Chief Executive, in consultation with the Corporate Finance and Governance Portfolio Holder, to report directly to Council in respect of the formal resolutions necessary to implement the Executive's budget proposals including any further amendments emerging from additional information becoming available and/or notifications received from the Government; and
- d) authorises the Portfolio Holder for Corporate Finance and Governance, to agree / adopt a Retail, Hospitality and Leisure mandatory business rate relief scheme for 2025/26 along with any other changes to reliefs that may be announced by the Government.

117. CABINET MEMBERS' ITEMS - REPORT OF THE HOUSING & PLANNING PORTFOLIO HOLDER - A.4 - ADOPTION OF SIX CONSERVATION AREA APPRAISAL AND MANAGEMENT PLANS

Earlier on in the meeting, as detailed under Minute 109 above, and in relation to this item:-

- (i) with regards to the Brightlingsea Hall and All Saints Church Conservation Area, Councillor Chapman BEM had declared for the public record that she was a member of Brightlingsea Town Council and a District Ward Member for Brightlingsea; and
- (ii) with regards to the Clacton Sea Front Conservation Area, Councillor P B Honeywood had declared for the public record that he was the District Ward Member for the Pier Ward.

Cabinet considered a detailed report of the Housing and Planning Portfolio Holder (A.4), which informed it about progress updating the District's Conservation Area Appraisal and Management Plans and which sought its agreement from Cabinet to adopt the final versions of six Conservation Area Appraisals and Management Plans.

Members recalled that one of the aims of the Council's adopted Heritage Strategy was for the Council to reassess each of the District's twenty Conservation Area Appraisals.

It was reported that fifteen of those had now been the subject of public consultations, with the last five being consulted upon in early 2025. Seven Appraisals had been adopted by Cabinet in the summer of 2024. A further six Appraisals were now ready for adoption, which would enable them to be referred to as a material consideration in planning matters.

Cabinet was informed that the six Conservation Area Appraisals now recommended for adoption were:-

- Clacton Seafront;
- Brightlingsea Hall and All Saints Church;
- Great Clacton;
- Lawford;
- Kirby-le-Soken; and
- Great Oakley.

The Portfolio Holder for Housing and Planning read out the following statement:-

"Chairman, I am delighted to introduce this report requesting that Cabinet adopt a further six Conservation Area Appraisals, for the six areas of Clacton Seafront, Brightlingsea Hall and All Saints Church, Great Clacton, Lawford, Kirby le Soken and, Great Oakley. The appraisals themselves are shown from Page 73 to 442 of the Agenda, quite a long read but very interesting nevertheless.

One of the aims of the Council's Heritage Strategy, adopted in April 2020, was to update the Council's Area Appraisals, and much work has been done since then to bring these updated appraisals forward.

As you will recall Cabinet adopted the first seven appraisals in summer last year, therefore these further six will take the total adopted to 13.

The final areas, have either been consulted upon, or are currently out for consultation and I hope to bring further reports to Cabinet hopefully, by the summer.

As you can see yet again, Chairman, a lot of work has gone into producing these appraisals, and I would like to thank all those who have undertaken that work, as well as those who responded to the consultations. Having these Appraisals in place will help in the preparation of our new revised Local Plan and also assist in attracting external funding for heritage related activity in the District.

I do not intend to say anything further as it is all outlined in the report."

In order to progress projects specifically identified in the Council's Heritage Strategy:-

It was moved by Councillor Baker, seconded by Councillor Scott and:-

RESOLVED that Cabinet –

- (a) notes the outcome of the consultation, as summarised within the report of the Housing and Planning Portfolio Holder (A.4); and
- (b) approves the formal adoption, of the final Conservation Area Character Appraisal and Management Plan for the following areas (as found at Appendices A – F to report A.4):-
 - Clacton Seafront;
 - Brightlingsea Hall and All Saints Church;
 - Great Clacton;
 - Lawford;
 - Kirby-le-Soken; and
 - Great Oakley.

118. CABINET MEMBERS' ITEMS - REPORT OF THE PARTNERSHIPS PORTFOLIO HOLDER - A.5 - PROCUREMENT OF INFORMATION AND SUPPORT SERVICE

Cabinet considered a report of the Partnerships Portfolio Holder (A.5), which sought its approval to provide an information and advice service to local residents with revised requirements via an associated specification and procurement process, with the new arrangements commencing on 1 October 2025. The report further sought Cabinet's approval for the allocation of £0.072m to Citizen's Advice Tendring to continue to contribute to the existing information and advice guidance service through direct funding for the interim period up to 30 September 2025 in accordance with a subsidy scheme.

Members were aware that, to date, the Council had contributed to the funding of an information and advice service available to local residents across the District. This was currently provided through Citizens Advice Tendring (CAT) via a Service Level Agreement. The current payment made to CAT for the above service was £0.144m per annum. This arrangement had been in place for 13 years, which had recently been facilitated via the adoption of a local Subsidy Control Scheme.

It was reported that in line with the high-level external funding framework agreed by Cabinet at its meeting held on 20 September 2024 and in demonstrating value for money that reflected the Council's wider best value responsibilities, a procurement process was proposed to be undertaken for the future provision of information and advice services to local residents.

Cabinet was advised that in terms of the procurement process, it was important that the Council set out a clear specification of what it wished to procure, which included understanding the 'market' and what similar services were already available to local residents. This approach ensured a joined-up approach across the various sectors within the area with the underlying aim of maximising the use of the Council's resources.

In terms of the principles underlying the provision of an information and advice service to local residents, it was important to highlight the following:

- *the challenges some parts of the community faced in relation to housing, welfare and debt;*
- *almost 30% of our local neighbourhoods were in the 20% most deprived nationally;*
- *there had been a 20% increase in those claiming out of work benefits between 2020 and 2022;*
- *in addressing deprivation, residents needed to improve their income which could be achieved by employment, accessing higher levels of benefits and adequately managing and reducing debt;*
- *the provision of information and advice was a cost-effective way of helping to support people in relation to employment, benefits and debt;*
- *providers were highlighting the increasing demand, for example, CVST reported a 103% increase in demand around social prescribing and the DWP had highlighted the need around 4000 new cases formerly on Employment Support Allowance migrating to Universal Credit; and*
- *Partners had also identified the greater complexity of those in need both in terms of the multiple issues they now presented with, but also that they now more frequently appeared 'in crisis'.*

Members noted that the demand for information and advice services to local residents was therefore demonstrable based on the above and as set out further in the Portfolio Holder's report a 'gap' analysis had been undertaken in terms of the services offered to local people by other local organisations and providers.

Cabinet was made aware that some funding was provided by Government to support services to assist individuals for example funding for DWP who led on Universal Credit. Other providers who delivered advice and guidance might receive funding from Essex County Council, Tendring District Council, the North East Essex Health and Wellbeing Alliance or other partners.

Members were cognisant that there was a wide range of provision of online and telephone services provided for example by Shelter, money and debt helplines and Christians Against Poverty. Some of the main providers highlighted above such as DWP and Citizens Advice also provided some online or telephone services.

It was pointed out that several providers including DWP, CAT the Council and also CVST, highlighted the importance of face-to-face advice and, in particular, DWP highlighted that a significant number of those needing support would not use digital channels but would also not use the telephone to make contact.

Providers had also highlighted the importance of outreach for those residents who might find it difficult to travel to access services.

Cabinet was aware that face to face provision was a more expensive way of delivering services than online advice and consequently would have a lower rate of access. However, those people who accessed via a face-to-face method were those most likely to be furthest away from support and the least likely to engage in existing on-line provision. Any service would need to provide a wider service than just face to face services as some clients would need different forms of access.

It was considered that when considering the type and scale of provision of an information and advice service, key considerations included ensuring any provision was easily accessible and in particular had a strong face to face component, had the potential for outreach rather than in one location, had some form of quality assurance

and could deal with multiple issues residents faced and was complimentary to the existing provision of such services across the District.

With the above in mind, and in maximising the use of the Council's resources, a recommendation was set out within the report that would provide a delegation to the Partnerships Portfolio Holder to approve the specification for the provision of an information and advice service and to then undertake the necessary procurement activities.

In further supporting the maximisation of the Council's resources highlighted above, it was further recommended to take a modular approach to procurement, with providers being asked to indicate the complimentary services they could deliver at different price points to enable the Council to determine the best value proposition from the market.

As highlighted above the Council had historically contributed funding to an information and advice service for local residents via a Service Level Agreement with CAT, with the most recent cost being £0.144m, that had been paid to them annually.

Members were informed that CAT had been made aware of the proposed approach set out above and they could consider submitting their own 'bid' for the work the Council was seeking to procure and respond to the outcome of that process.

To ensure a service to residents continued for advice and information whilst the procurement took place and the service mobilised on 1 October 2025, it was the Portfolio Holder's recommendation to extend the grant to Citizens Advice Tending for six months. Based on the estimated procurement timeline set out in this report, it was proposed that a new contract with the provider would have been procured and could commence on 1st October 2025.

Based on the existing arrangements in place with CAT, it was therefore recommended to allocate £0.072m to enable them to maintain the existing provision of information and advice services until 30 September 2025. This would require the withdrawal of the current termination notice issued on 9 December 2024 and the reissuing of a further termination notice reflecting the proposed approach as set out in this report and the approval of the Service Level Agreement as set out as an Appendix to this report.

Cabinet was advised that to deliver this a subsidy scheme would be required to provide the direct allocation of funding which would need to be published on the Government's website.

Given that –

- (i) following an assessment of need it had been identified that there was a continuing demand for an information and advice service which was repurposed and commissioned, to support improving income and opportunity as residents faced increased challenges associated with deprivation;
- (ii) partners reported the importance of a holistic approach and dealing with the multiple issues residents faced which could be achieved via an information and advice service; and
- (iii) the allocation of £0.072m to the existing provider Citizen's Advice Tending would ensure there was continuous provision of a service and allow sufficient time for any new provider to gear up for maintaining provision of an appropriate service.

It was moved by Councillor Placey, seconded by Councillor Kotz and:-

RESOLVED that Cabinet –

- a) approves the provision of an information and advice service to local residents;
- b) agrees to the procurement of such services for a contract period of three years commencing 1 October 2025, and agrees to a modular procurement approach to determine what a provider could offer for various levels of potential funding e.g. £50,000, £100,000, or £150,000 per year;
- c) authorises the Portfolio Holder for Partnerships, in consultation with the Deputy Chief Executive, to approve the specification for the provision of an information and advice service based on the broad principles set out within the report of the Partnerships Portfolio Holder (A.5);
- d) approves for an interim period of six months from 1 April 2025, the continuation of the existing agreement with CAT at a cost of £0.072m, supported by the existing budget for information and advice services to local residents;
- e) in respect of the contribution of £0.072m to CAT, agrees to extend the current Addressing Health Inequality – Advice, Support and Mental Health Support Subsidy Scheme for 2025/26;
- f) authorises the Deputy Chief Executive, in consultation with the Portfolio Holder for Partnerships and the Monitoring Officer, to finalise the administrative requirements for the production of the Subsidy Scheme in accordance with the Subsidy Control Act 2023 and Statutory Guidance and to publish it on the Government website prior to any awards; and
- g) agrees to extend the current Service Level Agreement with Citizens Advice Tendring (CAT) from 1st April 2025 until 30th September 2025 on the terms and conditions as set out in the updated agreement shown in Appendix B to the report (A.5).

119. CABINET MEMBERS' ITEMS - JOINT REPORT OF THE HOUSING & PLANNING PORTFOLIO HOLDER AND THE CORPORATE FINANCE & GOVERNANCE PORTFOLIO HOLDER - A.6 - UPDATED HOUSING REVENUE ACCOUNT BUSINESS PLAN AND BUDGET PROPOSALS 2025/26

Earlier on in the meeting, as detailed under Minute 109 above, Councillor Bray had declared an Interest in this item insofar as he was a Housing Tenant of the Council. Councillor Bray therefore withdrew from the meeting at this juncture.

Cabinet considered a detailed joint report of the Housing and Planning Portfolio Holder and the Corporate Finance and Governance Portfolio Holder (A.6), which sought its approval of an updated Housing Revenue Account (HRA) Business Plan for 2024/25 and 2025/26, 26 along with the final HRA budget proposals for 2025/26 (including fees and charges, capital programme and movement in HRA Balances) for recommending to Full Council on 11 February 2025.

Cabinet recalled that at its meeting held on 20 December 2024, it had considered the HRA Business Plan and Budget Proposals for 2025/26. The updated HRA Business plan / budget proposals at that time had provided for a surplus of £0.418m in 2024/25 and a deficit of £1.170m in 2025/26. Those initial budget proposals had been subject to consultation with the Resources and Services Overview and Scrutiny Committee, which had met on 13 January 2025 to consider them, and their comments had been considered earlier on in the meeting under Minute 113 above.

It was reported that since Cabinet's meeting on 20 December 2024, only one amendment to the proposed budget for 2025/26 had been required with 2024/25 remaining unchanged. The change required in 2025/26 had resulted in the overall deficit decreasing to £1.131m a change of £0.039m compared to the position reported to Cabinet in December as highlighted above. Appendix A to the Portfolio Holders' joint report (A.6) set out the updated Business Plan, in terms of 2024/25 and 2025/26, with Appendix B setting out the proposed detailed budgets that reflected this latest position.

Members were made aware that it was proposed to fund the estimated deficit for 2025/26 by calling down money from HRA balances as an alternative to reducing expenditure. As had been the case in previous years, the use of reserves struck a necessary balance of 'protecting' the investment in tenants' homes whilst recognising the need to use reserves to respond to the on-going financial challenges that the Council continued to face. It was however recognised that this was not a sustainable long-term solution, but it enabled the Council to meet its key priorities in the immediate term, which could be revisited as part of the HRA Business Plan in future years. This challenge had been recognised within Cabinet's current initial highlight priorities for 2025/26.

Cabinet was informed that the proposed average weekly rent remained unchanged to the figure reported in December at £103.49, an increase of 2.7% over the comparable figure of £100.89 for 2024/25. Appendix C set out the proposed fees and charges for 2025/26, which broadly reflected inflationary uplifts of 2.7% where relevant or other inflationary changes to better reflect the cost of providing the associated service.

Members noted that the proposed HRA Capital Programme for 2025/26 was set out in Appendix D, which reflected the commitment to maintain the necessary investment in the existing homes of tenants.

It was drawn to Cabinet's attention that the HRA general balance was forecast to total £2.595m at the end of 2025/26, which retained a relatively strong financial position against which the associated HRA 30-year Business Plan could continue to be delivered / developed. The HRA balances, together with the proposed rent increase for 2025/26 were important elements of delivering a sustainable HRA in the longer term.

Cabinet was cognisant that HRA debt continued to reduce year on year as principal was repaid with a total debt position at the end of 2025/26 forecast to be £31.120m (a reduction of £1.415m compared with the figure at the end of this financial year).

Members were reminded that the overall HRA position described above remained subject to further adjustments that were likely to be required as part of finalising the budget for presenting to Full Council on 11 February 2025, with a delegation included in the report's recommendations to respond to that possibility.

It was recognised that the Tenants' Panel played an important role in developing the HRA Business Plan and budget proposals and it was proposed to consult with them shortly, with any comments planned to be reported to Members either ahead of, or directly at, the Full Council meeting on 11 February 2025.

The Deputy Leader of the Council read out the following statement:-

"There has only been one relatively minor change to the budget since our meeting in December, which is set out in the report. The proposed rent increase remains the same at 2.7%, which results in an average weekly rent of £103.49 in 2025/26.

Similarly to the General Fund Position, there are a few budget adjustments that remain outstanding that will be finalised in readiness for reporting to Full Council on 11 February. Along with updated Business Plan figures, the report also sets out the proposed detailed HRA budget for 2025/26, fees and charges, capital programme and reserves.

The commitment to invest in the housing stock remains, with £9.453m included within the proposed budget for 2025/26 to meet the cost of major refurbishment and repairs to our tenants' homes. As set out in the report, there is always a balance to strike between investing in our tenants' homes whilst recognising the need to use reserves in the short term. Work will therefore remain on-going during 2025/26 to develop proposals to continue to secure the long-term sustainability of the Housing Revenue Account.

I understand that the Tenant's Panel is meeting soon and I look forward to their comments which we will make available to Members ahead of the Full Council meeting on 11 February as necessary.

Having considered the most up to date HRA Business Plan which set out the position for 2024/25 and 2025/26 along with the proposed HRA budget for 2025/26, and in order to enable associated recommendations to be presented to Full Council on 11 February 2025:-

It was moved by Councillor I J Henderson, seconded by Councillor Baker and:-

1. RESOLVED that Cabinet -

- (a) approves the updated HRA Business Plan, which includes the proposed position for 2024/25 and 2025/26 as set out in Appendix A to the Portfolio Holders' joint report (A.6); and
- (b) authorises the Director (Finance & IT) to adjust the forecast / budget, including the use of reserves, in consultation with the Portfolio Holder for Housing and Planning and the Portfolio Holder for Corporate Finance and Governance if the financial position changes prior to Full Council considering the HRA budget on 11 February 2025.

2. RECOMMENDS TO COUNCIL that a 2.7% increase in dwelling rents in 2025/26 along with the detailed HRA Budget proposals for 2025/26, as set out in Appendices B to E of the Portfolio Holders' joint report (A.6), be approved.

120. MANAGEMENT TEAM ITEMS

There were no matters referred to the Cabinet by the Council's Management Team on this occasion.

The Meeting was declared closed at 11.05 am

Chairman

CABINET

21 FEBRUARY 2025

REPORT OF THE LEADER OF THE COUNCIL

A.1 HIGHLIGHT PRIORITY ACTIONS 2024/25 TOWARDS CORPORATE PLAN THEMES – MONITORING REPORT AT THE THREE QUARTERLY POINT

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide the Cabinet with an update to the Q3 position (October-December 2024) on the positive progress with the Highlight Priority Actions adopted for 2024/25 towards the Council's Corporate Plan Themes for 2024-2028.

EXECUTIVE SUMMARY

The Corporate Plan 2024-28, adopted by Council, sets out the strategic direction and policy objectives for the Council over that period. Taking the Corporate Plan Themes, Cabinet on 12 March 2024 adopted a series of highlight priority actions for 2024/25 with individual milestones for each of those actions being approved by the Leader on 14 June 2024. This meeting of Cabinet provides an opportunity to report on the nine-month position (to the end of Q3) on each of those highlight priority actions and the specified milestones. The focus of the report is the progress in Q3 (October-December 2024). However, the progress reports from Q1 and Q2 are included to give the overall position to the end of December 2024.

Generally (and as individual highlight priority actions are progressed), there may be issues that impact on the achievement of individual milestones associated with the highlight actions. This report invites Cabinet to realign (or further realign) those milestones as set out in the Appendix to this report where such circumstances have impacted on the timing of achieving individual milestones.

In addition to the highlight priority actions, Cabinet also approved performance reporting arrangements for those actions. In accordance, with those 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. Cabinet then received a report on the six-month position (end of Q2) at its meeting on 21 October 2024. The Q3 position on the highlight priority actions for 2024/25 is set out in this report. The final position at the end of 2024/25 in respect of the highlight priority actions for this year will also be reported in the summer of 2025/26 and placed on the Council's website.

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

RECOMMENDATION(S)

That the contents of the report be noted together with approval of the highlighted realignment of particular milestones for particular highlight priority actions set out in the report.

REASON(S) FOR THE RECOMMENDATION(S)

The report provides the Cabinet with the position in respect of the major projects which are the subject of the adopted highlight priorities of Cabinet for 2024/25. This forms part of the project management by Cabinet.

ALTERNATIVE OPTIONS CONSIDERED

The option of not reporting the Q3 position was discounted as it would be contrary to the Council's performance monitoring arrangements for highlight priorities and otherwise would be contrary to the openness commitments in the Corporate Plan.

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

The Council approved a Corporate Plan for 2024/28, 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 requirement from Government and the challenges that face the District over that time period. The Corporate Plan was adopted unanimously at the Council meeting on 28 November 2023 (Minute 76 refers).

The themes of the 2024/28 Corporate Plan are:

- Pride in our area and services to residents
- Raising aspirations and creating opportunities
- Championing our local environment
- Working with partners to improve quality of life
- Promoting our heritage offer, attracting visitors and encouraging them to stay longer
- Financial sustainability and openness

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 2024/28 life of the Plan to deliver against its themes and priorities.

The Highlight Priority Actions adopted by Cabinet on 12 March 2024 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 (or further realign) the milestones for certain of those Highlight Priority Actions in view of the circumstances that now require this.

OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

Individual projects set out in the highlight priorities will involve consultation and will be referenced in reports supporting decisions related to those projects. The 'You said, we did' priority progress update sets out in this report identified consultation undertaken and the outcome of such consultation where available.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation	YES/NO	If Yes, indicate which by which criteria it is	<input type="checkbox"/> Significant effect on two or more wards
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a Key Decision (see the criteria stated here)	a Key Decision	<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 highlight priorities are not themselves considered a key decision as each individual highlight priority will be the subject of individual decisions and these may be key decisions by virtue of one or more of the above criteria.

Reporting on the progress of the Cabinet's Highlight Priorities throughout the year accords with the requirements of the Council's Best Value Duty.

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

Nothing further to add to the content of the report.

FINANCE AND OTHER RESOURCE IMPLICATIONS

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.

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

There are no comments over and above those set out elsewhere in the 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;	The highlight priorities themselves support financial sustainability arrangements by keeping major projects under review and designating achieving savings as one of those priorities.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	The adoption of highlight priorities with milestones, itself supports good decision making by alerting decision makers and other Councillors of crucial steps in delivering the Corporate Plan Objectives.
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 placement of performance data in these reports to Cabinet seek to support good use of data across all the highlight priorities.

MILESTONES AND DELIVERY

The highlight priority milestones are set out against each priority. The production of this report is itself a key milestone in monitoring those priorities and delivery against them.

ASSOCIATED RISKS AND MITIGATION	
Risk ratings to delivery of the highlight priorities forms part of the report on the progress in delivery against those priorities.	
EQUALITY IMPLICATIONS	
Due consideration has been given to the District Council's statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010.	
SOCIAL VALUE CONSIDERATIONS	
The adoption of the social value policy will mean key procurement opportunities will raise the prospect of additional benefit for Tendring as the Council delivers the highlight priorities and Corporate Plan more generally.	
IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050	
The report has had regard to the Climate Change Strategy and Action Plan as adopted by the Council. A key action proposed in Appendix A is to take forward the delivery of the actions under that Strategy/Action Plan and thereby achieve its objectives as approved by Council.	
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	In preparing this report, due regard has been given to the likely effect of the exercise of the Council's functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area.
Health Inequalities	The specific highlight priority around this is testament to the ambition to positively contribute to addressing health inequalities.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	The adopted high level grant funding policy and check list will guide the Council to comply with Subsidy Control requirements.
Area or Ward affected	All Wards

PART 3 – SUPPORTING INFORMATION

BACKGROUND
<p>The Q3 position on the delivery of the highlight priority action for 2024/25, and the related milestones, are set out at Appendix A to this report.</p> <p>In considering this report, Cabinet is also reminded that in this quarter alone (Q3) 2024/25 has seen the following significant matters:</p> <p>TENDRING JUNIOR AMBASSADORS EMBRACE GLOBAL CULTURES WITH VIBRANT CELEBRATION- The Tendring Junior Ambassador Project encourages young people to learn about the fascinating communities around them and the values of inclusiveness and diversity. The celebration event, funded by TDC, saw the ambassadors demonstrate African singing and storytelling, Bollywood dancing, Chinese calligraphy and culture, and Ukrainian themed poetry, song</p>

and crafts –whilst also covering John Lennon’s hit song ‘Imagine’ that shares a message of peace and unity.

Families celebrate Dovercourt Bay Lifestyles’ 40th anniversary - Hundreds of people made their way to the Dovercourt Bay Lifestyles facility for a free family fun day to celebrate its 40th birthday. The celebration commemorated the opening of the site in 1984. The Tendring District Council-run (TDC) centre hosted an action-packed day filled with entertainment and activities for all ages on Saturday, 14 December. Attendees also had the chance to try out a Christmas fun water workout and enjoy free use of the gym.

Top reviews for Snow White and the Seven Dwarfs panto at Clacton’s Princes Theatre - An enchanting pantomime with magnificent 3D special effects at Clacton’s Princes Theatre has been receiving stellar reviews. Audiences have been captivated by the early performances of Snow White and the Seven Dwarfs. The professional pantomime, brought to life by the new provider Shone Productions, was dazzling audiences at the Tendring District Council-run (TDC) theatre until 29 December. Special performances included a relaxed performance on Thursday, 19 December, and a British Sign Language (BSL) performance on Sunday, 15 December, as well as a one-off adults-only show on Saturday, 28 December.

Tendring District Council named IED Social Value Champion of the Year for The Sunspot - Tendring Council has been named Social Value Champion of the Year at the Institute of Economic Development (IED) Annual Awards 2024 for its work on The Sunspot, a new landmark building on the seafront at Jaywick Sands. The awards, which were hosted in London on 6th November following the IED Annual Conference ‘Economic Transition – How do we deliver long-lasting change in our towns, cities and regions?’, recognise achievers in the public and private sector through a series of individual, team and organisational categories. The Social Value Champion of the Year award – sponsored by Social Value Engine, jointly developed and co-owned by Rose Regeneration and East Riding of Yorkshire Council – is for those who have championed and made a significant contribution to social value creation, developing best practice in their field and making positive impacts in their communities

13 further car parks across Tendring receive top safety awards - A further 13 car parks in Tendring have received a top safety accreditation. The Tendring District Council (TDC) facilities have been awarded The Safer Parking Award Scheme Park Mark from the British Parking Association. The award, for which each car park is assessed, highlights the quality of lighting, cleanliness, security measures and quality management. The latest car parks to be handed the awards include Hastings Avenue Beach and Grass car parks, as well as the seafront parking bays, in Clacton, Holland Haven car park in Holland-on-Sea, and The Naze car park, Coronation car park, Mill Lane carpark and Station yard car park in Walton-on-the-Naze.

TENDRING AWARDS CEREMONY HONOURS BUSINESS ACHIEVEMENTS - A glittering awards ceremony celebrated the success of firms across the district and marked the conclusion of the Tendring4Growth Business Fortnight last night. Hosted at the Princes Theatre, the third annual Tendring4Growth Business Awards – attended by finalists, sponsors’ representatives, and speakers from the Tendring4Growth fortnight – commended the accomplishments of Tendring firms. The new award categories reflected themes of events held during the preceding Tendring4Growth Business Fortnight – run by Tendring District Council (TDC) – such as creativity and culture, women in business and high street heroes.

POLLING DISTRICTS AND PLACES REVIEW – This was concluded in Q3 and represents

the delivery against the duty on the Council to undertake the review at least every five years.

PREVIOUS RELEVANT DECISIONS

Highlight Priorities adopted by Cabinet on 12 March 2024 (Minute 101 refers)

Decision by the Leader to adopt the milestones associated with the Highlight Priorities for 2024/25 on 14 June 2024

Highlight Priority Actions 2024/25 towards Corporate Plan Themes – Monitoring Report at the Half Year Point received by Cabinet on 18 October 2024 (Minute 63 refers)

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

None.

APPENDICES

A – Q3 Position on the Highlight Priority Actions approved by Cabinet in March 2024

REPORT CONTACT OFFICER(S)

Name	Keith Simmons Hattie Dawson-Dragisic
Job Title	Head of Democratic Service & Elections Performance and Leadership Support Officer
Email	ksimmons@tendringdc.gov.uk hdawson-dragisic@tendringdc.gov.uk

TENDRING DISTRICT COUNCIL MONITORING REPORT FOR THE HIGHLIGHT PRIORITY ACTIONS FOR 2024/25
 (Please refer to the Highlight Priority Actions Report for Full Details of the actions, budget and intended outcomes)

REPORT FOR THE PERIOD OCTOBER TO DECEMBER 2024 (Q3)

OVERALL HIGHLIGHT PRIORITY ACTION RAG STATUS	The Quarterly Milestones RAG Status uses the following:
Green – There is a LOW risk the Highlight Priority Action will not be delivered Amber – There is a MEDIUM risk the Highlight Priority Action will not be delivered Red - There is a HIGH risk the Highlight 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 - Pride in our area and services to residents (Theme A)							
Relevant Corporate Plan Priority	Portfolio Holder	Highlight Actions to support the Corporate Plan Priority in 2024/25	Overall key Actions RAG Status	Quarter	Milestones	Quarterly Milestones RAG Status	Commentary
A1 Page 3 Getting the basics right.	Cllr Mark Stephenson	Extend a 'You said, we did' approach to all major services to the public across the Council	Green	Q1	— Identify ten Council services to implement "You Said, we did". Then approve and implement this approach in those service areas. - The mechanism for "You Said, we did" to be determined by the relevant Portfolio Holder subject to approval by the Leader (including mechanisms for customer feedback, timetable for consideration and communication of response). (Change approved by Cabinet on 18 October 2024 – Minute 63 refers)	Amber	There is a need to realign the two A1 milestones to Q2 due to the Police Fire and Crime Commissioner Election that took place in May and the UK Parliamentary General Election that took place in July. However, the following actions have been taken in support of a "You Said, we did" approach. The areas we have implemented "You Said, we Did": <ul style="list-style-type: none"> You said, what has happened to the Tour de Tendring cycle race after the pandemic? We worked with the event organisers to bring the Tour de Tendring back in May 2024 You said, derelict sites in Dovercourt need to be cleared up and regenerated We bought the sites and changed the capital regeneration programme to put new homes on them You said that Dovercourt Town Centre was looking tired We have cleaned the shop fronts and made visual improvements to the empty shop windows and added hanging baskets in the town through the High Streets Accelerator programme. You said, the flume unavailable for duration of swim session at Walton-on-the-Naze Lifestyles. Now have a clearly defined opening timetable for the flume during Fun Float Splash & Swim for All sessions.

				Q1			<ul style="list-style-type: none"> You have said that the classes are oversubscribed, and people are joining that have not booked. We have introduced class registers to stop people joining the class who either haven't booked or people just walking in and being over attended. You have said that there was not enough changing room space at Clacton Leisure Centre since the closure of the gym changing rooms. We took the step of reopening the upstairs changing rooms for changing only. You said that the wet side changing room floor condition is poor at Dovercourt Bay Lifestyles and in Jun 2023. We replaced the flooring along with new panelling in shower area and accessible change. You said that the waiting time in Essex Hall was too long during Theatre performance intervals. A kiosk was opened in the main foyer selling soft drinks, ice creams and snacks, which reduced the number of people in the bar area.
				Q2	<p>— REALIGNED — Identify ten Council services to implement “You Said, we did”. Then approve and implement this approach in those service areas.</p> <ul style="list-style-type: none"> REALIGNED — The mechanism for “You Said, we did” to be determined by the relevant Portfolio Holder subject to approval by the Leader (including mechanisms for customer feedback, timetable for consideration and communication of response). NEW - Identify the opportunities for ‘You said, we did’ across the Council, review and support existing schemes for feedback (and extend those schemes) and pilot further areas for ‘You said we did’. <p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>	Amber	<p>As set out in Q1 and later in this Q2 commentary, the Council continues to listen to its customers and the wider public and respond positively to suggestions it receives. The need for the current milestones in the form in which they are written does not reflect that existing good work.</p> <p>As such, it is proposed that the milestones going forward seek to identify the opportunities for ‘You said, we did’ across the Council, review and support existing schemes for feedback (and extend those schemes) and pilot further areas for ‘You said we did’.</p> <p>Examples from Q2 of You said, we did:</p> <ul style="list-style-type: none"> We received requests around specifically consulting with older residents about the Dovercourt town centre regeneration schemes. In response to this, we are going to connect with U3A about proposals for developing Milton Road Car Park. Requests were made for us to provide grant application advice to business and community groups.’ In response, a workshop under the Tendring 4 Growth banner was held which supported local businesses and organisations to complete grant funding applications. Improvements to disabled access to the swimming pool at Walton on the Naze Lifestyles were requested. In response, we have purchased a new pool hoist to further improve access to customers with disabilities’ The Planning Agents Forum provided an opportunity for feedback on service delivery and capture experiences from agents. The Pre Application Service in Planning continues to evolve to assist those investigating development opportunities. In relation the Tendring-Colchester Borders Garden Community there is a Community Liaison Group (which has been utilised as a sounding board as the proposals and planning policies have been developed. The Council, as landlord, has been gathering a range of data around Tenant Satisfaction and this is informing delivery of services to tenants. Residents have told us they sometimes struggle to organise their

				Q2			<p>finances to keep up with rental payments. Our tenancy management team have introduced a new role dedicated to providing advice and support to our tenants.</p> <ul style="list-style-type: none"> The development and implementation of the Dog Public Spaces Protection Order (PSPO) - residents have said they want more enforcement in respect of dog fouling. The PSPO has been implemented to address this request. <p>Reviews are to be programmed to pilot feedback mechanisms for IT's internal customers and for Revenues and Benefits public customers. Likewise, Licensing will be looking to implement feedback arrangements for licensees/applicants.</p>
				Q3	<ul style="list-style-type: none"> Review implementation of "You said, we did" schemes and refine as necessary. NEW - Identify the opportunities for 'You said, we did' across the Council, review and support existing schemes for feedback (and extend those schemes) and pilot further areas for 'You said we did'. 	Green	<p>In this quarter, the 'You said, we did' approach was extended to all those where a licensing application was determined by the Governance Directorate's Licensing Team. The introduction of this survey approach of licensees etc as their applications are determined was reported to the Licensing and Registration Committee in Q4. Reporting on the findings of the ongoing survey will likewise be reported as statistically significant response levels occur. The basis of the survey questions was drawn from the previous Best Value User Satisfaction Surveys.</p> <p>Q3 also saw development of proposals to survey Councillors on their experience of using the Members Enquiry Service. This ongoing survey approach was launched in Q4 with an intention of reporting on findings and learning from views expressed by Councillors through the survey. This approach builds on the existing arrangements for seeking views of Councillors attending training sessions delivered by the Council for its Councillors.</p> <p>Cabinet approved its initial proposals for the 2025/26 Highlight Priorities at its meeting on 20 December 2024 and authorised consultation on the initial proposals. There is a commitment to consider views expressed in the consultation. The full list of highlight priorities was also submitted to the Resources & Services Overview and Scrutiny Committee for its consideration at its meeting in Q4 (13 January 2025).</p> <p>A review of the Council's Complaints Policy commenced in Q3 and consultation with service departments and the Local Government and Social Care Ombudsman was undertaken. This reflects the adoption of parallel codes for complaints handling by the LGSCO and the Housing Ombudsman. Consultation with the Housing Ombudsman on the draft new Complaints Policy is scheduled for Q4. The draft revised policy picks up learning from complaints handling at the Council and looks to deliver consistently high standards of complaints handling throughout the Council.</p> <p>In addition, in Q3:</p>

				Q3		<ul style="list-style-type: none"> • We started work on a questionnaire in relation to the Essex Procurement Partnership. We also worked on training for the Procurement Act 2023 before its implementation in Q4. • Council adopted the new Social Value policy in November 2024. • The Council undertook a consultation in relation to the Victoria Street and Milton Road, Dovercourt enhancement proposals under the Capital Regeneration Project for the Town. Based on feedback received during the consultation the proposals for the Victoria Street and Milton Road enhancements were amended prior to the submission of the Planning Applications. • In Q3 it was confirmed that CVST would undertake the necessary consultation to inform the Clacton Town Board's Investment Plan as part of the Long Term Plan for Towns Scheme.
				Q4	<p>— Consideration of the schemes in the 10 Council services and proposal to extend the approach across the Council 2025/26.</p> <p>- NEW – review the experience across 2024/25 and determine the approach to 'You said, we did' for 2025/26 (Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>	

Theme A Priorities continued

<p>A2, A3(a) and A3(b)</p> <p>Supporting decent housing for residents</p>	<p>Cllr Andy Baker</p>	<p>A2 In the Council’s own housing stock – driving improvement with expanded estate management and well-informed enhancements around kitchens and bathrooms etc. Enhanced tenancy engagement.</p> <p>A3(a) More widely, develop a revised Housing Strategy to address the needs of the District and its residents.</p> <p>A3(b) Progress the review of the Local Plan to support sustainable development of quality housing for a range of tenures.</p>	<p>Green</p>	<p>Q1</p>	<p>A2:</p> <ul style="list-style-type: none"> - Receive the stock condition survey of the first 300 Council properties and evaluate the necessary implications on the Housing Investment Programme (HIP). 	<p>Green</p>	<p>A2: Initial sample of surveys was received (representing 290 properties). The surveys highlighted a small number of urgent repairs which were ordered promptly. The survey results informed a minor refocussing of the HIP programme towards energy efficiency and anti-condensation measures which were adopted by the Portfolio Holder in setting the programme allocations.</p>
			<p>Green</p>	<p>Q1</p>	<p>A3(b): Issues and Options consultation for ‘Local Plan’ – Spring 2024</p> <p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>	<p>Amber</p>	<p>A3(b): Due to the General election and the consequential implications on the Council during the pre-election period, there is now a need to realign all the A3(b) milestones:</p> <ul style="list-style-type: none"> - Q1: Issues and Options consultation for ‘Local Plan’ – Spring 2024 to be realigned to Q4. - Q3: Preferred Options Consultation for ‘Local Plan’ – Autumn 2024 to be realigned to Q4. - Q4: Submit Draft Consultation for Local Plan’ – Spring 2025 to be realigned to Q1 2025/26 - Q4: Seek Full Council approval of Local Plan to be realigned to Q3 2025/26 <p>There is a need to amend the wording for the milestone A3(b) to reference the Local Plan as opposed to the Local Development Scheme (LDS) this is due to the LDS being a document that includes the timetable and programme for producing the Local Plan and other planning documents and this milestone is specifically for the Local Plan.</p>
			<p>Green</p>		<p>A2:</p> <ul style="list-style-type: none"> - Deploy four tenant engagement officers, following recruitment and training. 	<p>Green</p>	<p>A2: The recruitment of four tenant engagement officers has been completed with the most recent appointed in July 2024. One of the appointed tenant engagement officers has been supporting tenants with financial debt, providing them with advice and support and helping them to maximise their benefit income thereby reducing their chances of falling into rent arrears. Three of the officers are focussing on more general tenant</p>

						<p>engagement with a rolling programme aiming to visit, in person, all of the Council's tenants over a rolling 3 – 4 year period.</p> <p>In relation to the Spendells House refurbishment, the current position is to achieve hand over on 1 November although this is dependent upon the building contractor completing in time. Some rooms / wings are likely to become available for final set up with furniture sooner than that. All of the furniture for Spendells House is on order for delivery. Commencing use is dependent on the establishment of key IT related connections, installation of furniture and a short period of staff familiarisation; all of which is being undertaken in overlap with the building contractor where safe and feasible.</p>
				Q2	<p>- Completion of Spendells refurbishment for temporary accommodation.</p>	
				Q2	<p>A3(a): Housing Strategy review complete.</p>	<p>Green</p> <p>A3(a): Work has commenced on the writing of a new housing strategy that has four core areas. This process will include a review of the current strategy with that review built into the report accompanying the new strategy. Some strands from the current strategy will be carried across into the new one.</p> <p>Substantial progress has been taken on this milestone and whilst it is not complete it will be completed in good time to meet the other targets throughout the year.</p> <p>The Housing Strategy will reflect the known direction of the new Government and also set out the Council's approach to housing need in the District, ongoing homelessness and temporary accommodation pressures, Council housing stock management and maintenance</p>
				Q2	<p>A3(b) – No specific milestone for Q2.</p>	<p>Green</p> <p>A3(b): The Deputy Prime Minister and Secretary of State for Housing, Communities and Local Government wrote to Leaders and Chief Executives on 30 July 2024 in respect of Government intentions for building homes, housing targets and the proposed changes to the National Planning Policy Framework (NPPF). A briefing on the implications and options for this Council and the District was provided at the All Member Briefing on 4 September 2024.</p>
				Q3	<p>A2: No specific milestone for Q3.</p>	<p>Green</p> <p>A2: The Spendells House refurbishment has been completed and occupancy of the building commenced late November 2024.</p>

				<p>A3(a): Draft Housing Strategy to Cabinet.</p>	Red	<p>A3(a) An outline housing strategy has been developed that is ready for input from the portfolio holder before a more detailed consultation draft is prepared in advance of approval by Cabinet in Q1 2025/26. This work has been delayed slightly by additional work taken on by the service in relation to the increased regulation of social housing providers by the Regulator for Social Housing. The service has also been cognizant of the fact that new government policies have been on the horizon, for example, in relation to Right to Buy and the changes to the National Planning Policy Framework (NPPF), all of which have a bearing on the Council's housing strategy. The service has also been awaiting the finalised Strategic Housing Market Assessment for the district that is due to be completed imminently and will provide up to date statistics and housing need data for inclusion in the Housing Strategy. As a result of this, the milestone to submit the draft Housing Strategy to Cabinet has been REALIGNED from Q3 to Q4 (while recognising that the intention is to submit the draft in Q1 of 2025/26).</p>
			Q3	<p>A3(b): Preferred Options Consultation for 'Local Plan' Spring 2024 (Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>	Red	<p>The NPPF and housing targets have been confirmed. The number has been confirmed as 1,034 homes per year – this will affect the District from 2026 when the current Local Plan reaches its fifth year.</p> <p>The review of the Local Plan will need to identify land to meet the new housing requirement for the period up to 2041 and possibly beyond.</p> <p>The aim is for the updated Local Plan to be ready for submission to the Secretary of State in early 2026.</p> <p>The Q3 milestone - Preferred options – will need to be REALIGNED to Q4 while recognising that it is likely to be submitted in Q2 of 2025/26 (removing the reference to spring 2024). The issues consultation milestone had already been REALIGNED from Q1 to Q4.</p>
			Q4	<p>A2:</p> <ul style="list-style-type: none"> - Completion of replacement kitchens as identified in Q1. <p>A3(a):</p> <ul style="list-style-type: none"> - Public consultation on draft Housing Strategy. - [Note: The intention is for the Housing Strategy to be submitted to Cabinet for approval in 2025/26] - REALIGNED- Draft Housing Strategy to Cabinet 		
			Q4			

				<p>A3(b):</p> <ul style="list-style-type: none"> — Submit Draft Consultation for Local Plan’— Spring 2025 - Seek Full Council approval of Local Plan - REALIGNED - Issues and Options consultation for ‘Local Plan’ - REALIGNED - Preferred Options Consultation for ‘Local Plan’ <p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>		
Theme A Priorities continued						
<p>A4</p> <p>Promoting clean and tidy communities encouraging everyone to take responsibility for keeping their area a pleasant place.</p>	<p>Cllr Adrian Smith</p>	<p>Options appraisal for waste & street cleaning strategy. Community leadership promoting pride of place.</p>	<p>Green</p>	<p>Q1</p> <ul style="list-style-type: none"> - Completion of soft market engagement and evaluation of responses. - Cabinet decision to agree to undertaking tender exercise as preferred option for delivery of service from 2026. - Preparation of waste contract specification for consideration by the Waste Contract Board. 	<p>Amber</p>	<p>In relation to the waste/street cleansing arrangements from 2027, the soft market engagement took place and was concluded, including an evaluation of the responses, in May 2024.</p> <p>A report was considered by Cabinet on 26th July when approval was given to go out to tender. External consultants have been appointed to write the specification and a firm of lawyers engaged to write the contract. A draft specification has been prepared and high-level requirements approved by the Waste Contract Board.</p>
				<p>Q2</p> <ul style="list-style-type: none"> - Subject to the necessary approval, commence tender exercise for waste contract. 	<p>Amber</p>	<p>Cabinet gave approval for the commencement of the Tender exercise subject to a number of delegated decisions. It is anticipated that these decisions, to agree the service specification and aspects associated with it, will be taken early in October with a view to the tender process being launched during the week commencing 7th October. Substantial work has already been undertaken, including by external consultants engaged to advise on and prepare certain aspects of the tender documentation.</p>
				<p>Q2</p>		<p>Looking forward, the timetable for this project now envisages tender returns as being 8 January 2025 (Q4 rather than Q3 as originally envisaged). Dialogue with tenderers will then proceed in the remainder of the financial year. This will require realignment of the current Q3 target to Q4. Although recorded in Q4, the awarding of the contract is actually timed for July 2025 (as such the Q4 milestone is to be amended to indicate this timeframe).</p>
				<p>Q3</p> <p>— Subject to the necessary approval, review tender submissions</p> <p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>	<p>Red</p>	<p>During Q3 bidders were taken through a prior qualifying stage before being invited to submit detailed solutions with the revised date for submission of those being 17 January 2025. As agreed by Cabinet on 18 October 2024 (Minute 63 refers) this milestone was REALIGNED from Q3 to Q4.</p>

				<p>Q4</p> <ul style="list-style-type: none"> - REALIGNED - Subject to the necessary approval, review tender submissions <p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p> <ul style="list-style-type: none"> - Subject to the timetable referred to, Cabinet & Full Council decisions to award contracts 		
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Relevant Corporate Plan Priority Theme - Raising Aspirations and Creating Opportunities (Theme B)

Relevant Corporate Plan Priority	Portfolio Holder	Highlight Actions to support the Corporate Plan Priority in 2024/25	Overall key Actions RAG Status	Quarter	Milestones	Quarterly Milestones RAG Status	Commentary
B1, B2 and B3 We will celebrate business success, encourage cultural, tourism, and economic growth. Page 40	Cllr Ivan Henderson	B1 Develop a long term plan for Clacton-on-Sea working with partners in a Town Board B2 Implement Levelling Up Fund, Capital Regeneration Partnership Projects and High Street Accelerator Schemes, taking these through design and planning. B3 Manage the UK Shared Prosperity Fund projects that build pride in place, support training, economic growth, and improve life chances.	Green	Q1	B1: <ul style="list-style-type: none"> - Establish a Chair and Town Board for Clacton-on-Sea. - Consult on the Clacton-on-Sea long-term plan for high level strategic plan. 	Green	B1: Town Board established for Clacton-on-Sea. Meetings in February, March, April, and July 2024. Review of previous consultations on Clacton-on-Sea completed and reported to the Town Board. Community Voluntary Services Tending recruited to completed further consultation. Direct consultation delayed by pre- General Election period.
					B2: <ul style="list-style-type: none"> - Appoint full design team for the Levelling Up Fund (LUF) Project in Clacton-on-Sea and Capital Regeneration Projects (CRP) in Harwich. - Deliver first projects for High Street Accelerator fund for Dovercourt with funding allocated for year 1. - Agree High Street Vision and Funding Plan for Dovercourt with DLUHC/MHCLG for High Street Accelerator project. - Government completes Levelling Up Partnership Business Case for Clacton-on-Sea submitted. 	Green	B2: Design team recruited for Levelling Up Fund Carnarvon Terrace scheme in Clacton-on-Sea and Capital Regeneration Project scheme in Harwich. Projects delivered for Dovercourt High Street as part of Accelerator, including hanging baskets, events, shop wrapping. Vision for Dovercourt High Street and Funding Plan submitted to MHCLG (as the new iteration of DLUHC). Milestone to be adjusted to reference MHCLG. Announcement of Government support for Levelling Up Partnership on 24 May 2024, subject to business cases. Partnership progress awaits announcement by new Government. The milestone may need adjusting following the announcement by Government if its intentions (once that announcement is received).
					B3: Open calls for UK Shared Prosperity Fund and Rural England Prosperity Fund open for applications.	Green	B3: Open call for UK Shared Prosperity Fund and Rural England Prosperity Fund launched 15 April.
				Q2	B1: <ul style="list-style-type: none"> - Submit the long terms plan for Clacton-on-Sea to DLUHC. - Review the consultation for the high level strategic plan and agree project shortlist. 	Amber	B1: Following the general election in July 2024, the Council is waiting for confirmation of the future direction of the Long Term Plan for Towns project. As such, the plan was not able to be submitted as originally planned, as the process is currently on hold subject to direction by MHCLG. Regardless of this, the Town Board is continuing to meet and is currently focussed prioritising the capacity funding available and acting as a sounding board for Clacton issues. Capacity funded projects will include issues which

						<p>have been raised through consultation processes such as deep cleaning and shop wrapping</p> <p>A Clacton Coastal Partnership has also been formed, which is chaired by a member of the Town Board. This will ensure the local tourism sector will have a direct link to the Clacton Town Board, for ideas and projects which will support the local visitor economy.</p>	
				Q2	<p>B2:</p> <p>Planning Permission lodged for LUF and CRP schemes in Clacton-on-Sea and Dovercourt respectively.</p> <p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>	Amber	<p>B2: Planning Permission has not been lodged for the LUF and CRP projects for a number of reasons. This includes the procurement process taking longer than originally envisaged. Furthermore, there has also been the challenge around processing the number of contracts required to engage contractors and limitations to capacity within the corporate services. As such, the Project Delivery Unit agreed by Cabinet in July 2024, will respond to this, and increase capacity. As well as additional legal and finance support, the unit will also include bolstering the available procurement resources available through the agreement with ECC.</p> <p>The cross party Working Group set up for the Levelling Up Fund and Capital Regeneration Scheme projects have been consulted on the draft designs and their input has been considered in preparation for Planning Applications. In addition, a public consultation process was carried out in July and a subsequent engagement process was rolled out following updated designs in September 2024.</p> <p>The Council are awaiting any relevant updates from MHCLG on LUF/CRP following the election.</p> <p>There is a need to realign the B2 milestone from Q2 to Q3. Likewise the current Q3 milestone will need realignment to Q4.</p>
				Q2	<p>B3:</p> <p>- Monitoring returns for UK Shared Prosperity Fund and Rural England Prosperity Fund sent to Government.</p>	Green	<p>B3: In September, decisions were published to allocate the following funding under the UKSPF and Rural England Prosperity Fund projects. The schemes were over subscribed and a detailed evaluation was undertaken to award the funding available. Following requests by local organisations, a launch event was held in Harwich to discuss the funds and how businesses and community organisation could apply for the funding available.</p> <p>Details of the number of businesses and community organisation who were awarded funding are set out below:</p> <p>Rural England Prosperity Fund Due to the criteria set by government, this funding was not available in Clacton on Sea and Holland on Sea</p> <p>Businesses granted funded: 20 Funding Awarded: £271,211.98</p> <p>Community Organisations granted funded: 14 Funding Awarded: £185,046.50</p>

				Q2			<p>UK Shared Prosperity Fund This funding was available district wide</p> <p>Creative and Cultural Funding Organisations Funded: 2 Funding Awarded: £7,740.00</p> <p>Town Centres Organisations Funded: 3 Funding Awarded: £18,095.00</p> <p>Visitor Economy Organisations Funded: 3 Funding Awarded: £11,000</p> <p>People and Skills Organisations Funded: 6 Funding Awarded: £65,335.00</p> <p>Barriers to Education and Training Organisations Funded: 1 Funding Awarded: £16,402.40</p> <p>Measures to reduce the cost of living, improve energy efficiency & combat fuel poverty Organisations Funded: 1 Funding Awarded: £500</p> <p>Following a bid to MHCLG for £500k of Green Space Funding under the Dovercourt High Street Accelerator scheme, Government have confirmed the Council has been successful and this has been ratified following the election. The projects are now being drawn up with a view to commencing a procurement process in quarter 3.</p>
				Q3	<p>B2: — Planning determination for TDC LUF (in Clacton-on-Sea) and CRP (in Harwich) projects. (Change approved by Cabinet on 18 October 2024 – Minute 63 refers) B2: REALIGNED - Planning Permission lodged for LUF and CRP schemes in Clacton-on-Sea and Dovercourt respectively.</p>	Green	<p>B2: Planning applications were submitted for Milton Road Car Park and, Victoria Street, Dovercourt and Carnarvon Terrace, Clacton-on-Sea within Q3. The application for Milton Road Car Park was approved by the Council's Planning Committee early in Q4 and prior to production of this report.</p>

<p>Q3</p>	<p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>		
	<p>B3 – No specific milestones in Q3</p>	<p>Green</p>	<p>B3: The Council worked with grant recipients to ensure allocated funding under the UKSPF 2024/25 is spent by the 31 March 2025 deadline.</p> <p>From the UKSPF 2024/25:</p> <ul style="list-style-type: none"> • the Council launched the revenue shop front grants; • provided money to the Princes Theatre for its Access Fund to provide free places to schools for the Festive Season Pantomime; • heating for the events space at the Sunspot to support future community events; • provided funding to Volunteer It Yourself for 2 projects which support young people to gain qualifications in various aspects of retrofit; and • continued to provide money for existing grants and projects. <p>Central Government also confirmed allocations of UKSPF for 2025/26 based on the Council’s previous utilisation of those funds.</p>

					<p>B1:</p> <ul style="list-style-type: none"> - Review progress on Long Term Plan for Towns and complete investment plan for 2024/25. <p>B2:</p> <ul style="list-style-type: none"> - LUF (in Clacton-on-Sea) and CRP (in Harwich) projects tendered. - Complete spending plan for High Street Accelerator projects in Dovercourt and review progress. - Spending decision made on Levelling Up Partnership projects for Clacton-on-Sea <p>B3:</p> <ul style="list-style-type: none"> - All successful organisations who have received either UK Shared Prosperity Fund or Rural England Prosperity Fund funding to have spent grant awards. <p>B2:</p> <ul style="list-style-type: none"> - REALIGNED - Planning determination for TDC LUF (in Clacton-on-Sea) and CRP (in Harwich) projects. <p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>		
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Theme B Priorities continued

	<p>B4 and B5</p> <p>Tendring is ambitious, and our residents will be supported to reach their</p>	<p>B4 Cllr Ivan Henderson</p> <p>B5 Cllr Andy Baker</p>	<p>B4 Take the opportunities afforded by Freeport East and the development of Bathside Bay.</p> <p>B5 Progress the Tendring</p>	<p>Green</p>		<p>B4:</p> <ul style="list-style-type: none"> - Planning application for Bathside Bay determined. - Annual Business Plan Sign Off 	<p>Green</p>	<p>B4: Planning Application for Bathside Bay Temporary Change of Use approved in May 2024.</p> <p>Annual Business Plan approved by the Freeport East Board on 19 March 2024. The reference to “case” is to be updated to “plan” in the milestone.</p> <p>Annual Business Plan approved by Tendring District Council as Founding Member, at Cabinet, May 2024.</p>
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potential and realise their opportunities particularly taking the opportunities afforded by Freeport East and the Garden Community

Colchester Borders Garden Community DPD through the planning process to support opportunities for new jobs, housing and infrastructure.

Page 45

Q2	B5: - Examination of the Garden Community DPD by Planning Inspector.	Green	B5: Planning Inspector has issued his proposed 'modifications' to the DPD and these are to be reported to the Joint Committee in September 2024. Consultation on the Inspector's modifications to take place in September/October 2024. None of the modifications are significant and there is a reasonable likelihood of a favourable final report from the inspector. Receipt of the first planning application outside of the Council's control. Pre-application discussions with the Lead Developer about a potential 'hybrid' application with full detail for first phase and outline for remainder of scheme. Submission likely in Spring 2025 which could go into Q1 of 2025/26.
	B4: No specific milestone for Q2	Green	B4: An independent report funded through the UK Shared Prosperity Fund (UKSPF) was commissioned by the Council in partnership with Freeport East and the University of Essex for a potential green energy cluster. The Council has brought together a partnership with University of Essex, Freeport East, Colchester Institute, Harwich Haven Authority and other partners to develop the report recommendations. A business engagement event was also organised to establish interest in the cluster proposal, which was well attended and the outcome of a survey is now being evaluated.
	B5: Report outcome of DPD examination to Joint Committee.	Green	B5: Outcome of the DPD examination in respect of the Inspector's proposed modifications was reported to the Joint Committee in September 2024 and consultation on those modifications was launched. Date for final adoption of the DPD will depend on the content of the Inspector's final report and the time the Inspector requires to produce that final report. Decision to adopt would require a recommendation from the Joint Committee to Full Council at both Tendring and Colchester Councils and for both authorities to agree adoption – this would be most likely in Q4. The Q3 milestone for adoption will therefore need to be realigned to Q4.
	B4: - TDC to input into the Freeport East Business Case for Seed Capital Funding for the Harwich Tax site, prior to its submission to the Freeport East Board for approval.	Green	Proposals were discussed with Freeport East for the Seed Funding Schemes around electricity connection to the Bathside Bay site and cycle way connections between the site and Dovercourt railway station. The business case has subsequently been submitted to the January 2025 Freeport East Board.
	B5: - Consultation on any modifications required by the Planning Inspector. Full Council adoption of the DPD.	Green	B5: We have received the proposed modifications, and the consultation has been carried out. These consultation responses have been passed onto the Planning Inspector, and he will take those responses into account in producing his final report on the soundness and legal compliance of the DPD. The Q4 milestone is still likely to be achieved with the Inspector's report expected soon.
	Q3		

				(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)		The Receipt of the first planning application for the Garden Community is now anticipated in Q2 of 2025/26. Q4 preparations are being undertaken in readiness for decision making by the joint committee on the Planning Application covering such matter as Planning Probity and Training.
				<p>B4:</p> <ul style="list-style-type: none"> - Seed Capital Funding drawn down from DLUHC. <p>B5:</p> <ul style="list-style-type: none"> - REALIGNED - Full Council adoption of the DPD. <p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p> <ul style="list-style-type: none"> - Potential receipt of first planning application for Garden Community. 		

Relevant Corporate Plan Priority Theme - **Championing our Local Environment (Theme C)**

Relevant Corporate Plan Priority	Portfolio Holder	Highlight Actions to support the Corporate Plan Priority in 2024/25	Overall key Actions RAG Status	Quarter	Milestones	Quarterly Milestones RAG Status	Commentary
C1 Our environment deserves protection	Cllr Peter Kotz	Action Measures from the new Climate Change Action Plan	Green	Q1	<p>— Cabinet approve Updated Action Plan 2024-2027. (Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p> <ul style="list-style-type: none"> - Explore funding opportunities for energy reduction plant at the Council’s Sports Facilities. 	Amber	<p>Action Plan to go to Cabinet in September 2024. As such the Q1 milestone is to be realigned to Q2.</p> <p>Funding opportunities for energy reduction plant were explored and £150,000 was received from Government as part of the Swimming Pool Support Fund for an Air Handling Unit and Building Management System this was matched by £150,000 from Council funding. Officers have been working with Legal Team colleagues to finalise the grant agreements, both with Sport England as well as Brightlingsea Town Council and Brightlingsea Lido Trust.</p> <p>This is almost complete, and agreement will be shared with partners during the week commencing 5th August.</p> <p>Once signed, a procurement process will follow to expend the grant and Council budget. It should be noted that a separate report and executive decision are required for the latter.</p>
				Q2	<p>— Council approval to be sought for Action Plan 2024-27 (Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p> <ul style="list-style-type: none"> - Complete installation of LED project at the Council’s Sports Facilities. 	Green	<p>A project to install LED lighting at all the Council’s sports facilities has now been completed.</p> <p>Positive work continues across the Council towards development of the next action plan. Consultants have been commissioned to review cost of delivering various actions, which can form the basis of future funding bids. The Council has been successful in bidding for approximately £94,500 of funding from the Swimming Pool Support Fund, which will allow energy efficient technology to be installed in the Council’s facilities. This includes a new Building Management System and Air Handling Unit at Walton on the Naze Lifestyles.</p> <p>With the amended timeframe for submission of the Strategy and Action Plan now programming these for Q3, there is a need to realign the milestones from Q2</p>
				Q3	<p>— Publish 2023/4 Carbon data.</p> <ul style="list-style-type: none"> - REALIGNED - Cabinet approve Updated Action Plan 2024-2027. - REALIGNED - Council approval to be sought for Action Plan 2024-27 <p>(Change approved by Cabinet on 18 October 2024 – Minute 63 refers)</p>	Green	<p>Council on 26 November 2024 (Minute 72 refers) approved a revised Climate Change Action Plan for 2024-2027 based upon a revised target of achieving Net Zero Carbon Emissions by 2050. This followed a recommendation from Cabinet on 15 November 2024.</p> <p>The 2023/24 Carbon data wasn’t published within the quarter as there is work underway from the North Essex Councils Climate Partnership, an officer level working group bringing together the North Essex council climate officers, to develop and adopt a unified reporting tool and mechanism. Based on this aspiration the decision was taken to await the</p>

						outcome of this workstrand, so as to avoid abortive work and adopt the unified tool once identified. The aim is to publish the 2023/24 Carbon Data within Q4 either through the unified mechanism or via other means therefore this milestone will need to be REALIGNED to Q4.	
				Q4	- Publish annual update on implementation of Action Plan. - REALIGNED: Publish 2023/4 Carbon Data.		
Theme C Priorities continued							
C2 We want to create and maintain opportunities for leisure, wellbeing and healthy lifestyles.	Cllr Mick Barry	Implement the Sports and Activity Strategy for the District.	Green	Q1	- Undertake consultation with stakeholders for the Sport and Activity Strategy	Green	Following consideration of the draft Sport and Activity Strategy on 12 th April Cabinet agreed to a six week consultation process. Significant consultations have been completed and ended on 9 th June and the strategy will return to Cabinet for adoption in September.
				Q2	- Present the final Sport and Activity Strategy to Cabinet for adoption, with consideration of the wider consultation.	Green	Following a six week engaging consultation exercise with stakeholders and residents, the Sport and Activity Strategy was presented and considered by Cabinet in September. The strategy was formally adopted, and prioritisation of the action plan is now taking place. A project to install new multi-sport Playzone facilities around the district (as set out in the strategy) was granted capacity funding in Q2 and work is underway to plan, consult and submit a funding bid to carry out this significant installation.
				Q3	- Following adoption of the final strategy, develop a priority list from the approved action plan. - Recruit a Community Sport and Activity Manager, to deliver the strategy's actions in the wider district.	Green	An evaluation of the strategy action plan has taken place to determine which priorities can be taken forward over the next year, taking into account factors such as resources, availability of budget, feedback from the consultation and deliverability. The ambitious priority projects list includes the submission of a funding bid for three Playzones in the district, recruitment of a Community Sport and Activity Manager, delivering a Back to Health scheme in the community and a new free to use Cycling facility in the district. The Council was part of a bid to Sport England for 'deepening' funding, which follows on from the Local Delivery Pilot scheme. As this included additional funding to support the Community Sport and Activity Manager post increasing from 2 to 3 years, the recruitment was postponed until a response from Sport England was received. As this bid was successful, the recruitment and appointment will now take place in quarter one of the new financial year. Therefore the milestone to recruit a Community Sport and Activity Manager will be REALIGNED to Q4 while recognising that it is likely to be delivered in Q1 of 2025/26.
				Q4	- Review progress with Sport and Activity Strategy Action Plan and develop a priority list for 2025/26.		

				Q4	<ul style="list-style-type: none"> - Together with partners, consider how Sport England Place Partnerships can support delivery of the Sport and Activity Strategy Action Plan in 2025/26 and beyond. - REALIGNED - Recruit a Community Sport and Activity Manager, to deliver the strategy's actions in the wider district 		
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Relevant Corporate Plan Priority Theme - Working with Partners to Improve Quality of Life (Theme D)

Relevant Corporate Plan Priority	Portfolio Holder	Highlight Actions to support the Corporate Plan Priority in 2024/25	Overall key Actions RAG Status	Quarter	Milestones	Quarterly Milestones RAG Status	Commentary
<p>D1, D2, D3, D4 and D5</p> <p>We want to promote safer, healthier, well connected and inclusive communities by working with our partners across government, public, private and third sectors.</p>	<p>Cllr Gina Placey (D1,D2,D3, and D5)</p> <p>Cllr Peter Kotz (D4)</p>	<p>D1 To support projects to reduce Health inequalities e.g. around Fuel Poverty and access to the jobs market.</p> <p>D2 To expand the Pupil Encounters' Project, to provide all school children with additional encounters with businesses and employers throughout their Education.</p> <p>D3 To deliver a STEAM event for Primary Schools whereby pupils</p>	Green	Q1	<p>D1:</p> <ul style="list-style-type: none"> - Promotion of Fuel Poverty Advice and “back to work” support being provided by dedicated officers. This includes promotion of insulation grants, alongside Disabled Facilities Grants. - 	Green	<p>D1: Fuel Poverty Officer in post and providing advice and guidance to those in fuel poverty. Networking with partners such as Essex energy and CVST and leaflets provided to all Council tenants to help address fuel poverty. One individual was assisted to the value of £15,000. Attending events and presentations with volunteer groups and working with Council tenants who have been gas capped (to examine options to reconnect the gas supply), winter wellbeing signups have been undertaken and referrals have been undertaken. Winter wellbeing signups is led by CVST as part of their winter warmers project and the Fuel Poverty Officer refers into that and attends the winter wellbeing events to provide support and advice.</p> <p>There is an officer leading the Energy Company Obligation grants from ECC and another leading the Home Upgrade Grant insulation grants schemes which will feed into the Jaywick Energy Hub.</p> <p>The Council website has information on accessing grants and this information is also provided in newsletters. In addition, some door knocking has taken place to raise awareness, and a letter has also been sent to some Jaywick residents.</p> <p>There is a video on the Council’s website about Disabled Facilities Grants and the Essex Adaptations leaflet has been given out in tenant’s newsletters and to sheltered housing. In addition, advice is given out at the CO15 meeting and at the Older Person’s Forum which are regularly attended.</p>

are introduced to a range of Employers including Galloper, EDF, Dance East, Essex Police and Colchester Zoo.

D4 To complete enhanced CCTV coverage in public areas.

D5 Establishing the feasibility for a new wellbeing hub in the District



Q1

D2:
- **Inform Tendring Future Skills Partnership on the programme of the offer to schools under the Greater Essex careers hub project.**

Green

D2: The Tendring Future Skills Partnership (TFSP) is working with the Greater Essex Careers Hub. The Hub provides updates at the termly meetings of the TFSP.

In response to inequality of access to digital skills and resources, Digital Harwich is being delivered to inspire young people and increase digital skills and confidence, raise aspiration and show potential career paths. This includes workshops for children and families as well as schools, delivering local events and creating digital mentors including local creative and technical businesses. Other programmes include immersive face to face engagement about workplace behaviours from tutors who have a wide range of work experience and talking through the young people's responses, so they are actively engaged.

D5:
Commission a feasibility study to consider viability for a new Health and Wellbeing Hub for the District.

Green

D5: Feasibility study commissioned, and tenders returned.

The Council is in the process of appointing a consultant to deliver the scope of this project which is due to commence at the beginning of September.

The project will be managed in two phases, with the first being engagement with partners in the health and education system followed production of the feasibility study. The final report is due to be complete early in 2025.

				Q2	<p>D1 – No specific milestone in Q2</p>	Green	<p>D1: Fuel Poverty Officer in post and providing advice and guidance to those in fuel poverty. Networking with partners such as Essex energy and CVST and leaflets provided to all Council tenants to help address fuel poverty. One individual was assisted to the value of £15,000. Attending events and presentations with volunteer groups and working with Council tenants who have been gas capped (to examine option to reconnect the gas supply), winter wellbeing signups have been undertaken and referrals have been undertaken. Winter wellbeing signups is led by CVST as part of their winter warmers project and the Fuel Poverty Officer refers into that and attends the winter wellbeing events to provide support and advice.</p> <p>The Fuel Poverty Officer has provided advice and support in the recently opened Green Energy Hub in Jaywick helping those most in need to support around fuel poverty and is working alongside partners to help deliver holistic outcomes.</p> <p>There is an officer leading the Energy Company Obligation grants from Essex County Council (ECC) and another leading the Home Upgrade Grant insulation grants schemes which will feed into the Jaywick Energy Hub. In addition, some door knocking has taken place to raise awareness, and a letter has also been sent to Jaywick residents who are eligible for these schemes.</p> <p>The Council website has information on accessing grants and this information is also provided in newsletters which go to Council tenants and sheltered residents.</p> <p>There is a video on the Council's website about Disabled Facilities Grants and the Essex Adaptations leaflet has been given out in tenant's newsletters and to sheltered housing. In addition, advice is given out at the CO15 meeting and at the Older Person's Forum which are regularly attended.</p> <p>Back to work support has been provided by 2 Community Support Employment Officers who help those furthest from the jobs market with holistic support and by helping people access wider services and this has directly led to 17 people obtaining work.</p>
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				<p>D4:</p> <ul style="list-style-type: none"> - Appointment of contractor for work to install the enhanced monitoring equipment and cameras both for existing locations and new locations. - Determination of planning and other consents necessary for the erection of cameras and columns at new locations, where applicable. <p>Installation of cameras and poles in locations where not regulatory consents are required.</p>	Red	<p>D4: There is a need to conduct a new procurement exercise. specification documents will now incorporate the requirements for the associated civil works.</p> <p>An external engineer has been appointed to assist with consents and technical details; utilities searches, planning consents and highways consents.</p> <p>ECC colleagues in the shared procurement service have been re-engaged to support the procurement process, which went live during the last week of August.</p> <p>Tenders were expected to be returned by 3 October 2024.</p> <p>A provisional programme for the project following the receipt of tenders is to complete the statutory and utility consent processes prior to the new year, and to appoint the contractor within that time, in order to allow adequate lead in time for the purchase of materials prior to a start on site in the calendar year.</p> <p>In addition to the upgrading exercise, some previously existing faults have been identified and have been included in the specification to be resolved simultaneously.</p>
			Q2	<p>D5 – No specific milestone for Q2</p>	Green	<p>D5: A consultant has been procured and commissioned to carry out a feasibility study into a new Active Wellbeing Centre in the district. This work is being undertaken with a wide range of partners, including the following:</p> <ul style="list-style-type: none"> - East Suffolk and North Essex NHS Foundation Trust - Suffolk and North East Essex ICB - Essex Partnership University NHS Foundation Trust (EPUT) - GP Primary Choice - University of Essex - Tendring District Council - Essex County Council - Department for Work and Pensions - Active Essex - Sport England
			Q3	<p>D1:</p> <p>No specific milestones in Q3.</p>	Green	<p>D1: The Council has continued to promote insulation grants and access to benefits to increase income to support action to address fuel poverty.</p>

					<p>Workshops across the district have been undertaken to support energy advice and provide vouchers to help reduce fuel poverty.</p> <p>Ongoing benefits advice was provided, including food and shopping vouchers, travel support, food bank vouchers, Energy Debt Grant applications, maternity grant support, SureStart vouchers, signposting to other services and referrals for retrofit.</p> <p>There have been successful Energy Ombudsmen cases and successful benefit claims appeals which have supported people to get their energy supply reconnected where the energy company had been found to have disconnected it contrary to the required rules. Individuals have obtained compensation and increased benefits entitlement.</p>
				Q3	<p>D2: No specific milestones in Q3.</p> <p>Green</p> <p>D2: Working in partnerships with the University of Essex Outreach Team/ICB, as part of the ECC funded Tendring Future Skills programme, the “My Future My Tendring project” has to date reached 3,168 Tendring primary school children, featuring 18 employers, across 6 industry sectors.</p>
					<p>D3: STEAM event to be delivered in the Autumn term for primary schools (subject to funding/agreement across the Tendring Future Skills partnership).</p> <p>Green</p> <p>D3: Working in partnership with the ICB/ECC, the STEAM event held on 23rd October 2024 was attended by 257 Year 6 students from nine Tendring Primary Schools. It featured an interactive STEAM fair and two hands-on workshops and there were 13 contributors who provided primary school pupils with examples of future careers in this area. By exposing students to various STEAM professions available locally, the event sought to positively impact their future career considerations and, by extensions, their long-term health outcomes.</p>
					<p>D4: If budgets permit, commission and complete further lighting work in the Memorial Gardens.</p> <p>Amber</p> <p>D4: Within Q3 the further procurement was successfully completed, and the Contractor OpenView Security Solutions Limited was duly appointed. The External consultant appointed has made the planning applications and requests for electrical connections. The materials have been ordered, and work is scheduled to be undertaken in Q4, subject to consents. In addition, in early Q4 the Planning Permissions for the erection/installation of CCTV columns, cameras and ancillary equipment in relation to the safer streets project were approved by the Council’s Planning Committee.</p>
					<p>D5: Consider outcomes of the Active Wellbeing Centre feasibility study and set out options with partners for next steps.</p> <p>Amber</p> <p>D5: Under the Community Regeneration Partnership Scheme for Clacton-on-Sea and Jaywick Sands an award of £3m for the Clacton Leisure Centre site was received as part of the intended development of an active wellbeing centre. The timescales for completion of the Active Wellbeing Centre feasibility study have been delayed, due to a need to reconsider the input from partner organisations. The report will now be complete by the end of Q1 of 2025/26 and the outcome considered in Q2. As such the Q3 milestone is to be REALIGNED to Q4 while recognising that it will likely be delivered in Q1 of 2025/26.</p>
				Q4	<p>D4: - Continue all CCTV etc work in advance of the funding deadline subject to planning permission.</p>

Relevant Corporate Plan Priority Theme - Promoting our heritage offer, attracting visitors and encouraging them to stay longer (Theme E)

Relevant Corporate Plan Priority	Portfolio Holder	Highlight Actions to support the Corporate Plan Priority in 2024/25	Overall key Actions RAG Status	Quarter	Milestones	Quarterly Milestones RAG Status	Commentary
E1, E2 and E3 We will support our unique heritage, work with our partners, run events and promote the district for the benefit of our residents and to encourage visitors to come and to stay for longer.	E1, E3 Cllr Ivan Henderson E3 Cllr Gary Scott E2 Cllr Mick Barry	E1 Fundraise to support heritage in Tendring, for example the Witches' Trail around Manningtree and the Leading Lights in Harwich E2 Re-introduce the Tour de Tendring cycling event E3 Host the Clacton Air Show and draw in additional sponsorship funding	Green	Q1	E1: - Shared Prosperity Funding allocated to the Tendring District Council Heritage Witch Trail. - Fundraise to procure final surveys for the Dovercourt Leading Lights.	Green	E1: The funding source actually used was the Rural England Prosperity Fund. Witch Heritage Trail – Project plan in development; four potential locations being explored in consultation with local community partners. The intention is to procure four personalised benches and four bespoke information boards using augmented reality technology and to be implemented. Historic England awarded the Council £47,440 to complete Dovercourt Leading Lighthouse and Causeway Structural and Condition final survey. The specification of the surveys focused on works to the lighthouse legs buried in the beach. Decision to accept the funding award published 3 July 2024.
					E2: - In conjunction with partners, run the Tour de Tendring mass participation cycle ride.	Green	E2: Tour de Tendring cycle ride delivered successfully on 19 May 2024. 273 riders in Dovercourt. Partners included: Essex Pedal Power, Wheels4All, Harwich Town Council and Dovercourt Bay Lifestyles.
					E3: - Consider and present sponsorship options for the Clacton Airshow - Procure services for the Clacton Airshow, considering further economies of scale to reduce the event subsidy. Consider and present additional income options for the Clacton Airshow.	Amber	E3: Clacton Airshow 2024. Strong D-Day themed flight line up published post-General Election (Q2). However, sponsorship impacted by absence of Red Arrows and unforeseen grounding of the Battle of Britain Memorial Flight. The procurement for the Airshow services has taken place and appointments have been made. Due to timescales and the length of time it has taken to organise and procure the air display, focus for sponsorship options have shifted to the 2025 event. Officers are focussed on managing effectively in 2025 and reducing costs wherever possible. The Events team have been working on a strategy for income generation for the 2025 Airshow and beyond, which includes additional sponsorship and increased secondary spend opportunities. Due to the timeframe for organising the 2024 event following publication of the Cabinet report, there was not sufficient time to procure and implement a plan in the current year.

				Q1	Towards the Corporate Plan theme generally - Work with partners to initiate a new Tourism Partnership Board in Clacton on Sea, to compliment the group in Harwich and Dovercourt.	Green	New Clacton Tourism Partnership inaugurated on Friday 22nd March 2024. There have been two subsequent meetings.
				Q2	E1: - Commission and complete final surveys on Dovercourt Leading Lights, in order to inform a wider funding bid for the refurbishment of the ancient monuments.	Green	E1: A contract to undertake final surveys of the Leading Lights has been commissioned and is due to be carried out in October. Although this is a few weeks into quarter 3, this was due to ensuring there would be limited disruption to beach users by commencing the project outside of the high season. The outcome of this survey and the comprehensive work which has already been undertaken, will inform future funding bids for the wider refurbishment project.
					E3: Successfully manage and operate the Clacton Airshow.	Green	E3: The Clacton Airshow was successfully run in August and attended by up to 250,000 visitors. Despite a disruption to the flight programme on Thursday due to the blustery conditions caused by Storm Lillian, the first days display still took place. The positive weather on day 2 lead to significant numbers of visitors gathering on the seafront to watch the spectacular displays. With the Red Arrows unavailable due to a North American tour, the decision was taken to stage a heritage themed display, which included aviation from 1930s biplanes as part of the Stampe Formation and the mighty Boeing B-17G Flying Fortress, the 'Sally B' – the last remaining airworthy B-17 in Europe. This was recognised in a review by 'Flightline' which included the following comment about the display: "Kudos also to Tendring District Council for taking the opportunity to create a very unique seafront air display that really stood out from the rest in 2024 and was very well received by spectators."
				Q3	E1: Work with external funding bodies to complete a funding bid for the refurbishment of the Dovercourt Leading Lights.	Amber	E1: - To inform consideration of future restoration of the Dovercourt Leading Lights, the Council procured a structural and condition survey of the Dovercourt Leading Lights' unsighted legs from the Morton Partnership, which began in December 2024. - A full communications strategy will include local regional press will commence in Q4.

				Q3 E3: Complete Clacton Airshow Event Review 2024 highlighting financial and social impact.	Red	E3: - The review of the Clacton Airshow and its Sponsorship and financial/social value will be completed in Q4. As a consequence this milestone will be REALIGNED from Q3 to Q4.
				Q4 E1: - Tendring Witch Heritage Trail launched. E3: - Following an evaluation of the 2024 Clacton Airshow, prepare plans for subsidy reduction in 2025 and beyond. - REALIGNED Complete Clacton Airshow Event Review 2024 highlighting financial and social impact. (Change approved by Cabinet on 18 October 2024 – Minute 63 refers)		

Relevant Corporate Plan Priority Theme - Financial Sustainability and Openness (Theme F)

Relevant Corporate Plan Priority	Portfolio Holder	Highlight Actions to support the Corporate Plan Priority in 2024/25	Overall key Actions RAG Status	Quarter	Milestones	Quarterly Milestones RAG Status	Commentary
F1 and F2 Tough Decisions will not be shied away from	Cllr Mark Stephenson	F1 Carefully plan the Council's budget and taking appropriate action to respond to liabilities / costs pressures. F2 Review its communication strategy.	Green	Q1	F1: - Initiate the development of the Council's saving plan (and budget forecast) having due regard to the value for money guidance. -	Green	F1: A number of potential / initial items have been identified which remain subject to review. It is important to establish a credible / validated list of deliverable items rather than being potentially speculative. Once finalised / verified via the currently on-going work, they will be reported to Members as timely as possible. At the current time it is planned to report the first iteration of the savings plan within the Financial Performance Report for Q1 later in the year.
					F2: <u>Communication Strategy:</u> Following approval of the new Communication Strategy with measures for success set out, corporate awareness of its existence and expectations.	Green	F2: Since formal adoption of the Communications Strategy, the team has been engaged with other relevant services and departments about delivery of the specific projects contained within it to ensure they remain on track. Wider corporate awareness of its existence and expectations has included references within wider Communications updates provided to the Senior Managers' Forum, where the strategy will also be raised at the next meeting by the Communications Manager.

					<p>F1:</p> <ul style="list-style-type: none">- Refine the Council's savings (and budget forecast) and develop options appraisals to achieve the required savings in accordance with value for money guidance.			<p>F1:</p> <p>Following consideration of a number of options, the first iteration of the revised long-term forecast (2025/26 onwards) has been prepared and will be submitted to Cabinet on 21st October. This will include an associated savings plan.</p> <p>The successful delivery of the Savings Plan is a key element of securing the Council's financial sustainability in the longer term. The review undertaken in 2024/25 to date will be set out in the Financial Performance Report planned to be presented to Cabinet on 21 October which also includes the identification of liabilities/cost pressures which in turn will be managed on an on-going basis as necessary via the development of the long-term forecast to support the robustness of budgets going forward.</p> <p>The progress against value for money guidance will be considered alongside the External Auditors value for money commentary as part of developing the long-term financial plans for the Council.</p>
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Q2

Green

				<p>F2 – No specific milestone in Q2</p>	<p>Green</p>	<p>F2: By way of an update on the milestones for F2, both of Q3 milestones are still on track.</p> <p>Work on the social media audit is progressing well; the audit of channels itself has been completed, and work is now beginning to implement the action plan which arises from it. This includes deleting defunct channels and updating social media guidance and delivering refresher staff training on it to improve quality of remaining channels. There is a clear timeline for this, for delivery by the end of Q3.</p> <p>Development of an AI framework by the end of 2024 is also well underway. Research has been completed and a second draft framework circulated for peer review by relevant services across the council. A timeline has been developed for adoption within the target deadline.</p> <p>More broadly the Council continues to deliver upon the wider principles of the Communications Strategy. This includes developing proactive work to highlight the delivery of other services, such as a video showcasing the Open Spaces team’s varied role in grass cutting, tree maintenance and wildlife conservation. This meets the Our Vision themes of both ‘Pride in our area and services to residents’ and ‘Championing our Local Environment’ – alongside demonstrating ‘Financial Sustainability and Openness’.</p> <p>Looking ahead to the Q4 milestone to ‘Establish at least one email newsletter providing news and updates to residents by March 2025’, this project is also on track to meet the deadline set. A procurement exercise has been completed following a period of research, and administrative work required to enact this is now being undertaken. A separate decision on finance for an appropriate solution is subject to a separate item elsewhere on the agenda for this meeting.</p>
			<p>Q3</p>	<p>F1:</p> <ul style="list-style-type: none"> - Determine the savings options to be realised in 2025/26 (and the revised budget forecast) together with outline proposals for future years and reporting against the value for money guidance. 	<p>Green</p>	<p>The Savings Plan for 2025/26 and initial budget proposals for 2025/26 were approved by Cabinet at its meeting on 20 December 2024, which also recognised cost pressures, and other budgetary adjustment at that stage.</p>
				<p>F2:</p> <ul style="list-style-type: none"> - Communication Strategy: Complete a social media audit of all Council channels by the end of 2024. Corporate Plan theme: Cross-cutting all themes. 	<p>Green</p>	<p>The Social Media Audit was completed within this quarter. The purpose of the audit was to review the existing channels to ensure the best use of social media across the council by removing the defunct ones and reinvigorating ones that were still necessary. Nine channels were removed altogether, while refresher training on effective social media use has been delivered to more than 40 staff, with a mop-up session scheduled in January 2025.</p>

				<p>Q3</p> <p>F2:</p> <ul style="list-style-type: none"> - Support the development of an ethical framework for the use of AI by the end of 2024, and test AI tools within the Communications service in the following year. Work is underway with partners on this framework, which will need cross-organisational support. Internal use of AI tools is intended to support staff with capacity and efficiency. Corporate Plan theme: Pride in our area and services to residents 	<p>Green</p>	<p>An Artificial Intelligence Best Practise Approach for the Council was adopted by Cabinet in December 2024. This is being rolled-out within the authority during January 2025 to encourage use of and innovation with AI, within this ethical framework, to continue testing tools.</p> <p>At a wider level than the highlight priorities, delivery continues against the adopted Communication Strategy; proactive work highlighting the council’s work has continued, along with promoting the community – such as celebrating local independent retailers as part of Small Business Saturday.</p> <p>As we enter Q4, progress is well underway now on the milestone to ‘Establish at least one email newsletter providing news and updates to residents by March 2025’. Following successful procurement in Q3, the required governance has been completed and a contract signed with a supplier Onboarding commence this month.</p>
				<p>Q4</p> <p>F1:</p> <ul style="list-style-type: none"> - Submit for approval by Full Council the balanced budget proposals for 2025/26. <p>F2:</p> <ul style="list-style-type: none"> - <u>Communication Strategy</u>: Establish at least one email newsletter providing news and updates to residents by March 2025. This will be dependent upon approval of a business case and appropriate financial and governance processes. Corporate Plan theme: Financial sustainability and openness 		

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CABINET

21st FEBRUARY 2025

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMIC GROWTH, REGENERATION & TOURISM

A.3 UK SHARED PROSPERITY FUND TRANSITION YEAR 2025/26

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To recommend acceptance of the 2025/26 UK Shared Prosperity Fund (UKSPF), which totals £563,028, and the Council's approach to its allocation and alignment with the adopted External Grant Making Policy.

EXECUTIVE SUMMARY

The UKSPF programme, established in 2022 by Central Government, is part of a wider programme which has allocated funding nationwide to Councils for locally led delivery. Funding has been delivered via Multiply, the Rural England Prosperity Fund (REPF), and Shared Prosperity Fund Programmes.

As the current programme draws to a close at the end of 2024/25, a transition year has been announced by MHCLG for 2025/26, for UKSPF only. DEFRA is yet to make a formal announcement regarding any continuation of REPF and therefore this will be brought forward separately if any amount is to be allocated to Tendring. All money must be spent and fully delivered by 31 March 2026.

It was announced in December 2024 that Tendring had been allocated £563,028 (made up of £71,771 capital and £491,257 revenue), via an updated funding formula, to be allocated to projects across three themes in 2025/26. The themes are unchanged from the previous programme, and supported by sub-themes as follows:

- Communities and Place
 - Healthy, Safe, and Inclusive Communities
 - Thriving Places
- Supporting Local Business
- People and Skills
 - Employability
 - Skills

As set out in Appendix A, the External Funding High Level Framework Checklist has been considered and completed.

It is proposed that the bulk of the funding allocated for 25/26 be made available via an open call for projects under each of the main three themes, and projects assessed for their value for money and fit into the sub-themes by Officers, continuing business as usual from the previous three-year programme, with one key difference. Rather than allocating specific amounts to each theme and sub theme, it is proposed to instead make the total amount available known and respond to need/demand as evidenced by the applications received, rather than allocating

a specific amount per theme then finding that some are over or under-subscribed, or otherwise unable to deliver by the 31 March 2026.

Applications will be welcomed from external organisations via the open call, as well as Council projects, and all will be subject to the same assessment process. Projects will be reviewed by Officers, to include due diligence on the applicant organisation itself as well as the veracity of the claims made about the project applied for, and in cases where match-funding is applied for, to check other funding sources are in place to ensure delivery of the project to meet the March 2026 UKSPF deadline. Decisions on whether to reject, award, or part-award will be made by the Portfolio Holder for Economic Growth, Regeneration and Tourism, and subject to call-in by other Members.

As part of the open call for projects, it is proposed to continue specifically two grant schemes which have been successful in the previous UKSPF scheme; 'Extend the Season' Events Grants, which link to ongoing work with town centres and Long-Term Plan for Towns funding, and Widening Participation Sports Grants, linked to the Sports Strategy. Further information on these Schemes, and a select number of other recommended projects which have demonstrated strong value for money, can be found at Appendix B.

It has also been considered that the funding landscape for 2025/26 is very different to that of the initial UKSPF Investment Plan submitted in 2022. Projects recommended at this stage in Appendix B, and invited via the proposed open call, have been/will be assessed as to whether UKSPF is the 'best fit' for project to ensure parity across the District as far as possible. For example, Community Regeneration Partnership (CRP, formerly Levelling Up Partnership, LUP) funding is limited to Clacton and Jaywick, and High Street Accelerator (HSA) funding is limited to Dovercourt, and both places are also receiving capital funded projects via Levelling Up Fund and Capital Regeneration Project funding. Therefore, in allocating UKSPF, these areas will not be excluded or weighted against specifically, but to ensure value for money of any particular project, UKSPF will not automatically be recommended where a strong project could be funded from another source.

As with the 2022-25 scheme, and as per the 2025/26 Technical Note, "Each lead local authority will be able to use up to 4% of their allocation by default to undertake necessary Fund administration, such as project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement." With up to four percent of the 2025/26 allocation available (£22,521.12), it is proposed to consider the potential to cover either staff costs or wider external support for the process. Any recommendation on this allocation would come forward via Executive Decision.

Monitoring will continue to take place in the same way as 2022-25, with six-monthly updates reported to Government via their bespoke Power App. This programme allows for spend, outputs, and outcomes delivered per quarter to be reported to Government and approved by the Council's s151 Officer. Further information on monitoring is included at Appendix B, as well as the published outputs and outcomes for 25/26 at Appendix C. All successful grant recipients receive a grant agreement letter which stipulates standard terms and conditions including the requirement to acknowledge the funding received, the requirement to provide evidence of spend in a timely manner, and financial clawback arrangements if money is found to have been misspent.

RECOMMENDATION(S)

It is recommended that Cabinet:

- a) following review of the External Funding High Level Framework Grants Checklist as attached in Appendix A, accepts £563,028 from UK Shared Prosperity Fund;
- b) subject to a) approves the allocation of: £40,000 to commission business support; £26,500 to the continuation of Local Cultural Education Partnership (LCEP) Officer role; £19,506 to the continuation of the Councils Town Centre Manager Role; £15,000 for Extend the Season Events Grants; and £25,000 for the Widening Participation Sports Grants scheme as set out in Appendix B;
- c) allocates the remainder of the UKSPF funding via an open call for projects in quarter one 2025/6 under the themes set out in the report;
- d) delegates to the Portfolio Holder for Economic Growth, Regeneration and Tourism to approve the criteria for assessment of grants under the UK Shared Prosperity Fund; and
- e) delegates to the Portfolio Holder for Economic Growth, Regeneration and Tourism to approve the award of grants to organisations under the UK Shared Prosperity Fund; and
- f) subject to a) delegates to the S151 Officer in consultation with the Portfolio Holder for Economic Growth and Tourism the power to sign the grant agreement and memorandum of understanding for the funding, when they are received from Government.

REASON(S) FOR THE RECOMMENDATION(S)

The UKSPF 25/26 funding is being allocated by Government and will therefore be paid to the Council in the beginning of the new financial year. By recommending these projects and the launch of an open call (to run until the money is allocated in full), Officers are taking the time to prepare in advance of payment and maximise the time available for projects to be delivered in full by the deadline for spend, 31 March 2026.

The successful delivery of UKSPF over the last 3 years, and the provisions that have been put in place throughout this time, ensure that the projects that are already in place and recommended to continue (see Appendix B) would still meet the requirements set out in the simplified outputs and outcomes published by MHCLG (Appendix C).

Work at this stage is being prepared so that the team can move as efficiently as possible when the payment schedule, memorandum of understanding, grant determination letter, and the funding itself is received in the new financial year. With this in mind, it is proposed as part of this paper that a launch event take place in mid-March (date and location to be confirmed) alongside promotion of the opportunity for businesses and community groups to apply to the open call for funding.

Without approval at this stage, this preparation time will be lost, reducing time available for any projects to deliver.

ALTERNATIVE OPTIONS CONSIDERED

As above, it was considered to not launch the open call and project approval until the new financial year; however, this reduced time would have an impact on the time available for tangible delivery. Any underspend money cannot be carried forward but rather paid back to Government if unspent by 31 March 2026.

The projects recommended in Appendix B have been selected from UKSPF 2022-2025 based on the success of their work, their impact, and the enthusiasm with which they have been taken up by the community, and the value for money they represent.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The outlined proposal aligns with the Councils Corporate Plan (Our Vision 2024-28) in the following areas:

- Working with partners to improve quality of life – via inviting applications for funding across our District to address demand and need via partner organisations who may receive the available grants and inviting applications from elsewhere across the Council. By making the bulk of the allocation available via open call across the 3 themes but not ringfencing certain amounts per theme, the Council can assess applications received for their value for money and achieve balance across the 3 themes according to demand.
- Financial sustainability and openness – via this opportunity for grant awards being made available to as many local businesses and groups as possible via the open call process.

OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

As part of UKSPF 2022 to 2025, Partners were consulted at a number of meetings to select initial projects, when an Investment Plan had to be submitted to access the funding in 2022 and again in 2023 when Government criteria changed to allow material changes to the originally submitted Plan. The open calls which have been opened (2023/24 and 2024/25) can also be viewed as community consultation as the awards have been made based on an assessment of the value for money offered by local business/community groups applications.

For this final year of UKSPF, it is recommended to continue with the open call model to allow for as much interaction and input from local businesses/community groups via their applications. Applications will continue to be assessed against value for money considerations, but this direct approach ensures that projects Districtwide can be considered and assessed based on demand and need locally.

The recommended projects to be internally led, see Appendix B, are recommended based on the success they have already demonstrated in the previous UKSPF allocation, bolster the success of those previously funded projects, and/or reduce a cost pressure on the Council which also meets the UKSPF criteria.

When a looking at approving both grants and open calls, a scoring criterion is used, and each is then double scored by a second Officer. This scoring criteria will be refreshed and again signed off in advance by the Portfolio Holder for Economic Growth, Regeneration & Tourism.

Due diligence on each application is carried out by Officers using the tools available when a grant is being considered to be recommended for approval; this may include Companies House, NNDR, Land Registry, Charities Commission, and other appropriate means depending on the applicant. Then, when a grant is offered, Officers require that the applicant signs a Grant Agreement Letter to say they understand the allocation of funding is subject to their compliance with the terms and standard conditions that are set out on the offer letter.

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 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)	Added to forward plan 20th Jan 2025
<p>Acceptance of this funding is being proposed under the following legal powers:</p> <p>Delegated Power Reference (in Part 3 of the Constitution):-</p> <p>Part 3.34 (inward investment) Part 3.38 number 3 (approval of grants to organisations)</p> <p>The Report to Cabinet in September 2024, made reference to External Funding requirements: In addition to any requirements already set out within the Council's Constitution, key areas of consideration for accepting funding before any decision is undertaken include;</p> <ol style="list-style-type: none"> 1. For any funding offered the grant conditions from the provider of the funding must be identified. This could include a Memorandum of Understanding, specific grant conditions, a legal agreement or by way of the application form if the funding was applied for. 2. Any grant conditions must be reviewed to ensure the proposed receipt of the funding can be used in accordance with those conditions. This should also include ensuring that the grant conditions for the funding align with the Council's Corporate Priorities. 3. The Council must comply with its internal governance framework when utilising external funding, for e.g. procurement procedure rules, timescales must be taken into account; 4. As part of this process organisational capacity to deliver any work must be considered both in terms of governance and delivery. 5. Consideration must also be given to ensure allocation of any funding received must be lawful and which legal powers are being relied upon. 6. Reference must be given as to whether allocation of the funding is appropriate for the Council to undertake or for example whether the provider of the funding should be allocating directly to recipients 7. Prior to receiving any funding a formal decision must be undertaken at an appropriate level. For significant level funding this is likely to be Cabinet. 			
YES	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:		
<p>In September 2024, Cabinet approved the External Funding High Level Framework (Minute No.53), which included a Grant Checklist within the Appendix which provides a process for the acceptance of external funding provision, a process for the provision of financial assistance to external bodies and other allocation of funding, with immediate effect. There is a clear</p>			

expectation that the checklist will be completed prior to accepting any funding from an external partner to support the decision making to accept funding.

The Cabinet report stated under the Grant Checklist heading; “*Services are expected to follow the flow chart and checklists set out within the appendices which identify key areas to focus on when receiving and allocating funding and provide fairness and consistency across the Council. Services are expected to retain these checklists and use them to support formal decision making, throughout the duration of the associated schemes for audit purposes*”.

Attention has previously been brought to the Grant Checklist and advice provided that its completion is necessary to support this report to Cabinet.

FINANCE AND OTHER RESOURCE IMPLICATIONS

The UKSPF is already administered by the Council, and therefore this represents a continuation of business as usual. Other than the income expected in the new financial year, totalling £563,028, no further implications are anticipated. As aforementioned, up to 4% of the total allocation is available for administrative costs, should that be required.

Consideration has been given to how this acceptance of funding and the proposed process would align with the Council’s formally adopted External Grants High Level Framework Policy; see the completed required checklist at Appendix A.

By taking the recommendation to accept the funding to Cabinet, the Council is maintaining transparency around the funding available, and furthermore by recommending an open call process for applications internally from Council departments as well as external applicants to access the funding, a competitive process ensures transparency and fairness. Open call project applications would be subject to the policy’s external funding checklist before making recommendations for approval via Executive Decision as outlined.

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

At the time of printing, the S151 Officer had not yet reviewed the report. Any comments will therefore be provided ahead of or directly at the meeting as necessary.

USE OF RESOURCES AND VALUE FOR MONEY

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;</p>	<p>UKSPF will continue to be administered by the Council as part of business as usual and requires no new allocation of further resource. Up to 4% of the total allocation can be used for administrative costs should that be required, but it is not anticipated that this would be the case and was not required during 2022-25 programme.</p>
<p>B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and</p>	<p>Each project will be subject to value for money considerations and, in the case of the existing Events grants and Sports Grants schemes, subject to double scoring against published</p>

	<p>criteria to ensure parity of access. Recommended projects for award are then subject to approval via Executive Decision (with Portfolio Holder for Economic Growth, Regeneration and Tourism, and any other relevant Portfolio Holders on a case-by-case basis, for example Jan 2025 a project relating to Princes Theatre was also approved by the Portfolio Holder for Arts, Culture & Heritage) and the standard call-in process.</p> <p>Standard due diligence to any applicant, including Companies House checks, Land Registry, Charities Commission etc. where applicable take place as part of the application appraisal process.</p>
<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>UKSPF will continue to be administered by the Officers as part of business as usual of the Council and requires no new allocation of further resource.</p>
<p>MILESTONES AND DELIVERY</p>	
<p>It is proposed to hold a launch event for the open call in mid-March 2025, in view of Government having specified receipt of funding in the early part of the new financial year. This will allow for maximum time for selected projects to actually deliver.</p> <p>Government also sets six-monthly reporting deadlines across the year which act as delivery milestones, and the final deadline for entire spend and delivery is 31 March 2026.</p>	
<p>ASSOCIATED RISKS AND MITIGATION</p>	
<p>By beginning the process early in 2025 to accept and allocate the funding, the Council is mitigating as far as possible the risk of underspend at the end of the 25/26 programme, which would result in returning money to Government.</p> <p>As standard, Grant Offer Letters across the UKSPF contain clawback arrangements which would be pursued if necessary – for non-delivery, any misspent funds, etc. However, rigorous monitoring and reporting processes are in place in line with Government’s six-monthly reporting requirements and therefore this has not, thus far, presented an issue in the life of the UKSPF.</p>	
<p>EQUALITY IMPLICATIONS</p>	
<p>This paper does not recommend any specific project; individual projects will be subject to EQIA procedures as part of the value for money criteria and individual project owners will be responsible for outlining how they have considered the equality implications of their project.</p>	
<p>SOCIAL VALUE CONSIDERATIONS</p>	
<p>The open call by its very nature will have social value considerations as a central consideration, as successful applications will be those which demonstrate tangible benefit to their communities; either by direct support such as community interventions or indirect support such as improved town centres and visitor economy.</p>	
<p>IMPLICATIONS FOR THE COUNCIL’S AIM TO BE NET ZERO BY 2050</p>	
<p>None. It is possible that some projects will work to address climate change, but this is as yet unknown. No project will be selected for recommendation which would have a negative overall impact on net zero efforts.</p>	
<p>OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS</p>	
<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	None
Health Inequalities	None
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	Projects and grants awarded will be part of an open competitive process and therefore will not constitute subsidy.
Area or Ward affected	All

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Tendring District Council has administered £1.18m of UKSPF funding (over 3 years, 2022/23, 2023/24, 2024/25) and £659,335 of REPF funding (over 2 years, 2023/24 and 2024/25), whereas Multiply was administered at County level. These amounts were awarded via funding formula rather than competitive process. The programmes were originally designed as part of the opportunity to replace previously accessible EU funding programmes.

Select examples of UKSPF Funded projects are included below:

Widening Participation Sports Grants

This grant scheme, set up and administered by the Councils under intervention E10, has provided £40,000 across the 3-year UKSPF programme, specifically for local clubs and groups to attract and retain new members/attendees, with grants of between £200 and £1,000 made available. In some cases, groups have benefitted from increased advertising, others have bought newer or more equipment to increase participation, and others have subsidised membership costs or coaching, where more specialised support is required.

Examples include:

- Weeley Residents Association, which received circa £325 to purchase 2 new goals and a set of tabards to allow the over-50s walking football club to play outside in the Summer months
- Clacton Cannons Basketball Club received £1,000 to cover costs related to adding a new set of sessions aimed at encouraging girls to join and play the sport, with 15 new members added.
- Harwich Blues Baseball club, which received a grant of £685 to purchase baseball starter equipment kits to encourage more members to try the sport, and added 2 new members as a result with further trips to local schools arranged to continue to increase members.
- Clacton & District Table Tennis League, which received circa £330 to purchase more tables and nets to allow for more pairs to play simultaneously at each session.
- Walton & District Bowls Club, which received £1,000 to purchase adapted equipment to enable disabled members to join, as well as existing members with reducing mobility to continue to enjoy the sport.

Overall, the enthusiasm which the Widening Participation Sports Grants were met with by the

community, the range and variance of the activities and sports which have benefited, and the tangible benefit delivered for a relatively small grant, encourages Officers to recommend the scheme continues into UKSPF 25/26; see Appendix B.

Extend the Season Events Grants

Along similar lines, this grant scheme was developed and administered by the Council to respond to the needs of the District's communities in terms of addressing reducing footfall in town and village centres, and also encouraging and facilitating groups and local businesses to run events by the community, for the community. Grants of up to £1,000 have been made available, with £30,000 allocated across 23/24 and 24/25 of UKSPF.

Examples include:

- The Red Lion, Thorrington, received a grant of £1,000 to run a family fun day in Sept 2023 with live music, charity stalls, games and classic cars to view.
- Longhurst & Putt, Clacton, received £1,000 to host a film screening (the grant subsidised the ticket cost, making the event free to attend) in November 2023.
- Harwich Festival of the Arts received £991 to hold a combined arts workshop and exhibition for Chinese New Year 2024.
- Black Cactus, Great Bromley, received £1,000 for a free-to-attend Music Production Workshop and Songwriting Showcase aimed at aspiring musicians and songwriters, to take place in February 2025.
- Frinton Comedy Club received £1,000 to run a free kids comedy session in September 2024, having noticed a gap in the market for family events in the local area.
- Unsealed, Clacton, received £509 to organise and run a Halloween Trail 2024 which incorporated a number of other businesses around the town centre and encouraged themed window decoration.
- Jaywick Community Forum received £1,000 for the Community Action Day, which is due to take place in March 2025 and will feature the opportunity to raise issues with representatives from the emergency services, local authority and other public sector groups, as well as local entertainment/music, and food provided.

The scheme so far has excluded school holidays and the month of December, to increase footfall during traditionally quieter times of year in town and village centres. If the scheme is approved to continue for 25/26, see Appendix B, it is proposed to continue excluding December, but to begin to include school holidays, to provide free-to-access activities for children and families, and also to ensure spend in full before the 25/26 deadline of 31 March 2026.

Volunteer it Yourself

Volunteer it Yourself is an organisation which provides young people not in education or training (NEET) with the opportunity to improve their local communities whilst gaining qualifications and experience, all under the expert eyes of qualified tradespeople and volunteer mentors. After the project is completed, the organisation continues to support the students by providing them with advice and guidance into paid employment or higher-level training. They have run hundreds of projects across the country, including other UKSPF-funded work, supporting both NEET students and the communities who benefit from improved local facilities.

In the Councils UKSPF open call 24/25, they applied for and received £19,500 with a further match funded £8,000 from other organisations (including Travis Perkins, Dulux, Toolstation) to redevelop the CVST Hub in Dovercourt, under a People & Skills E37 intervention. The project took place in October 2024, during which 30 young people referred by Market Field College and Nova Trust took part, and 21 gained an entry-level City & Guilds qualification as well as completing the CVST Dovercourt Hub expansion to a high standard. As a result, and with a People & Skills underspend advertised by the Councils, VIY applied for and were granted a further £42,150 (match funded again with an extra £10,000) to renovate two further community buildings in Tendring which are ongoing but will be completed by 31st March; Inclusion Ventures and Greenland Grove Animal Sanctuary, with a further cohort of students per project.

Finally, VIY is also being considered to complete works to the Harwich Innovation Cluster Pop Up, a separate UKSPF funded project which will improve facilities linked to Freeport East. Based on the success and social value of the projects already completed locally – as well as their experience around the country in delivering successful projects – a portion of the £25,000 currently allocated to providing this facility could be further allocated to complete this work by 31st March.

Harwich Kindertransport Memorial and Learning Trust Ltd

The Trust received £5,000 in 24/25, after applying to the open call, to produce and deliver a short, animated film telling the story of the Kindertransport and Harwich's links to this important story. Designed to enhance work already undertaken and the placement of a memorial statue at the Quay in 2022, the video provides further historical context, accessible via the Trust's website and social media via QR codes near the statue itself.

As well as the memorial and contextual benefits of the video, this project will support the visitor economy of the area and be a strong draw for people looking to learn more about this area's vital part in the Kindertransport story.

E13 Fuel Poverty Interventions

Across the 3-year programme, circa £30,000 has been allocated to interventions to reduce and alleviate fuel poverty locally. Discussions across the UKSPF programme have been held with Officers in the Housing Team, and Partnerships, to align with existing community-based work to add value with this relatively small amount per year and have a tangible impact.

Projects selected included adding value to CVST's existing emergency food and fuel poverty voucher schemes with circa £10,000, which allowed for vouchers to be given via established partnerships with Family Solutions, Peabody, Homestart, ECC Social Care, Community 360, Open Road, local schools, Mind, and others. In the first year of UKSPF, 81 households in CO15 & CO16 were supported with food and/or fuel vouchers in proven emergency situations. A further £15,000 has been allocated for 24/25 and is ongoing, with similar outputs and outcomes expected by the end of this financial year.

Commercial outdoor heaters have also been installed at Jaywick Sands Sunspot in 24/25 at circa £5,000. This is a multi-benefit project, partly through developing the existing events facility into a community Warm Space alongside community outreach already ongoing at the Bistro @ Sunspot (not funded by UKSPF but in alignment with the overall goals, such as free Christmas Dinner 2024, and community evenings with Jaywick Community Forum and other

Sunspot businesses). Furthermore, this opportunity future-proofs Sunspot by increasing its value for revenue income by improving the hireable events space.

PREVIOUS RELEVANT DECISIONS

Decisions have been published across the 3-year programme, below are a selection which gives a 'skeleton' timeline of work to date.

- Submission of UKSPF Investment Plan, 20th July 2022
<https://tdcdemocracy.tendringdc.gov.uk/ieDecisionDetails.aspx?ID=9463>
- Exemption to Call-In to Accept the UKSPF Allocation, 16th December 2022
<https://tdcdemocracy.tendringdc.gov.uk/ieDecisionDetails.aspx?ID=10509>
- Opening a Call for Projects, 26th June 2023
<https://tdcdemocracy.tendringdc.gov.uk/ieDecisionDetails.aspx?ID=11549>
- Year 2 (2023/24) TDC Led Projects, 26th July 2023
<https://tdcdemocracy.tendringdc.gov.uk/ieDecisionDetails.aspx?ID=11628>
- Year 3 UKSPF Open Calls Decision, 31st July 2024,
<https://tdcdemocracy.tendringdc.gov.uk/ieDecisionDetails.aspx?ID=12644>
- Rural England Prosperity Fund (REPF) Years 1 & 2, Shared Prosperity Fund (SPF) Years 2 & 3, 15th August 2024,
<https://tdcdemocracy.tendringdc.gov.uk/ieDecisionDetails.aspx?ID=12711>

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

- Cabinet 15th July 2022, Item 39, Original submission of UKSPF Investment Plan
<https://tdcdemocracy.tendringdc.gov.uk/ieListDocuments.aspx?CId=134&MId=1978&Ver=4>
- A diagram of the themes and sub-themes, and how they replace 2022-2025's UKSPF Interventions, can be accessed at section 1.1 of the UKSPF 25/26 Technical Note at the following link: <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-2025-26-technical-note>

APPENDICES

Appendix A: UKSPF External Funding High Level Framework Grants Checklist
Appendix B: UKSPF Proposed 25/26 Projects, and Monitoring & Reporting Processes
Appendix C: (not for publication due to having been shared by MHCLG with Councils due to receive funding, rather than published alongside other information on gov.uk)
UKSPF 25/26 Outputs & Outcomes, published by MHCLG

REPORT CONTACT OFFICER(S)

Name	Laura Richardson, Kirstin Foley
Job Title	Economic Growth Officers
Telephone	01255 686355 or 01255 686149

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A3 Appendix A: External Funding High Level Framework Grants Checklist with reference to UKSPF Allocation 25/26, 21st February 2025

Checklist	Yes/No	Comments
Have conditions for allocating the funding been identified (grant conditions, assurance framework, MOU etc?)	Yes	The UKSPF Technical Note published by MHCLG states we are to expect an MoU, payment schedule, and grant agreement in March 2025.
Will the funding align with the Corporate Plan Themes and Priorities and state which one and why? What are the outcomes expected.	Yes	<p>Working with partners to improve quality of life – via inviting applications for funding across our District to address true demand and need via partner organisations who may receive the available grants and inviting applications from elsewhere across TDC. By making the bulk of the allocation available via open call across the 3 themes but not ringfencing certain amounts per theme, the Council can assess applications received for their value for money and achieve balance across the 3 themes according to demand.</p> <p>Financial sustainability and openness – via this opportunity for grant awards being made available to as many local businesses and groups (as well as TDC) as</p>

		possible via the open call process.
<p>Is there organisational capacity for using the funding within the timescales expected?</p> <ul style="list-style-type: none"> - Governance - Delivery <p>Have you consulted the relevant services where support is required?</p>	Yes	Delivery and monitoring of the UKSPF sits with the Economic Growth Team already (over the 2022-2025 programme) and therefore this continuation can be taken on as part of Business as Usual.
<p>Does the receipt of the external funding place additional financial and resource commitments on the Council? (For example, play equipment requiring maintenance)</p>	No	Until projects come forward it is not possible to specify per project what future costs would be to the Council; however, with the bulk of the allocation being revenue, examples such as the play equipment one provided would not be likely scenarios. Future costs to the Council will form part of the due diligence assessment criteria of the Open calls when they come forward, especially those which may be submitted for consideration via other TDC Departments.
<p>Which legal powers are being relied upon to support the use of the funding</p>		<p>Delegated Power Reference (in Part 3 of the Constitution):-</p> <p>Part 3.34 (inward investment)</p>

		Part 3.38 number 3 (approval of grants to organisations)
Have you undertaken a Subsidy Control assessment? If so, what was the outcome?	No	With the open calls representing a transparent and competitive process, no subsidy control issues are expected.
Is the Council best placed to allocate the funding (should it be allocated by the funder direct?)	Yes	This is a direct allocation from Central Government (MHCLG) and cannot be delivered by any alternative organisation.
Has a formal decision been taken to accept the funding at Cabinet or Portfolio Holder level?	Not as yet	Scheduled for Feb 21 st , 2025, Cabinet.

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Appendix B: UKSPF Proposed 25/26 Projects and Monitoring Process *with reference to UKSPF Allocation 25/26, 21st February 2025*

Proposed Projects

A select number of internally led projects are proposed alongside the recommendation to run an open call, as follows, based on providing a continual service as new financial year starts. These, at the upper limit, would total circa £126,000, however £40,000 of this would still remain available under a targeted open call for applications as two continued grant programmes (Extend the Season Events Grants and Widening Participation Sports Grants).

Continuation of the Council's Town Centre Manager Role - £19,506

The Town Centre Manager is an already established member/contributor to the Clacton Town Centre Board and the High Street Accelerator Partnership, and retention of this post will not only ensure consistency in the project delivery, it will also provide an invaluable link between the Council, the partnerships and the town centre businesses. It will maintain a much-needed resource to help drive these projects to completion.

Previously fully funded through UKSPF allocation, it is proposed to split this fulltime role's salary to reflect time spent on the towns; therefore three days per week would be funded via the Long Term Plan for Towns and focused on Clacton and Jaywick accordingly, and the remaining two days per week funded through UKSPF would work solely on other towns Districtwide.

No specific budget will be allocated to the role over and above the salary and on costs outlined, but the open call for projects will be available for the Town Centre Manager either to bid into or support local businesses or groups who wish to apply.

Relevant outputs and outcomes include; number of enterprises receiving non-financial support, number of people reached, number of local events or activities supported, increased footfall, number of vacant units filled.

Continuation of the Council's Local Cultural Education Partnership (LCEP) Officer Role - £26,500

The Tendring Local Cultural Education Partnership (LCEP) is a well-established group consisting of representatives from across Tendring's Creative, Cultural and Education sectors. The Tendring Cultural Education Partnership is a key delivery mechanism for the Council's Creative and Cultural Strategy. In addition, the LCEP Officer leads on young people and freelancer creative and cultural projects, supporting delivery of the Community Regeneration Partnership (formerly Levelling Up Partnership) projects including: Clacton Town Centre premises, seafront assets regeneration, Martello Tower E and projects allocated to the Heritage strategy including Dovercourt Leading Lighthouse and Causeway.

The Tendring LCEP is a product of Arts Council England 'Lets Create' Strategy and there is a shared commitment to supporting LCEPs across the Country and in particular in priority place locations including Tendring. The Tendring LCEP aligns with Tendring District Council's 'Corporate Plan 2024-28 (Our Vision) and supports the 'raising of aspirations and creation of opportunities' with a focus on young people'.

The role was previously funded through year 3 of the UKSPF, with an allocated budget to deliver LCEP projects. No specific budget is proposed to be allocated to the role over and above the salary and on costs outlined for 25/26 but the open call for projects will be available for the LCEP Officer either to bid into or support local businesses/groups who wish to apply.

Relevant outputs and outcomes include; number of organisations receiving grants, number of projects successfully completed, number of events/participatory programmes/activities supported, increased affordability of events entry, improved engagement numbers, number of community led arts cultural heritage and creative programmes.

Tendring-wide Business Support Service – Up to £40,000

UKSPF has previously funded a bespoke support service for Tendring businesses to access tailored expert advice; allocated via procurement process to Colbea. It is proposed to re-tender and continue this service which provides valuable guidance to our local business community on a range of topics including (not limited to) business planning and forecasting, employing staff/apprentices, access to funding, business growth, and sector-specific advice. It is recommended to continue this service as, from experience of the current 3-year programme, very few projects come forward under this intervention which deliver beyond their own local area, certainly not Districtwide, and without UKSPF covering the cost for 2025/26 this would represent a new cost pressure.

It has also been considered how this service overlaps with the service joint-commissioned via North Essex Economic Board (NEEB) which procures skills and business support services along similar lines. In terms of outputs and outcomes (accessed via monthly KPIs) for local businesses specifically, it is recommended that the bespoke service would be of more value to our local businesses as uptake has been higher across all indicators including funded hours of support and engagement at networking/support events on various topics. It is therefore recommended not to continue with the contribution to NEEB for 2025/26; as this would be 10 percent of total UKSPF allocation per NEEB's agreed request per Council, which would amount to approximately £57,000 for the same output, representing better value for money.

This service has been included at this stage to ensure time for that re-tender, and to ensure no break in provision of the service for businesses which rely on the support available.

Relevant outputs and outcomes include; number of enterprises receiving non financial support, number of people attending training sessions, number of enterprises engaged in new markets or with increased productivity, increased business sustainability,

number of enterprises adopting new or improved products or services, number of new enterprises created as a result of support.

Extend the Season Events Grants Scheme – up to £15,000

The Extend the Season Events Grants have allocated funding to businesses/community groups to encourage footfall in town and village centres during traditionally quieter times of the year, and have been enthusiastically taken up across the District. It is proposed to allocate up to £15,000 for 2025/26, chosen to reflect the speed at which the money has been applied for and awarded in the most recent year the grant has been active, 2024/25, and tweak the criteria to exclude only December, as opposed to also excluding school holidays, which has been the case so far with the scheme.

Relevant outputs and outcomes include; number of local markets created or supported, number of enterprises receiving grants, number of people reached, number of local events or activities supported, number of events/participatory programmes, increased footfall, increased visitor numbers, improved perception of markets.

Widening Participation Sports Grants Scheme – Up to £25,000

Similarly, the Widening Participation Sports Grants scheme, which has allocated grants to community groups/local sports teams to encourage increased participation, has also been enthusiastically taken up across the District since it was launched in the first year of UKSPF. It is proposed to allocate up to £25,000, to reflect the speed with which the amount was applied for and awarded in 2024/25. If the full amount is not allocated for either scheme, any underspend will be reallocated to the wider open call to support projects there.

Relevant outputs and outcomes include; number of organisations receiving grants, number of tournaments supported, number of events/participatory programmes, number of local events or activities supported, number of people reached, increased users of facilities/amenities, increased affordability of events entry, improved engagement numbers.

Monitoring Processes

After a grant has been awarded, a standard Grant Offer Letter is tailored to the specific project and must be signed and returned before any amount is released.

A process is then in place to monitor each grant awarded in line with the six-monthly reporting requirements from MHCLG; reporting is also required by the Council at the completion of each project to monitor spend and delivery of the outputs and outcomes. This has been established via previous UKSPF open calls and also other grants the Council has been responsible for.

Officers contact the grant recipient regularly and, on a case-by-case basis:

- examine receipts for eligible spend;

- make site visits to check applied-for work is completed/progressing on time and to cost;
- attend events paid for via the Fund to ensure they take place as agreed, to witness visitor numbers, etc;
- require written reports to include number of attendees/new members, testimony from beneficiaries, other written evidence relevant to the project e.g. anecdotal/human interest benefits of a project;
- see photographs of new equipment/facilities in situ;
- see evidence of spend recorded formally such as entries onto payroll/invoices for freelancer time; and
- any other reasonable evidence as dictated by the specific project.

Reporting to MHCLG is, as aforementioned, six-monthly and based around reporting specifically the outputs and outcomes delivered at each point by the entirety of the UKSPF spent thus far. Reporting is completed via MHCLG's bespoke Power App, and signed off by the Council's s151 Officer before submission.

Some of the Power App's standard questions from 2022-2025, for reference, are as follows:

- Spend to date against the three UKSPF investment priorities and forecast
- Spend to date and forecast for Management and Administration
- Summary of progress with an overall Red, Amber, Green (RAG) rating of the progress and trend; plus a short narrative progress summary update
- Forecast underspend at the end of the financial year, (capital and revenues totals)

CABINET

21 FEBRUARY 2025

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMIC GROWTH, REGENERATION AND TOURISM

A.4 ORWELL PLACE CAR PARK AND EVENT SPACE, DOVERCOURT: POST PROJECT REVIEW

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present a post project review of Orwell Place Car Park and Event Space for consideration by Cabinet, and to provide an update on the regenerated site in Dovercourt Town Centre since opening in September 2023.

EXECUTIVE SUMMARY

Dovercourt suffered from a generic decline in the popularity of English seaside towns and therefore in 2018 the Council commissioned a regeneration plan for the town called 'Dovercourt Revisited' to set out a vision seeking to secure Dovercourt as: a thriving town with an attractive High Street, a range of shops and cafes and regular street markets: a town which is proud of its heritage but also able to respond to new opportunities. A town with a high-quality public realm and open spaces, stunning beaches and good connections – an attractive place to live, work, shop and visit.

Orwell Place Car Park is the first phase of the Dovercourt Revisited plan, supporting the town to grow to its full potential and will support future projects in the process of being developed which include.

1. **Kingsway improvements:** A major investment into the appearance of Dovercourt Town Centre.
2. **Library project:** The Adult Community Learning skills centre will return to the area within a refurbished library.
3. **Milton Road:** Demolish the out-of-date multi-storey car park at Milton Road and provide an attractive and safe ground level car park to compliment Orwell Place.
4. **Victoria Street:** Demolish a dangerous structure and redevelop 8 new social homes.

Further opportunities are currently being delivered through the High Street Accelerator Pilot Scheme (HSA) which has provided seed funding of £237,000 and green space funding of £500,000. Dovercourt High Street was chosen as one of ten high streets receiving funding from the HSA Pilot Programme which was announced in March 2023 as part of the Anti-Social Behaviour (ASB) Action Plan.

Schemes within the HSA include shop front grants, a pop-up shop, improved wayfinding, shop wrapping, a new website and events. The green spaces proposal currently being designed by a team of award-winning urban designers, will link the high street, beach and the Kingsway Improvements Projects enhancing the public realm offer to the community.

The 'Starlings' site redevelopment was advocated in Dovercourt Revisited, approved by Cabinet in July 2019. Dovercourt Revisited proposed a redevelopment of the with new

animated public space, public toilets, and a surface car park with the capacity to accommodate 59 car parking spaces, with six of designated for disabled use.

On the 13 September 2019, Cabinet allocated £1.599m from existing Council resources to the redevelopment of the Starlings site in Dovercourt Town Centre and the demolition of the Milton Road Car Park and 15 parking spaces in Bagshaw Road. The delivery proposed redevelopment of the Starlings site first, to create new parking and then demolish Milton Road Car Park.

Following provisional completion of the project, Orwell Place Car Park was opened in September 2023 on the site of the former derelict Starlings Site in Dovercourt High Street with a revised 53 parking spaces in total; eight with electric vehicle charging, and eight disabled bays which host two of the electric chargers. Essex County Highways are still to sign off the entranceway and so completion of the final account with contractors remains outstanding, which will determine the final cost of the project. The Council has allocated a total of **£2,541,050** to the project and there is currently a forecast underspend.

The project was completed during the post-pandemic surge in the cost of capital works, and significant ground contamination was discovered, as well as the following challenges:

- post COVID-19 and the substantial increase in the cost and availability of materials.
- more site contamination than originally anticipated.
- discovering a petrol tank that had leaked and further contaminated the development site.
- discovering pits and wells on the development site.

As a result of these challenges, the project budget was increased by Cabinet on 28 January 2022 to £1,871,550 when the tenders were received, and subsequently on 7 October 2022 to £2,471,550 and in January 2023 this budget was increased to £2,541,050 as set out above.

In recognition of cost increases, the demolition of Milton Road Carpark was removed from the project by Cabinet in January 2022 and subsequently included in the successful Capital Regeneration Project bid (formally the Levelling Up Fund) in July 2022. These works have recently been approved for planning permission and are scheduled to take place in 2025.

The approved contractor is now in the final snagging period, and there is a requirement for UK Power Network (UKPN) works to be completed and final Highways approval for the entrance before the final account can be agreed. The total forecast cost of the project is expected to be £2,377,123.67 when the retention sum is paid, which would leave a potential underspend of £163,926.

Progress against the original project objectives as set out in the original report has been strong, as set out in the table below:

Objective	Current Position	Achieved/Not Achieved
Bringing back into productive use a vacant and derelict site, which currently blights the town and has a negative impact on Dovercourt High Street.	The space is an attractive car park with public toilets and doubles as an events space.	Achieved
Creating new public realm	Public realm including seating lines the	Achieved

and amenity space, providing the opportunity for greater animation thereby creating a more vibrant town centre	pavement in the High Street with a pocket seating area opposite the Milton Road Car park. The landscaping has now established and provides an attractive, vibrant space that supports improving dwell time and a sense of pride in the area	
Providing a multi-use 'event space' in the town centre, through the creative use of the proposed new surface car park	The car park has seen 14 events in 2023/4 in line with the Councils Temporary Events Notices	Achieved
Reducing the opportunities for crime and disorder through improved urban design	Recent data from the Police for Harwich shows that Anti-Social Behaviour (ASB) incidents have fallen from 341 in 2021 to 165 in 2023. This is part of a wider trend of reduced incidents of ASB	Achieved
Providing a high quality meeting place in the town centre improving the opportunities for positive social engagement	There is a pocket space within the car park along with benches to the front providing sociable dwell space	Achieved

The original Cabinet report, also set out wider objectives for the car park and events space, to bring in additional footfall and private sector investment to the town centre as a whole. These have yet to be achieved, as this project is one of several 'building blocks' including the wider regeneration of Dovercourt through the CRP and HSA schemes. The significant national decline for town centres, driven by the move to out of town and on-line shopping, should also be recognised in progressing the wider outcomes set out below:

- Supporting wider 'place shaping' objectives through the delivery of new housing
- Creating confidence in the market, and encouraging private sector investment
- Creating a more accessible public car park, and improving footfall in the town – where footfall in the town has dropped slightly since 2023
- Giving the towns' existing traders the confidence to invest in their businesses and in their property

The full list of key objectives from the delivery of Orwell Place are summarised in Appendix A along with lesson learnt.

It is important to learn from any challenges for future projects and ensure that mitigation is put in place to ensure similar issues can be addressed pro-actively. The Council now has a Project Delivery Unit staffed with architects and surveyors to provide expertise and capacity for the scale of capital works it is undertaking given the tens of millions of grants from Government for capital delivery.

Some of the key lessons learnt, which importantly should be used to inform future projects are:

Objectives	Lessons Learnt	What was the Response?
<p>Bringing back into productive use a vacant and derelict site, which currently blights the town and has a negative impact on Dovercourt High Street</p>	<p>Large construction projects need several services working together as there are so many areas of risk and so a pool of experts to support projects is important.</p> <p>Cost should be revisited after lengthy periods between tender and construction periods, taking into account any external impacts to expenditure.</p> <p>Increasing qualified capacity within the organisation across disciplines, is required for capital delivery such as surveying, to support the completion of substantial capital projects and resourcing client-side financial oversight in addition to the cost consultants in the external professional team.</p>	<p>A project board has been established for large capital projects which consists of relevant senior officers and partners as appropriate.</p> <p>Addressing the limited capacity within the organisation to support substantial capital projects. Steps have already been taken to address this issue by establishing a new Project Delivery Unit for two years by Cabinet in July 2024. The Unit's primary goal is to improve the efficiency and effectiveness of project delivery, ensuring that projects are completed on time and within budget.</p>
<p>Improving footfall in the town</p>	<p>Providing a new and improved car park will not necessarily stimulate usage with a slight drop in income compared to Milton Road the previous year. With residents permits starting at 11am roadside parking spaces are still premium. Businesses and residents who use the town earlier will take any free space available rather than using the car park</p>	<p>This car park will future proof the parking offer for residents if restrictions regarding on-street parking is ever brought in across the district.</p> <p>Consideration needs to be taken as to how this objective links with further regeneration in the area. This is the first stage of a number of regeneration projects that will support the improvement to footfall.</p>
<p>Creating a more accessible public car park</p>	<p>Ensuring all decisions are in place prior to opening, such as designation of the site as a car park. The car park opened prior to the designation of the land was granted. This meant the car park was free of charge for a period.</p> <p>Greater consideration should be given as to how the car park will operate. For example, the impact on the operational model</p>	<p>Long term planning is required and consultation with the community, businesses, stakeholders and internal services to understand future aspirations, opportunities and challenges.</p> <p>EV chargers are expensive to install. Outsourcing means that the installation maintenance and usage remains the responsibility of a third party who in turn provide a small % of the income to TDC</p>

	<p>of the EV chargers and on any funding opportunities if the space is multi-functioning.</p> <p>It is more cost-effective to outsource the provision of EV charging than provide it in house due to the risks of innovative infrastructure.</p>	
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IT IS RECOMMENDED THAT CABINET:

- a) notes this post project review of Orwell Place and endorses learning points as set out in Appendix A, to inform future capital projects;
- b) subject to (a) requests the Leader to ensure that key messages from Appendix A, are clearly documented within the Council’s Annual Governance Statement, as expected by the Best Value duty Statutory Guidance; and
- c) invites the Overview and Scrutiny Committees to consider including the outcome of this review on their work programmes to provide additional scrutiny of the performance and lessons learnt.

REASON(S) FOR THE RECOMMENDATION(S)

The recommendation is made to update Cabinet with regards to the success of the Orwell Place capital project which has supported economic development, enhanced community services, and ultimately contribute to the long-term regeneration of Dovercourt High Street.

To inform Cabinet of the lessons learnt for the delivery of a major construction project and to ensure these are documented and considered for future projects.

ALTERNATIVE OPTIONS CONSIDERED

To not complete a Post Project Review. However, it is important that lesson are learnt and shared so that the Council can enhance its ability to deliver projects in the future. This methodology provides the opportunity to put processes in place to further reduce the risks with regards to the issues noted in this report.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Corporate Plan (2024-2028)

Orwell Place Car Park is a development which respond directly to the corporate priorities identified within the Council’s 2024-2028 Corporate Plan and accords with the Community Leadership and Tendring4Growth themes, which are central to that Plan. The development responds to a number of priorities in the Corporate Plan as set out below:

- Pride in our area and services to residents
- Championing our local environment.
- Promoting our heritage offer, attracting visitors and encouraging them to stay longer

- Financial sustainability and openness
- Tendring Economic Strategy (2020 – 2024)

The Tendring Economic Strategy was updated in 2020. The Strategy uses evidence from Office of National Statistics to demonstrate that there have been some important changes in the district’s economy in recent years which require a change in approach.

The Strategy recommends:

- The Council should identify property assets within public ownership which can be transformed to offer low-cost or free space to support new businesses and positive social activities to maximise their social value. Map spaces owned by Tendring DC, looking at where there is a stronger case (lower opportunity cost) of making them available for free or low-cost use by residents with ideas. Provide meanwhile space in perpetuity, with advice and guidance to support ‘graduates’ into more permanent spaces;
- Balancing the evolution of Harwich as a port with the ongoing evolution of the visitor economy in the town and surrounding area.
- Valuing places within Tendring. Ensuring that they can evolve as modern and effective economic locations where people want to live and work.

OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

Consultation and Public Engagement

In refreshing the Dovercourt Town Centre the Council’s professional team (Urban Initiatives Studio) undertook two consultation events. These sought to secure the views, thoughts, aspirations and comments of:

- The Council’s Cabinet
- Ward Councillors
- The Harwich and Dovercourt Coastal Communities Team
- The Harwich and Dovercourt Tourism Group
- Essex County Council (Localities and Highways Teams)
- The Council’s Corporate Team; and
- Relevant Heads of Service.
- Published public notices.
- Harwich Town Council

In production of this report, consultation with the Council’s Operations and Delivery team was undertaken in regards to usage and lessons learnt.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

Is the recommendation a Key Decision (see the criteria stated here)	YES	If Yes, indicate which by which criteria it is a Key Decision	<input checked="" type="checkbox"/> Significant effect on two or more wards <input checked="" type="checkbox"/> Involves £100,000 expenditure/income <input type="checkbox"/> Is otherwise significant for the service budget
		And when was the proposed decision	2 July 2024

		published in the Notice of forthcoming decisions for the Council (must be 28 days at the latest prior to the meeting date)	
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The Starlings site was acquired under Section 227 of the Town and Country Planning Act 1990 (as amended) for the purpose of the development, re-development or improvement likely to contribute to the achievement of any one or more of the following objects:

- (a) the promotion or improvement of the economic well-being of their area;
- (b) the promotion or improvement of the social well-being of their area;
- (c) the promotion or improvement of the environmental well-being of their area.

The Council is under a legal obligation to consider options on how the site can be used to demonstrate these objects and consideration of them has been set out in the body of the report.

In addition, following acquisition of the Starlings site, this land is held within the General Fund. In coming to decisions in relation to management of General Fund assets, the Council must act in accordance with its statutory duties and responsibilities. Under case law following Section 120 of Local Government Act 1972, the Council is obliged to ensure that the management of its assets are for the benefit of the district.

Councils are empowered to promote and build greater economic growth through regeneration projects using subsidiary powers under Section 111 of the Local Government Act 1972 and General Power of Competence under Section 1 of the Localism Act 2011.

The Council entered into a Standard Services Contract for the Redevelopment of the Starlings Site and Demolition of Milton Road on 4th November 2020. The contract between Richard Jacksons Ltd and Gipping Construction Ltd was a JCT Intermediate Building Contractor's Design 2016 and was signed on the 24th April 2022.

The Richard Jackson Ltd contract was managed within the Council under TDC's terms and conditions and the Gipping contract was managed by Richard Jackson Ltd under the JCT terms and conditions.

The Best Value Duty relates to the statutory requirement for local authorities and other public bodies defined as best value authorities in [Part 1 of the Local Government Act 1999](#) ("the 1999 Act") 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". In practice, this covers issues such as how authorities exercise their functions to deliver a balanced budget ([Part 1 of the Local Government Finance Act 1992](#)), provide statutory services, including adult social care and children's services, and secure value for money in all spending decisions.

Best value authorities must demonstrate good governance, including a positive organisational culture, across all their functions and effective risk management.

A part of the Councils project management processes as recognised within the Capital and Treasury Strategy, there is the expectation that Departments will report the outcome from investment decision, such as the delivery of this project.

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

The report has focused on the delivery and objectives of the project however, little information has been provided on the governance arrangements which were required to be in place for the site to be used for its intended use.

To be used as a car park (and be designated as such under the Council's powers) an Off-Street Parking Places Order was required under Section 35(1) and (3) of the Road Traffic Regulation Act 1984. A licence agreement was required for the owners and suppliers of the electric charging points in the car park. External funding which was sought for the electrical charging installations could not be used as the grant conditions required the space to be used as a car park 24/7 and as a consequence of the intentions to be used as a temporary event space, it was not possible to comply with the conditions.

The report makes reference to the TENS process for licensing purposes; however no data has been provided to confirm if these have been applied for. If third parties have been using the site as an events space, information on the arrangements with them should be included.

The lessons learnt within Appendix A should capture previous feedback that attention needs to be factored into future project management of capital projects on how the site will be used, what decisions, permissions, consents and licences are required to ensure the outcomes can be delivered in accordance with the Council's governance framework.

Within the statutory guidance on complying with the Best Value Duty, "every best value authority must 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 reference to "making arrangements" makes it clear that the Best Value Duty is concerned more with intentions, namely securing improvement in the way in which an authority performs its functions, than outcome. This means that while authorities are not expected to be perfect, they should prioritise learning and development throughout the organisation and always strive to learn from past mistakes, address under-performance, and avoid continuing in a direction where failure is evident. Errors and poor performance should be clearly isolated and exceptional rather than repeated or systemic, and should not be significant in value, governance, or have wider implications. Lessons learned and the steps taken to address mistakes and poor performance should be clearly documented in the authority's Annual Governance Statement."

Cabinet should consider whether any key messages within the lessons learnt, as set out in Appendix A, should be captured within the Council's Annual Governance Statement for 24/25.

FINANCE AND OTHER RESOURCE IMPLICATIONS

On the 13 September 2019 Cabinet approved a budget of £1,595m from unallocated funding from available Council's budget with an additional £4,170 bringing the total to £1,599,170.

The unallocated funding originated from:
£1.0m assigned to Harwich Regeneration;
£250k assigned to the refurbishment of the Milton Road Car Park; and
£345k assigned to Business Investment and Growth.

On the 28 January 2022 a report was presented to Cabinet informing them that tenders for the construction came back with significant inflationary costs in materials and labour in the

construction industry post Covid-19. Following evaluation and assessment the lowest and recommended tender was valued at £1,971,000, an additional £376,383 above the budget of £1,599,170.

The report recommended that the demolition of the Milton Road Car Park is postponed and that at least £74,000 of the sum to demolish Milton Road Car Park is reassigned to the Starlings Project, to enable the scheme to proceed. Also, that £272,383 from the Business Investment Fund was transferred to the project.

On the 7 October 2022 Cabinet approved the Financial Performance Report – General Update 2022/23 and 2023/24. Within that report there was a recommendation to approve funding allocations met from the Corporate Investment “Reserve. Within that allocation was £600,000 to support the development due to higher level of land contamination than originally expected.

In January 2023 an Executive Decision was published to allocated £48,000 of capital funding from the UK Shared Prosperity Fund and in that year £21,500 S106 money allocated for Dovercourt High Street was added to the budget.

The total budget for the project was £2,541,050

Spend to date - **£2,366,992.67** (excluding retention)

Under spend **£174,057**

£10,131 has been retained until full completion and sign off.

This will leave a potential underspend of £163,926

The Contractor is now in the final snagging period, there is still a requirement for UKPN works to be completed and Highways sign off for the entrance before the final account can be completed.

The car park follows the same structure as all TDC car parks which allows free parking for residents after 11am. All other users are required to pay in accordance with TDC’s parking policy.

Once the project has been finally concluded and all outstanding sums paid, any resulting underspend will be considered as part of future financial performance reports as necessary.

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

It is acknowledged that the information set out within this report is helpful to support the Council in reflecting on its investment decision and in strengthening its processes going forward where necessary.

However, it will be important to draw the outcomes set out within this report together with the outcome of similar reviews, which is recognised within the recommendations above in terms of reference to the Annual Governance review and associated Statement. As part of this annual review process, it may be helpful to consider the further development of a template for reporting the outcome of the Council’s investment decisions to ensure consistency and coverage of the relevant issues.

USE OF RESOURCES AND VALUE FOR MONEY

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;</p>	<p>The car park follows the same structure as all TDC car parks which allows free parking for residents after 11am. All other users are required to pay in accordance with TDC's parking policy</p>
<p>B) Governance: how the body ensures that it makes informed decisions and properly manages its risks</p>	<p>Please see relevant comments within this report.</p>
<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>Providing a safe, well managed car park in the centre of the town improves the usage of the high street and supports it greater regeneration. It also brings back to use a number of derelict sites raising the reputation of the Council</p>

MILESTONES AND DELIVERY

Milestones

All milestones and deliverables have been met for this development, but the site will continue to be monitored to ensure that the high standards currently in place are maintained.

Key dates;

- Cabinet approved the project– 13 September 2019
- Grant of Planning Permission – 29th September 2021
- Issued to tender – 1st November 2021
- Return tenders – 29th November 2021
- Letter of intent signed – 21st February 2022
- Commencement on site – 30th March 2022
- Completion – 15th June 2023 (excluding entrance crossover)

The original timeline for the project as reported to Cabinet in September 2019, is set out below:

2019

2020

2021

Activity	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Cabinet Approval	*						
Land Negotiation							
Land Purchase							
Project Team App							
Site Investigation							
Site Survey							
Envir Imp Assess							
Starlings Design							
Starlings Constr							
Milton Rd Demolit							

Actual timeline

Activity	2019/20		2020/21				2021/22				2022/23				2023/24				2024/25		
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Cabinet Approval	■																				
Land Purchase			■																		
Project Team Appointed					■	■															
Site Investigations					■	■															
Site Surveys					■	■															
Design					■	■	■														
Planning Consent								■													
Tenders									■												
Construction											■	■	■	■	■	■	■	■	■	■	■

The detail of the reasons for the change in the timeline are included in the background section

ASSOCIATED RISKS AND MITIGATION

- **That the car park is not used** – as with most town centre, there is very little parking around the vicinity especially on market day. Therefore, this is a low level risk. Unfortunately, there is no data in regard to full usage due to the residents permits providing free parking. Only data from paying vehicles is available which shows that between March and September 2023, Milton Road had an income of £15,428 plus £1,250 PCN income compared to March and September 2024 when Orwell Place had an income of £15,265 plus £252 PCN income. Therefore, there has been a slight drop in income.
- **That there is anti-social behaviour** within the car park and public realm. CCTV is in place therefore it is low risk.
- **That the final account is overspent** - there is still enough budget in the capital account to cover the retained figure. It is highly unlikely that there will be further invoices from the contractors and therefore low risk
- **That the wider objectives are not met for private sector investment in the town centre** - this project will be supporting the wider regeneration of the town so cannot be considered as a standalone but as a contributor. To date no private sector investment

has been observed as a result of the car park.

EQUALITY IMPLICATIONS

This development seeks to provide facilities which are accessible and sympathetic to the needs of the community and promote pride in the town. This will increase opportunities for local entrepreneurship and grow and retain economic activity and job creation in the local area. We do not expect this development to have a negative impact on groups with protected characteristics.

This car park was also designed to support equality by providing gender neutral public toilets, a number of disabled parking bays some of which has EV chargers to ensure their availability.

SOCIAL VALUE CONSIDERATIONS

Evidence suggests that there is a direct link between economic prosperity and social inequality. The Orwell Place project seeks to improve the economic performance and vitality of the town by creating a more appealing environment through targeted interventions focussed on vacant and rundown sites, and by securing improvements in the quality of the public realm. The acquisition and redevelopment of Orwell Place was identified as being an important component of securing the successful renaissance of Dovercourt Town Centre.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

Orwell Place responds to the requirements of the Building Regulations current at the time. The design limits its impact on the climate via the use of green technologies by the inclusion of four double Electric Vehicle charging points with the ability to add a further as demand increases.

The scheme improves the public realm and includes an events area. Improved public realm of the area and road safety will also improve the environmental conditions.

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

The new car park has been awarded the Park Mark safer parking award. The Safer Parking Scheme is an initiative of the Association of Chief Police Officers aimed at reducing crime and the fear of crime in parking facilities.

Safer parking status, Park Mark®, is awarded to parking facilities that have met the requirements of a risk assessment conducted by the Police. These requirements mean the parking operator has put in place measures that help to deter criminal activity and anti-social behaviour, thereby doing everything they can to prevent crime and reduce the fear of crime in their parking facility.

The Orwell Project also seeks to improve the vitality of the town by creating a more appealing environment replacing vacant and rundown sites, and by securing improvements in the quality of the public realm. It is envisaged that this will encourage more footfall into town which is a proven deterrent to crime.

Health Inequalities

Improved public realm and a safe space which opens up the high street, will have a positive impact on the quality of life currently

	<p>experienced by residents.</p> <p>The car park has also provided a number of disability parking areas some of which have accessible EV chargers.</p>
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	Orwell Place is open to all so they do not have a subsidy requirement. The construction contract was run through an open tender process.
Area or Ward affected	Dovercourt High Street, Harwich and Kingsway Ward

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Dovercourt has suffered from the generic decline in the popularity of English seaside towns and as a consequence of this and other local factors (such as the transformation of working practices at Harwich International Port), and the decline of other industry, the town's economy has contracted. The condition of the built environment and the quality of the public realm has seen a commensurate decline. Dovercourt High Street sees a number of derelict residential and commercial premises that are located in close proximity to the town centre.

By the beginning of 2018 the Council agreed to prepare a regeneration plan to support the town centre, and project proposals identified that together would help regeneration Dovercourt.

Urban Initiatives Studio Limited were commissioned by the Council in early 2018 to prepare Dovercourt Revisited for the town centre, and their draft proposals were considered and approved by Cabinet at its meeting on 19th July 2019.

Dovercourt Revisited has a vision which seeks to secure Dovercourt as: a thriving town with an attractive High Street, a range of shops and cafes and regular street markets: a town which is proud of its heritage but also able to respond to new opportunities. A town with a high quality public realm and open spaces, stunning beaches and good connections – an attractive place to live, work, shop and visit.

Dovercourt Revisited identifies nine principal objectives which together establish a Town Centre Strategy for the renaissance of Dovercourt. The Strategy seeks to:

- Reinforce the town centre as a place for local facilities and services;
- Intensify the town's role as a place to live and work;
- Enhance the town's character and strengthen its distinctiveness;
- Enhance the town's accessibility by all modes of transport;
- Provide high quality public realm;
- Offer quality public spaces that invite people to stay;
- Support small interventions that animate the town centre and deliver quick improvements to catalyse change;
- Effectively promote and market the town; and
- Proactively manage the town centre to ensure that it is fresh, safe, well maintained and welcoming.

Dovercourt Revisited details a wide range of site development and public realm interventions, which are presented in the document as the 'Dovercourt Twenty'.

The acquisition and redevelopment of the Starlings site and the demolition and redevelopment of the Milton Road Car Park (this is now part of the Capital Regeneration Projects) feature as priority projects within the Dovercourt Twenty. These projects seek to secure positive social, economic and environmental outcomes for Dovercourt by:

- a) Bringing back into productive use a vacant and derelict site, which currently blights the town and has a negative impact on Dovercourt High Street
- b) Supporting wider 'place shaping' objectives through the delivery of new housing;
- c) Creating a more accessible public car park, and improving footfall in the town;
- d) Creating new public realm and amenity space, providing the opportunity for greater animation thereby creating a more vibrant town centre;
- e) Providing the potential for a multi-use 'event space' in the town centre, through the creative use of the proposed new surface car park;
- f) Reducing the opportunities for crime and disorder through improved urban design;
- g) Creating confidence in the market, and encouraging private sector investment;
- h) Giving the towns existing traders the confidence to invest in their businesses and in their property; and
- i) Providing a high quality meeting place in the town centre improving the opportunities for positive social engagement.

At its meeting in July 2019 Cabinet approved Dovercourt Revisited, which articulates a vision for the regeneration and transformation of the town. Dovercourt Revisited promotes a targeted range of public realm improvements to support the regeneration required.

Dovercourt Revisited seeks to improve the economic performance and vitality of the town by creating a more appealing environment through targeted interventions focussed on vacant, derelict and rundown sites, and by securing improvements in the quality of the public realm.

Cabinet also approved the preparation of a detailed business case for the redevelopment of the Starlings site which is located on Dovercourt High Street and has been derelict for some years. Despite being hoarded the site was a blight on the town centre. The Milton Road Car Park is a two storey steel and concrete structure located adjacent to the Starlings site. The Car Park (which incorporates public toilets), is in the Council's ownership.

Dovercourt Revisited advocated that the Starlings site be redeveloped to provide new animated public space, public toilets, and a surface car park with the capacity to accommodate 59 car parking spaces (six of which being designated for disabled use).

That business case came to Cabinet in September 2019 and Cabinet approved the acquisition and redevelopment of the Starlings site.

Since Sept 2019, Phase 1 of the Starlings redevelopment was completed with the initial feasibility, survey and site investigation. A Portfolio Holder decision dated April 2020 provided authorisation to proceed with the land acquisition and detailed design and the land for the Starlings site was acquired in August 2020 at a cost of £528,000.

The main scheme was developed with detailed design by Richard Jackson Ltd in 2020/21 with a budget of £1,599m. Competitive tenders were sought for the scheme in Autumn in 2021, and received. The project consultant's Richard Jackson Ltd reviewed the tenders and a

made a recommendation that Gippings should secure the construction contract.

In January 2022 Cabinet received a report entitled Starlings Site and Milton Road, Harwich Redevelopment which requested additional funding to the project due to significant inflation in construction costs post-Covid, seen on the return of tenders to complete the works. Cabinet approved a transfer of funds into the project of £272,383 from the Business Investment Fund and agreed to postpone the demolition of Milton Road Car Park. On the same report, Cabinet agreed that the demolition of the Milton Road Car Park is postponed and that at least £74,000 of the sum to demolish Milton Road Car Park is reassigned to the Starlings Project.

At that meeting Cabinet agreed that the project had significant benefits. It would create a more accessible public car park and provide the potential for a multi-use 'event space' in the town centre. It was felt that this would improve footfall in the town and reduce opportunities for crime and disorder. This investment should create confidence in the market to encourage private sector investment within the town centre and give the town's existing traders the confidence to invest in their businesses and in their property. It would bring new amenity into the town centre with new toilets, and a high quality design scheme for the public realm.

Review of delivery of the project

Carpark

Delivery and residents' views

The Orwell Place car park was opened in September 2023 and delivered on all elements proposed except six parking space due to the increase in size of the spaces in line will. The scheme delivered 53 spacious parking bays, eight electric vehicle charging point, two of which are situated on disabled bays with four disabled bays in total.

Public realm

The space has been well received by residents of and visitors to Dovercourt. At a recent consultation to support the Capital Regeneration Projects (CRP) those in attendance voiced support for Orwell Place and especially commented on the success of the planting and seating. Providing a new modern and safe area for parking providing users access to shops and businesses in the High Street and to parks and beaches.

Usage

However, the car park has not stimulated use which is demonstrated by the amount of income generated compared to Milton Road. For the same period of March to September, in 2023 Milton Road had an income of £15,428 and £1,250 from PCN, in 2024 Orwell Place had an income of £15,265 and £252 from PCNs. Observation also shows that the car park is used below capacity. There is no reduction to the amount of cars parking on the streets, especially during market day.

During the Capital Regeneration Project consultations residents and businesses stated that due to the free residents permits not starting until 11am those who need to park earlier are still taking up any free space available on the street. The High Street Accelerator Partnership have commissioned a parking survey for the area which is expected to be presented at the next partnership meeting.

However, the Partner Partnership are looking at options in regard to initiatives reducing on-street free parking in town centres so this car park will future proof our residents. This is a

practice being implemented around town centre throughout the country.

Electric Vehicle Charging

With regards to EV chargers, TDC instructed a national supplier to take the responsibility for running the service to give a sustainable solution to the parking service. This ensured that the service was future proofed as the private company is responsible for maintaining the equipment and managing the risks around pricing and electricity costs.

Safety

The new car park has been awarded the Park Mark safer parking award. The Safer Parking Scheme is an initiative of the [Association of Chief Police Officers](#) aimed at reducing crime and the fear of crime in parking facilities. Safer parking status, Park Mark®, is awarded to parking facilities that have met the requirements of a risk assessment conducted by the Police. These requirements mean the parking operator has put in place measures that help to deter criminal activity and anti-social behaviour, thereby doing everything they can to prevent crime and reduce the fear of crime in their parking facility.

Bay size

Car parking space size in Orwell Place has been increased following new guidance from the Institution of Structural Engineers. According to the new guidance, car parking spaces should be increased by five percent in length and eight percent in width. Larger spaces enhance the overall parking experience for many car owners by addressing existing difficulties with restricted space to exit vehicles. The space modifications alleviate this difficulty. Increasing the size of car parking spaces may benefit a range of people, such as owners of SUV type vehicles, people with disabilities or parents of young children.

As an event space

The area is also used as a popular event space where a number of different activities have already been held. Events such as the High Street Accelerator launch saw 3000+ residents and visitors attend, Harwich Festival teamed up with the Dovercourt Market Traders through the summer to put on artisan markets which also provided live entertainment and the Harwich Town Council use the area for their Christmas light switch on and carols.

The use of the space for events follows the Councils 'Temporary Events Notice' and all applications are submitted in accordance with current procedures via Harwich Town Council. Licensing have provided the following information in regard to event notices which has been taken from TDC's application form guidance:

Temporary Event Notice

Temporary Event Notices (TENs) may be given in respect of licensable activities at unlicensed premises, or at premises which already have a premises licence or club premises certificate to cover licensable activities not permitted by the existing authorisation and/or remove existing premises licence conditions.

A temporary event notice may only be given by an individual and not by an organisation, club or business. The individual giving the notice is the 'premises user'. 'Premises' means any place and can include, for example, a recreation ground or park. For outdoor events in particular, a clear description of the area where licensable activities will be carried on should be provided. The premises user is required to give details of the nature of the event, for example a wedding with a pay bar and disco, or the sale of alcohol at a farmers' market. Details of the times during which the premises user intends to carry out licensable activities must also be provided.

There are prescribed limits on TENs including the number of TENs per premises per calendar year (15), the maximum total duration of the periods authorised by TENs in relation to individual premises (21 days per calendar year), the maximum length of time a TEN may have effect (168 hours or 7 days) and the maximum number of people attending at any one time (499 persons which includes staff, organisers, stewards and performers). There has to be a gap of at least 24 hours in between TENs at the same premises.

Construction

Current position

The car park was opened in September 2023. Further works were required to the bell mouth and pavements which were completed in September 2024 and the Contractor is now in the final snagging period. There is still a requirement for UKPN works to be completed and Highways sign off for the entrance before the final account can be completed.

However, early indications with regards to the budget are that:

£174,051 currently remains in the budget.

£ 10,131 has been retained until full completion and sign off.

Unless any further works are required to the entrance once Highways have visited site, this could leave an approximate underspend of £160,000.

PREVIOUS RELEVANT DECISIONS

[Executive Decision for allocation from the UK Shared Prosperity Fund](#)

[Starlings and Milton Road Development January 2022](#)

[Starlings Car Park Construction Contract – March 2022](#)

[Appointment of Professional Team – Starlings and Milton Road – March 2021](#)

[Appointment of Contractor to Provide CDM Services – March 2021](#)

[Appointment of Contractor to Undertake an Asbestos Survey and sampling - Starlings site, Dovercourt](#)

[Terms for Partial Acquisition of Land Known as the Starlings Site – April 2020](#)

[Licence Agreement – Orwell Place Car Park, Dovercourt. July 2024](#)

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

[STARLINGS SITE AND MILTON ROAD, DOVERCOURT REDEVELOPMENTS](#) January 2022

[Planning Application – December 2021](#)

[Report of the Cabinet - A.1 - Executive's Proposals - General Fund Budget and Council Tax 2023/2024](#)

[Report of the Cabinet - A.1 - Executive's Proposals - General Fund Budget and Council Tax 2022/2023](#)

[Financial Performance Report – General Update 2022/23 and 2023/24](#)

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

[Report of the Corporate Finance and Governance Portfolio Holder. - A.1 - Updated Financial Forecast/Budget 2021/22](#)

[Report of the Cabinet - A.1 - Executive's Proposals - General Fund Budget and Council Tax 2020/2021](#)

[Annual State of the Tendring District Statement by the Leader of the Council](#)

Starlings and Milton Road Development – September 2019

APPENDICES

Appendix A – Objectives, Issues and Lessons Learnt

REPORT CONTACT OFFICER(S)

Name	Barbara Pole
Job Title	Economic Growth & Enterprise Manager
Email/Telephone	bpole@tendringdc.gov.uk

A.4 APPENDIX A - Objectives, Issues and Lessons Learnt

OBJECTIVES	OUTCOME	ISSUES	LESSONS LEARNT	HOW WE RESPONDED
<p>Bringing back into productive use a vacant and derelict site, which currently blights the town and has a negative impact on Dovercourt High Street</p>	<p>Achieved. The derelict site has been brought back into use with a car park, public toilets and events space.</p> <p>This also provide an open space within the Town Centre which is convenient for the shops, Cliff Park and the beach.</p>	<p>Contamination – a huge amount more than anticipated was discovered as well as wells and two petrol tanks (on a garage site) which had leaked and contaminated the site further.</p> <p>The balancing tank was installed taking into consideration the initial proposal put forward to Anglian Water. However, this proved to be insufficient in size and had to be increased in size.</p> <p>Complexity with different wall types especially with the poor condition of the wall on the neighbouring property and the irrigation system overlaying the balancing tank and fitting in the retaining wall.</p> <p>The bell mouth has taken a year to finalise and for the work to be completed to ECC Highways specification which still requires signing off. The original design allowed a left hand turn onto Orwell Road, which is a one way street to the right of the exit. However, this was ‘value engineered’ out of the scheme early in the construction due to cost. Due to an oversight by the programme management team, the new design was not submitted until the end of construction and required approval from Highways and a</p>	<p>Large construction projects need several services working together as there are so many areas of risk and so a pool of experts is really supportive.</p> <p>The progress was delayed by factors that were discovered during construction some of which may have been foreseeable by more rigorous initial investigations. Due to this, further investigations were required.</p> <p>Being totally clear what we aim to achieve. Lost cost and time on extra investigations (noted above), detail design, programming and getting the planning conditions in place during construction.</p> <p>Cost should be revisited after lengthy periods between tender and construction taking into account any external impacts to costings.</p> <p>Much greater contingency is required to ensure the budget is more achievable and realistic to cover escalating costs or unforeseen expenses.</p> <p>Increasing qualified capacity within the organisation across disciplines required for capital delivery such as surveying to support the completion of substantial capital projects and resourcing client-side financial oversight in addition to the cost consultants in the external professional</p>	<p>A project boards has been established for large capital projects which consists of relevant senior officers and partners as appropriate.</p> <p>Limited capacity within the organisation to support substantial capital projects. Steps have already been taken to address this issue by establishing a new Project Delivery Unit for two years by Cabinet in July 2024. The Unit's primary goal is to improve the efficiency and effectiveness of project delivery, ensuring that projects are completed on time and within budget.</p> <p>A regular process of risk management and programme progress reporting to that board rather than ad-hoc responding when problems arise. Best practice on milestone reporting established.</p> <p>Strong contract management is required for external project delivery teams. Council still requires significant capacity within the organisation to manage the project.</p>

		road closure.	team.	
<p>Creating new public realm and amenity space, providing the opportunity for greater animation thereby creating a more vibrant town centre;</p>	<p>Achieved. Public realm including seating lines the pavement in the High Street with a pocket seating area opposite the Milton Road Car park. The landscaping has now established and provides an attractive, vibrant space that supports improving dwell time and a sense of pride in the area.</p> <p>At a recent consultation for the Capital Regeneration Projects in the town centre, those in attendance voiced support for the car park and commented on the success of the planting and seating areas.</p>			<p>The public realm has been the most talked about and support aspect of the car park and supports the necessity to provide space that residents can be proud of.</p>
<p>Providing the potential for a multi-use 'event space' in the town centre, through the creative use of the proposed new surface car park</p>	<p>Achieved. The car park is used as an Events Space fourteen times per year.</p> <p>To enable events to be held the site was made level. Electric points have been added to the lamp posts with one being a higher voltage to support, for example, refrigeration units.</p> <p>There has also been a plug installed in the centre of the car</p>	<p>Uncertainties over requirements which led to redesign at the early stages to reduce the gradient on the site to better serve as an events area.</p> <p>Electric supplies. Only one company bid to make the connection, but the cost was significant</p> <p>The demand for an events space is stronger than for the car park. Every allocation for events has been used and a full programme for the current year is in discussion.</p>	<p>Strong stakeholder and community engagement is essential throughout every stage of the project. A regular programme of updates needs to be established rather than ad-hoc when problems arise.</p> <p>Listening to potential users for events enables the opportunity to provide essential power outlets, lighting etc. at the point of construction to provide a fully flexible space that meets demand.</p>	<p>Best practice on milestone reporting put in place from the start.</p> <p>The demand for the events space will be considered in the future planning of Milton Road.</p>

	park to accommodate the Harwich Town Council's Christmas tree and provides added flexibility to the sites uses.	Plugs etc. had to be added at later stages after suggestions from the local community.		
Providing a high quality meeting place in the town centre and improving the opportunities for positive social engagement, helping to build civic pride and community cohesion.	<p>Achieved. Dovercourt and Harwich have some amazing creatives who regularly stage events around the area. Since the car park has opened the full fourteen available dates have been used to bring these opportunities into the high street.</p> <p>The carpark also provides a pocket space for up to 12 people to comfortable socialise.</p>	Since opening there have been numerous problems with the locks to the public toilet.	Ensure the budget also covers high end fixtures and fittings once construction is complete. Limited budget was spent on the Public Toilet budget resulting in sub-standard fixtures.	High streets that are thriving have taken the bold move to repurpose and are become more of a social space with cafes, bars, artisan shops and space for people to dwell. Providing this space supports that narrative and provides a area where the community can engage in an attractive, safe area. This will be further enhanced with future works on Milton Road.
Reducing the opportunities for crime and disorder through improved urban design	<p>Achieved. Recent data from the Police for Harwich (not Ramsey, Parkstone or little Oakley) shows that Anti Social Behaviour (ASB) incidents have fallen from 341 in 2021 to 165 in 2023. This is part of a wider trend of reducing incidents of ASB.</p> <p>The car park has also opened the space up leaving less space for ASB.</p>	A new pilot system for Data and CCTV was suggested and installed which once commissioned was overly expensive and complex for the requirements. This was decommissioned due to the ongoing cost.	<p>Ongoing costs of equipment installed needs to be considered to ensure sustainability. There is a risk with the newest technology if all the ongoing costs and/or issues are unknown.</p> <p>Any equipment installed needs to have the approval of the end project owner.</p>	<p>The new car park has been awarded the Park Mark safer parking award. The Safer Parking Scheme is an initiative of the Association of Chief Police Officers aimed at reducing crime and the fear of crime in parking facilities. Safer parking status, Park Mark®, is awarded to parking facilities that have met the requirements of a risk assessment conducted by the Police.</p> <p>Strong engagement with the end owner to ensure that the project is suitable and sustainable.</p>
Improving footfall in the town	<p>Not achieved. On the 17th January 2025 footfall data for</p>	This is the first project implemented from Dovercourt Revisited	Providing a new and improved car park will not necessarily stimulate the usage with a slight	This car park will future proof our residents if restrictions regarding on-street

	the area was gathered using Place Informatics. 2024 compared to 2023 has shown a decrease of 1.19%.	and the footfall data demonstrates the need to continue to implement improvements such as those funded through the Capital Regeneration Projects and High Street Accelerator funding.	drop in income compared to Milton Road the previous year. With residents permits starting at 11am roadside parking spaces are still premium. Businesses and residents who use the town earlier will take any free space available rather than using the car park	parking is brought in across the district. Consideration needs to be taken as to how this objective links with further regeneration in the area. This is the first stage of a number of regeneration projects that will support the improvement to footfall.
Empowering the town's existing traders with confidence to invest in their businesses and in their property	Not achieved. There is no data to support this project objective in regards to the car park. However, there are currently UK Shared Prosperity and High Street Accelerator grants available to businesses which have been well received by those in Dovercourt.		Large projects shouldn't be looked at in isolation to determine their success. As with this car park it is the first steps to regeneration and supports projects withing the CRP and HSA.	
Creating confidence in the development market, and encouraging private sector investment	Not achieved. There is no data or anecdotal evidence available with regards to investment in the area. However, despite public perception often believing the contrary, the high street has less than average vacancy rates. There is significant development on the outside of town which currently provide greater opportunities for growth.	Orwell Place is the first of several projects in the town centre and will support the impact of the regeneration when the wider schemes are completed.	Large projects shouldn't be looked at in isolation to determine their success. As with this car park it is the first steps to regeneration and supports projects withing the CRP and HSA.	
Creating a more accessible	Achieved. The new car park has 53 good sized	Delays to the construction due to Programme Managers	Robust contract management is required and the resource	Long term planning is required and consultation with

<p>public car park</p>	<p>spaces, of which 8 are disabled bays, with step free access to the town centre.</p> <p>The increased size of bays supports residents with improved access to their vehicles but in particular those with limited mobility and young children.</p> <p>At a recent consultation for the Capital Regeneration Projects town centre residents and businesses praised the car park as a welcomed improvement to the area but raised concerns that parking is only free to residents after 11am which is too late for many especially on market day. On-road spaces around the town continue to be full.</p>	<p>not getting the planning conditions released for Highways and not passing on revisions to the design.</p> <p>Funding for EV Chargers was applied for at the beginning of the project. However, due to the site being an events space as well the chargers wouldn't be accessible 24/7. This went against the funding T&C and therefore it couldn't be claimed increasing the cost pressure.</p> <p>The car park has not stimulated use which is demonstrated by the amount of income generated compared to Milton Road. Observation also shows that the car park is used below capacity. There is no reduction to the amount of cars parking on the streets, especially during market day.</p>	<p>identified at the start of the project.</p> <p>Ensuring all decisions are in place prior to opening such as designation of the site as a car park. The car park opened prior to the designation of the land was granted. This meant the car park was free of charge for a period.</p> <p>Greater consideration should be taken as to how the car park will operate. For example, the impact on the operational model of the EV chargers and on any funding opportunities.</p> <p>It is more cost-effective to outsource the provision of EV charging than provide it in house due to the risks of innovative infrastructure.</p>	<p>services to understand future aspirations, opportunities and challenges. The Parking Partnership are looking at ways to potentially restrict or charge for on-street parking in line with town centres across the country. This car park will future proof free parking for residents and supports wider regeneration activity in the town.</p> <p>The High Street Accelerator Partnership have commissioned a parking survey for the area which will support future parking aspirations.</p> <p>EV chargers are expensive to install. Outsourcing means that the installation maintenance and usage remains the responsibility of a third party who in turn provide a small % of the income to TDC</p>
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CABINET

21 FEBRUARY 2025

REPORT OF THE PORTFOLIO HOLDER FOR HOUSING AND PLANNING

A.5 CONSIDERATION AND ADOPTION OF THE HOUSING ASSET MANAGEMENT PLAN AND THE ASBESTOS MANAGEMENT POLICY (HOUSING STOCK)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To consider the following draft policies prepared in relation to the maintenance and operation of the Council's retained housing stock:

- Housing Asset Management Plan
- Asbestos Management Policy (Housing Stock)

EXECUTIVE SUMMARY

In response to the Regulator for Social Housing having its powers enhanced under the Social Housing (Regulation) Act 2023, new Consumer Standards and Tenant Satisfaction Measures have been introduced and which took effect on 1 April 2024.

The adoption of this Plan and Policy will therefore assist with the compliance of the legal and regulatory standards for performance.

The Housing Asset Management Plan has been developed to provide a framework to enable the safe, efficient, and effective management of our Council owned homes and related buildings and facilities.

To assist the Council to better understand our housing stock, the Development and Building Team have access to various software. Lifespan (asset management) and Oneserve are housing specific data management platforms that hold all of the Council's compliance and stock data including the issuing of and monitoring of work flows. The use of Safety Culture (iAuditor), as an inspection tool, enables the creation of templates to assist with the recording of the relevant information required when all types of site inspections are undertaken. This captured information also feeds into responsive and planned maintenance works including the management of disrepair complaints.

This plan also strongly supports one of the six themes contained in the Council's Corporate Plan and Vision 2024-2028: Pride in our Area and Services to Residents, with a continuing commitment to providing decent Council housing that everyone deserves.

The Asbestos Management Policy sets out the actions taken within the housing stock to manage Asbestos Containing Materials (ACMs) in accordance with The Control of Asbestos Regulations 2012 (CAR), and best practice guidance.

RECOMMENDATION(S)

It is recommended that Cabinet:

- (a) adopts the Housing Asset Management Plan and the Asbestos Management Policy for its housing stock and authorises their direct and immediate implementation, subject to call in; and
- (b) authorises the Corporate Director (Operations and Delivery) to make future updates or amendments to the Policies in consultation with the Portfolio Holder responsible for Housing.

REASON(S) FOR THE RECOMMENDATION(S)

In order to set in place clear plans and policies to inform future maintenance and management activities and such policy framework to evidence compliance with regulatory standards.

ALTERNATIVE OPTIONS CONSIDERED

Not setting in place policies in these areas – not proposed.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

These policies contribute to a number of themes within the Corporate Plan 2024-28:

Pride in our area and services to residents

“We want to put residents’ first, by promoting clean and tidy communities, providing decent housing that everyone deserves...We also want to promote pride in our communities by encouraging everyone to take responsibility for keeping their area a pleasant place in which to live and work.”

These policies are promoting and embedding the management of our Council owned housing stock and achieving high standards.

Raising aspirations and creating opportunities

“Tending is ambitious and our residents will be supported to reach their potential and realise their opportunities...”

Quality housing is considered to be one of the determinants of health and success. These policies are aimed at enhancing homes and embedding quality standards in the stock that the Council controls.

Championing our local environment

“We believe our environment is special, it is the space where we live and work, and therefore deserves protection. We will be tough on those who do not respect our environment. We want to create and maintain spaces for leisure, wellbeing and healthy lifestyles, and deliver access to open spaces and community resources.”

These policies are promoting and embedding the management of our homes and achieving high standards.

Working with partners to improve quality of life

“We want to promote safer, healthier, well connected and inclusive communities...”

Quality housing is considered to be one of the determinants of health and success. These policies are aimed at enhancing homes and embedding quality standards in the stock that the Council controls.

Financial Sustainability and openness

“To continue to deliver effective services and get things done we must look after the public purse; that means carefully planning what we do, managing capacity, and prioritising what we focus our time, money and assets on...”

These policies are aimed at dealing effectively with our housing stock, with financial openness with our tenants and leaseholders. They also aim to embed practices in line with the new consumer standards as outlined in the social housing regulatory framework.

OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

Consultation and engagement has been undertaken with members of the Council’s Tenants Panel who will also be involved in the ongoing monitoring of all housing related policies. However, at the time of preparing this report, no comments have been received. With regards to the Asbestos Management Policy, consultation also took place with the Corporate Health and Safety Adviser.

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 <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)	18 December 2024 21 January 2025

There are legislative and regulatory requirements that set the standards that social housing must be maintained to:

The Social Housing Regulation Act 2023 builds upon the existing regulatory framework for housing and introducing revised standards and tenant satisfaction measures which came into force on 1 April 2024. These standards contain specific expectations registered providers of social housing must comply with and detail the outcomes that providers are expected to achieve.

Landlord and Tenant Act 1985: Section 11 of this legislation imposes an obligation on landlords

to carry out basic repairs, covering the structure and exterior of the property and installations for the supply of water, gas and electricity and for sanitation and space heating and heating water. There is also an implied covenant to maintain the property in good order.

The Housing, Health and Safety Rating System (HHSRS) was introduced in 2006 to provide an assessment tool for the 'Minimum Standard for Housing' (Criterion A of the Decent Homes Standard). It is a risk assessment tool designed to identify the risk to occupants in domestic properties.

Announced in 2000, updated in 2006 with a further update pending, the Decent Homes Standard sets expectations for registered providers of social housing to provide tenants with quality accommodation and a cost-effective repairs and maintenance service. According to the standard, for a home to be considered 'decent' it must:

- Meet the current statutory minimum standard for housing
- Be in a reasonable state of repair
- Have reasonably modern facilities and services
- Provide a degree of thermal comfort
- Homes (Fitness for Human Habitation) Act 2018

This amended the Landlord and Tenant Act 1985 with the aim of ensuring that all rented accommodation is fit for human habitation. Whilst it did not create new obligations for landlords, it required them to ensure that their properties, including any common parts of the building are fit for human habitation at the beginning of and throughout the tenancy. Where a landlord fails to do this the tenant has the right to take action in the courts for breach of contract.

The Council operates within the statutory requirements of the 'Right to Repair Scheme', implemented in accordance with Section 96 of the Housing Act 1985 (as amended). This covers certain small, urgent or routine repairs costing up to £250, which are likely to jeopardise the health or safety of the tenant.

There are also specific regulations that relate to certain repair and maintenance aspects and these include (but are not limited to):

- Gas Safety (Installation and Use) Regulations 2018
- British Standard 7671 (Electrical Installations)
- Control of Asbestos Regulations 2012
- Regulatory Reform (Fire Safety) Order 2005
- Water Supply (Water Fittings) Regulations 2018

Defective Premises Act 1972; Section 4 of this Act places a duty on landlords to take reasonable care to ensure that anyone who might be expected to be affected by defects in a property is reasonably safe from injury or damage to their property resulting from defects. Right to Repair regulations.

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

The provision of housing services is mainly self-funding with other separate processes for the General Fund functions. However, the wider effects of regulation, Tenants' Charter and potential changes to Decent Homes Standard as well as Minimum Energy Efficiency Standards are still to be fully understood. Initial funding has been agreed separately to facilitate stock condition monitoring and enhanced estates functions. Further additional costs are inevitable as the demands on the service increase. These will be managed through the 30-year business plan. To this end, an additional £300,000 has been added to the Responsive Repairs Budget following the Quarterly 3 Review for 2024/25. Going forward, a 20% increase in future revenue funding has been included for repairs and maintenance in the 30-year Business Plan.

YES	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:
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Asbestos Management Policy (Housing Stock):
There are no comments over and above those set out elsewhere in this report.

Housing Asset Management Plan:
There are no significant comments over and above those set out elsewhere in this report. The actions and activities set out within the Plan will undoubtedly play a role in actively managing a number of key issues that will support the on-going financial sustainability of the HRA in future years.

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;	The Council has an adopted Financial Strategy.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	The Council has a mature constitutional structure and framework of policy for decision-making. It is intended that the appended policies will augment that framework.
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 Council has an adopted Financial Strategy.

MILESTONES AND DELIVERY

If Cabinet is minded to adopt these Policies, they will come into immediate effect, subject to any call-in. Work to implement physical improvements and maintenance will be ongoing throughout the business plan period.

The review of the procedures will be carried out periodically as indicated in each of them.

ASSOCIATED RISKS AND MITIGATION

These Policies are intended to contribute to a compliant standard for maintenance and

management of the stock.

Failure to maintain and manage the stock appropriately has potential regulatory and other legal consequences. It is also essential to the health and wellbeing of our residents.

The adoption and implementation of the policies is aimed at minimising the risks of harm and non-compliance.

The increasing standards for maintenance and management are likely to impose increasing costs within the Housing Revenue Account which will be managed within the 30-year business plan.

EQUALITY IMPLICATIONS

The appropriate maintenance and management of the housing stock is an important progressive factor in enhancing equality.

SOCIAL VALUE CONSIDERATIONS

The appropriate maintenance and management of the housing stock is an important progressive factor in enhancing the social wellbeing through creating healthier and more resilient communities.

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

The appropriate maintenance and management of the housing stock is a contributory factor in reducing energy use. Other measures linked to stock condition and other ongoing work are key contributing factors and will be evaluated within the 30-year business plan.

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	The appropriate maintenance and management of the housing stock is an important progressive factor in addressing the causes of crime and disorder.
Health Inequalities	The appropriate maintenance and management of the housing stock is an important progressive factor in terms of health equalities.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	The Council will follow subsidy control legislation and regulations, where applicable in relation to the content and implementation of these policies.
Area or Ward affected	All

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The Council has retained its housing stock, owning and managing over 3,000 dwellings in addition to significant numbers of leasehold flats, garages and community property. The Council has historically attained high tenant satisfaction levels with strong compliance with

decent homes standard.

In response to high profile events which have highlighted aspects of social housing repair and management, The Social Housing (Regulation) Act 2023 was enacted on 1 April 2024. The Act allows the Regulator of Social Housing to take action against social landlords holding such landlords to account with regular inspections. Through the introduction of the new social housing Consumer Standards, the Secretary of State has power to require social landlords to investigate and rectify serious health hazards. These Consumer Standards contain specific expectations registered providers of social housing must comply with and detail the outcomes providers are expected to achieve. Therefore as a social housing landlord, it is important that Tendring District Council is fully equipped to meet the increased demands and the need to establish a proactive consumer regulation regime with active oversight on our performance.

Although the adoption of these policies is not of itself mandatory, there are legal and regulatory standards for performance which these policies aspire to formalise compliance with. The proposed policies appended are therefore intended to augment the Council's policy framework.

PREVIOUS RELEVANT DECISIONS

The following Policies have been approved by Cabinet:

- Damp and Mould (November 2023)
- Repairs and Maintenance (November 2023)
- Fire Safety (November 2023)
- Gas Safety Policy (December 2024)
- Electrical Safety Policy (December 2024)
- Fencing and Paving Policy (December 2024)
- Empty Council Homes Management Policy (December 2024)

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

None

APPENDICES

Appendix A – Housing Asset Management Plan

Appendix B – Asbestos Management Policy (Housing Stock)

REPORT CONTACT OFFICER(S)

Name

Andy White

Job Title

Assistant Director (Building and Public Realm)

Email

awhite@tendringdc.gov.uk

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A.5 APPENDIX A

Housing Asset Management Plan

February 2025



Contents

Introduction	3
Compliance and Safety in Council Homes	5
Asbestos Management	5
Gas Servicing	6
Electrical Safety Management	6
Fire Safety Management	6
Water Hygiene Management	6
Lift Management	7
Decent Homes	7
Heating	7
Windows and Doors	8
Kitchens	9
Bathrooms	9
Fencing and Paving	10
External and Communal Areas – Painting and Decoration	10
Garages	10
Roofs	11
Electrical Improvements	11
Damp and Mould	11
Aids and Adaptations	12
Responsive Repairs Service	12
Empty Properties	13
Climate Change and Energy Efficiency	13
Energy Performance Baseline	14
Technical Approach	14
External Funding	15
Addressing Fuel Poverty	15
Measuring Success	16
Related Policies/Strategies, Procedures and Legislation	17
Review	17

Statement of Intent

Tendring District Council aims to manage its housing stock as far as reasonably practical in a way that ensures that all tenants and leaseholders experience safe, efficient, robust housing that is maintained in accordance with the Decent Homes Standard and other legislative and regulatory requirements.

The Council is resolute in its commitment to health and safety, ensuring that homes meet the required standards, and in embracing meaningful tenant engagement and the need to continually listen to residents' views as investment and service development is prioritised.

The Council is committed to the retention of its housing stock and to working in ways that make that sustainable. This plan shows how the Council will manage and invest in its housing stock and monitor progress.

Introduction

This Housing Asset Management Plan has been developed to provide a framework to enable the safe, efficient, and effective management of the Council's owned homes and related buildings and facilities.

The Housing Asset Management Plan supports one of the six themes contained in the Council's Corporate Plan and Vision 2024-2028: Pride in our Area and Services to Residents, with a continuing commitment to providing decent Council housing that everyone deserves.

The funding of housing activity is managed through the Council's Housing Revenue Account and 30-year business plan. The original 30-year plan was established as part of the self-financing reforms and associated borrowing in February 2012. The plan has been updated regularly with varying levels of amendment in order to react to changing circumstances and to remain current.

The Housing Revenue Account (HRA) Budget and Business Plan plays a role in the delivery of affordable and decent housing in the district and the Council's responsibilities as a landlord have direct implications for the Council's ability to deliver on its ongoing objectives and priorities. The HRA Budget and Business Plan is maintained on an on-going basis that continues to demonstrate its sustainability and resilience within a self-financing environment and the ability to provide opportunities for investment in housing and associated services in the future.

This Housing Asset Management Plan has been developed at a time of regulatory change in the housing sector meaning there are significant changes in the management of Local Authority housing assets.

The Social Housing (Regulation) Act 2023 provides a new era of regulation bringing far reaching changes surrounding the provision of social housing following the Grenfell Tower tragedy and the inquest into the death of Awaab Ishak.

This has resulted in an increased focus on health and safety and improvement to the delivery of building safety works. There is also an increased focus on energy efficiency and decarbonisation.

This plan is designed to remain flexible to allow it to meet the requirements of a complicated and changing environment and during an increasingly challenging financial period.

As the World, regulation and technology evolve, this plan will adapt to suit the Council's needs. A dynamic approach will be required to manage investment carefully and responsibly within the resources available.

The plan is supported by robust data, which will continue to be updated via our ongoing annual stock condition surveys and used to inform strategic planning. The data gained will be used to help the Council develop a proactive and assurance led approach to maintenance, which will keep tenants safe and respond to those areas that residents have told the Council are important to them. To assist with the efficient recording of the data collected, the Development and Building Team have access to various software. Lifespan (asset management) and Oneserve are housing specific data management platforms that hold all of the Council's compliance and stock data including the issuing of and monitoring of work flows. The use of Safety Culture (iAuditor), as an inspection tool, enables the creation of templates and the recording of the relevant information required when all types of site inspections are undertaken. This captured information also feeds into responsive and planned maintenance works including the management of disrepair complaints.

The Council will collaboratively work across its operational teams, using local knowledge and data collected to inform how, when and where investment is delivered, in order to maintain and improve the housing stock.

The Council will take a considered approach to the disposal of stock that is difficult or disproportionately costly to upgrade to appropriate standards or to maintain or occupy them in that way. A similarly balanced approach to stock acquisition will seek to ensure that new stock can be sustainably used and maintained to the standards that the Council, tenants and Regulator aspire to.

To support efficient and effective asset management, the Council will:

- increase its focus on contract management and contractor performance,
- embed the efficient delivery of planned and responsive works,
- swiftly and effectively resolve complaints.
- Making intelligent use of data, experience and draw upon best practice,

This plan will ensure the Council continually improves its overall asset management to drive best value outcomes.

Compliance and Safety in Council Homes

Compliance and safety in its homes is a high priority for the Council. Compliance measures will be undertaken within appropriate timescales to ensure that the Council's housing meets the relevant health and safety standards and keeps tenants safe. The Council has invested and focussed in this area over recent years including new lifts, fire safety works completed and the creation of a Data and Compliance Officer role to monitor and report on safety and other issues.

The Council has developed key policies to document its methodology for managing key areas of compliance:

- Fire Safety
- Gas Safety
- Electrical Safety Management
- Water Hygiene Management
- Damp and Mould
- Asbestos Management

The Council proposes to develop a Lifts Policy (including stairlifts, platforms and other lifting devices) in the 2025-2026 financial year in order to document its ongoing work on the compliance of these matters.

Since October 2021, the Council has sporadically implemented a trial of the use of sensors which can monitor and report CO₂, temperature and humidity levels in homes. The objective of these devices is to provide real time insight into conditions in properties in order to better understand the status of services and the performance and use of the properties.

This will allow a preventative and swifter reactive approach to be taken in relation to potential issues. Additionally, evidence collected can be used to inform interventions with contractors and tenants.

The devices also offer linkages to fire detection and potentially in the future to diagnostic and performance features of service installations. The Council proposes to roll out the use of these devices to enhance capability as technology advances.

Asbestos Management

The Council has a duty to comply with the Asbestos Management Regulations 2012 and is committed to following best practice.

All communal areas have been surveyed between 2015 and 2024 and details of these surveys and asbestos documentation have been formulated into an Asbestos Register. Additionally all dwellings are surveyed when empty and the survey reports retained in the records system. All asbestos is managed in situ until it is appropriate for it to be removed. The council plans to remove all asbestos when dwellings are empty wherever it is practical and safe to do so.

Policy and procedure are fully documented in the Council's Asbestos Management Policy which is to be reviewed in the financial year 2025-2026.

Gas Servicing

The Council has a legal obligation under the Gas Safety (Installation & Use) Regulations 1998 to annually check the safety of all its gas appliances, pipework and associated fittings within its stock.

Policy and procedure are fully documented in the Council's [Gas Safety Policy](#).

Electrical Safety Management

The Council is committed to compliance with recommended frequency of electrical testing in rental properties. A programme of electrical inspections has been introduced and will be delivered through an annual programme of periodic testing.

Policy and procedure are fully documented in the Council's [Electrical Safety Policy](#).

Fire Safety Management

The Council is committed to meeting its obligations as a landlord and ensuring that fire safety is adequately managed: ensuring the safety of Council tenants, residents and those visiting Council owned residential properties. This extends to taking all reasonable steps to mitigate any foreseeable risks associated with fire in domestic properties.

Policy and procedure are fully documented in the Council's [Fire Safety Policy](#).

Water Hygiene Management

The Council has a corporate policy for the control of legionella that has been written in accordance with the Approved Code of Practice L8. The code recommends that routine testing of communal water systems is undertaken.

Risk assessments of individual sites are used to identify the testing and inspection regime including the frequency. In the Council's sheltered housing schemes there are monitored regimes of flushing and temperature monitoring including specific attention to empty homes, communal areas and guest rooms.

The corporate Legionella Policy is to be reviewed in the financial year 2025-2026

Lift Management

Renewal of all vertical lifts within the current housing stock was completed in December 2023. There is a programme for the renewal of stair lifts where this has been identified.

An annual inspection of all lifts is undertaken, in line with the requirement of the Council's insurance company. A detailed policy on lifts and lifting equipment will be produced and adopted in the financial year 2025-2026.

Decent Homes

In accordance with the Government Decent Homes Standard the Council monitors key components such as kitchens, bathrooms, windows that may require replacement. The Decent Homes standard sets out a specific duration/lifetime for these components, and these are replaced on a programmed basis.

A full stock condition survey of all the Council's Housing Stock commenced in 2023, and will continue over a four year period, until all have been surveyed. The aim of the surveys is to establish a clear, evidenced data position and to inform and direct programmed activity.

Decency is a key area of focus for the Council over the next four years, and beyond, to ensure that all the Council's housing properties meet the required standards. The Decent Homes Standard is likely to change, having been subject to a recent Government consultation (2023). The Council will consider any subsequent regulatory changes and the costed implications of those changes following publication of the revised standards.

The housing stock condition survey also identifies hazards under the Housing Health and Safety Rating System (HHSRS). Any hazards categorized as Category one hazards are passed to the council for immediate remedial action. Lower priority hazards are submitted to the Council together with the other stock condition data and prioritised accordingly.

Heating

The Council's housing stock includes a range of heating systems types, and although the bulk of the systems are gas fired central heating systems with radiators, there are also a number of electric storage heating, electric radiant panels, oil fired central heating and air source heat pumped systems.

Typical lifespans for these systems are considered to be:

- Gas boiler – 15 years
- Oil boilers – 15 years
- Heating systems (pipework and radiators) – 30 years
- Electric storage heaters – 15 years
- Air source heat pumps – 20 years – (although some early installations have failed well within that period)

Stock condition data will be used to update renewal and upgrading programmes. In most cases a new heating system will result in an improvement in the energy efficiency of the home due to increased system efficiencies.

As part of the heating upgrade programmes, a review of the insulation levels in each property will be carried out, and, where appropriate, upgrades such as additional loft insulation or draft proofing measures will be undertaken. Where hot water storage tanks are required, high efficiency tanks that are the correct size for the home will be installed.

It is suspected that as part of the revised Decent Homes Standard there may be a directive that no new gas boilers will be allowed to be installed in existing properties after 2035. The Council is committed to phasing out gas boilers as soon as possible, but recognises that there needs to be a balance between provision of sufficient heating equipment capacity to tenants at affordable running and installation cost.

Short to medium term challenges of non-gas alternatives include cost, availability and deliverability at scale. The Council will carry out further tenant and internal consultation, alongside the stock condition survey and a technical project to understand the energy performance of its housing stock and options for improvement.

Current principles when selecting replacement heating systems are to review properties identified for renewal or upgrade taking into account location, available supplies and property type. Taking into account all factors the preference is for:

- A high efficiency gas boiler.
- An air source heat pump.
- A high efficiency oil boiler
- Modern electric storage heaters.

Windows and Doors

The Council's housing stock has a very high proportion of double-glazed uPVC framed and double-glazed windows and doors. UPVC frames are durable, but if locking mechanisms, draught seals and handles fail they are hard to replace. Where repairs are found to be impossible the only solution is to replace individual windows which consequently results in a mix of age and hardware in the property.

Where a mixture of ages or types of windows are encountered in one property, an assessment will be carried out to determine whether to replace individual windows or all windows in the property or block so as to ensure they are of the same material and age.

The life of UPVC windows and doors is considered to be 30 years. The Council plans to replace windows and doors on that timescale unless damage necessitates earlier renewal as above. Unless historic considerations dictate otherwise, windows will be replaced with double glazed uPVC framed units. Doors will be replaced with GRP composite or uPVC doors, fire and smoke resisting as location dictates.

Kitchens

Under normal circumstances, kitchens will be replaced when they are 30 years old. Where a kitchen is under 30 years old, but the condition is poor, an assessment of its remaining life will be made to facilitate decision on potential early replacement.

Stock condition data obtained shows that there are a number of properties with a kitchen that is over 30 years old. These kitchens will be prioritised to be replaced based on age and condition with a view to working toward mainly age based replacement.

The Council has consulted with its Tenants' Panel on the range of colour choices that could be offered as part of kitchen refurbishments. The current range of choices, based on that consultation, means that when a kitchen is refurbished, tenants will be provided with a choice of a small range of colours and on the layout of units and fixtures however this may diminish as some colours may be discontinued over time.

Each proposed kitchen renewal will be individually surveyed by a contractor, and a bespoke layout provided for each tenant. This will take account of any specific needs, colour and layout choices or other wishes they seek to incorporate into the design.

Bathrooms

Under normal circumstances, bathrooms will be replaced when they are 40 years old. Where a bathroom is under 40 years old, but the condition is poor, an assessment will be undertaken on the need to restore or replace. Any bathrooms identified by stock condition surveys as being over 40 years old will be prioritised for

replacement, based on the age and condition with a view to working toward mainly age based replacement.

Bathrooms in houses and first and second floor flats will normally be refurbished with baths, whereas bathrooms in bungalows and ground floor flats will be assessed at the time and may be refurbished to include a level access shower. This approach will support the future allocation of properties to tenants with specific needs, aiming to create sustainable solutions that remain effective over the long term. It will also minimise the need to remove relatively new baths to install accessible shower rooms.

The Bathrooms will be white suites with white tiles and a colour border.

Fencing and Paving

Where fencing is the Council's responsibility to maintain, it will generally be replaced when it fails, rather than as a planned programme of work. The normal standard will be a 1.8m privacy panel & 1.2m high chain-link fence on concrete posts. Full details are contained in the [Fencing and Paving Policy](#).

External and Communal Areas – Painting and Decoration

The Council has prioritised other works for a number of years and there is some evidence to support a return to a planned programme of painting and maintenance. This proposed programme will be informed by the stock condition survey.

Subject to other priorities, a proposed painting cycle of every seven to eight years is planned together with the intention to replace all timber fascia and soffits with uPVC, wash down any uPVC cladding and decorate any previously painted masonry, render or other surfaces.

Garages

The Council currently (at December 2024) owns 389 garages, of which 379 are let¹, with 10 not let due to being beyond economic repair. There continues to be a high demand for garages in certain areas with the demand outweighing availability.

Although garage units are in high demand they are not a core part of the housing service. To enable the Council to formulate a plan for the garage stock, a full condition survey will be undertaken within the first year of this policy being adopted. A garage plan will identify:

- those garages which can be repaired and let;
- those garages which could be made available for any possible future Council housing development, and;

¹ April 2024

- those garages which are identified as being beyond economical repair requiring them to be demolished or replaced.

Roofs

Sound roof coverings are essential to maintain the fabric of homes. Roofs are replaced on the basis of their condition.

The lifespan of a roof differs for flat and pitched roofs. This ranges from 25 years for a flat felt roof to 70 years or more for a slated or tiled roof. The Decent Homes Standard defines a roof covering as old when it reaches 50 years for a pitched roof and 30 years for a flat roof. A roof that is over 50 years old but in good condition will not normally require immediate replacement.

The Council's stock condition survey will carry out an assessment of the roof conditions of homes to then establish their remaining lifespan. This assessment will inform forward planning programmes.

Electrical Improvements

All Council owned dwellings will have a fixed wiring check every five years. Where an electrical test is undertaken and it is found that the wiring is not satisfactory, immediate, short term or programmed repairs and upgrades will be carried out depending on the nature of the findings. Full re-wires will only be carried out if repair of the system will not result in a satisfactory test result.

Where electrical improvement and full re-wires are carried out, the focus is on ensuring that current standards are complied with. This includes making sure that there are sufficient sockets throughout the property. Full details are contained within the Council's [Electrical Safety Policy](#).

Damp and Mould

The Council is committed to reducing and addressing damp and mould in its homes as set out in the Council's [Damp and Mould Policy](#) adopted in November (2023).

Advice and guidance is provided to tenants:

As part of the information pack provided to new tenants;

To tenants that have reported damp and mould, and;

is regularly included within the Council's quarterly newsletter ([Tending Reports](#)).

The intention is to help tenants understand how they can reduce the impact of condensation, but it is made clear that any ongoing problems should be reported so that they can be investigated.

Initially, the Council's response to reports of damp and mould is on a reactive basis. An appropriately detailed investigation will be undertaken after a tenant has reported an issue, or where a surveyor, has identified a hazard.

Repair data will be analysed to determine whether there is a particular issue in certain locations, or within a certain type of property. This will facilitate investment decision making to proactively deal with damp and mould and other issues.

The council will install humidity-controlled extractor fans during kitchen and bathroom refurbishments.

Aids and Adaptations

The Council recognises its social responsibility to provide suitable homes for those with a disability, its responsibility to comply with the requirements of the Equality Act 2010, and its duty to provide works to those eligible for a grant under the Housing Grants, Construction & Regeneration Act 1996. It is the Council's aim to deliver a responsive service, in relation to adaptations or supply of aids which will meet the needs of residents and to provide good value for money. In support of this, the Council's Adaptations Policy is currently being reviewed (2025) and will set out how the Council will deliver this service in the future.

The type of work undertaken ranges from small items such as handrails, to more major adaptations and, in a few cases, an extension to the property. Resident's needs and eligibility are assessed by the Council's Housing Grants team following referrals from either Essex County Council Social Care, or via Approved Assessors.

The Council's Building and Development team ensures works are effectively prioritised and carried out in a timely fashion, ensuring tenants and other parties are satisfied.

The Council aims to ensure that vacant properties which have disabled adaptations, are re-let to new tenants who require these adaptations. Vacant properties with the potential to house families with complex needs are fully inspected and considered for additional alterations or any potential future needs of that family. These measures aim to minimise and prevent the need for successive moves due to changing circumstances. Where specialist accommodation is no longer needed, assistance and guidance to move to more suitable accommodation will be offered to ensure that the Council's housing stock is being effectively used.

Responsive Repairs Service

The objective of the repairs service is to provide a customer focussed responsive repairs service, which achieves high levels of performance, customer satisfaction, and good value for money. The [Housing Repairs Policy](#) details the Council's approach and standards.

The repairs service is delivered through a term maintenance contractor, an in house workforce and a range of specialist contractors. Initial repair requests can be made

via the Council's call centre or by email. The Council will continuously review working arrangements and will introduce changes and new technology in order to continuously improve the response and consistency of the repairs service.

Empty Properties

The objective of empty property works is to make those properties available for letting as quickly as possible, thereby minimising rent loss and maximising the housing available whilst striving to meet residents' expectations.

The Council's priorities are to:

- provide a safe and secure home;
- improve re-let timescales;
- provide a re-let standard that meets residents' expectations.

The Council will continue to aim to minimise the time a property is unoccupied by carrying out property inspections prior to vacation wherever possible. The Council will also identify those properties where minimal works are likely to be required, and ensure these are re-let in the shortest possible time.

The Council has adopted an [Empty Homes Management Policy](#) which further details services and standards.

Climate Change and Energy Efficiency.

The Council declared a climate emergency in 2019. It has developed a Climate Action Plan and as part of this it is committed to significantly reducing carbon in its housing stock by 2050.

Critical to meeting this target is to understand the current position and to develop a clear way forward to meet targets. The organisation holds Energy Performance Certificates for a proportion of its stock, built up through acquisition and letting processes. It has also included a standard assessment of its homes Energy Performance Certificate in the stock condition survey specification. This will mean that energy performance data for around 25% of homes will be available in 2025 and for all homes by 2027.

The Council intends to:

- Focus on improving energy efficiency in its existing homes within the context of other work and projects.
- Set a target to be as near as possible to carbon neutral for all new build homes that are acquired to be used as Council housing.
- Carry out further work to assess how best to adapt Council homes to be closer to carbon neutral.
- Consider and discuss with tenants, the implications and opportunities of decarbonisation options.

- Proactively provide advice on energy efficiency to tenants.
- Work to attract external funding to improve the energy efficiency of the stock.

Once the Council has identified suitable measures and properties through the ongoing stock condition survey, the Council aims to:

- Meet government and regulator targets for energy efficiency.
- Increase the Energy Performance Certificate ratings for the properties identified.
- Combat fuel poverty by assisting to reduce energy bills.
- Ensure homes are thermally comfortable and efficient.
- Develop and design further energy efficiency and heating schemes.
- Include social value in procurement, tailored to the Council's priorities.

Energy Performance Baseline

Based on those Energy Performance certificates available in April 2024, approximately 45% of Council homes meet or exceed the government's 2030 EPC band C target:

EPC Band	Percentage of Stock surveyed
A 0	0%
B 91	6%
C 830	61%
D 384	28%
E 44	3%
F 2	0.1%
G 0	

The vast majority of the Council's homes are already within band C or D, which suggests that those below that banding will require achievable improvement to meet the target of a band C. However, there are a number of properties that have a low rating, which cannot be improved without significant investment. Long term strategies and substantial funding for major projects, disposal or redevelopment will therefore need to be considered.

Technical Approach

The Council's approach will be to take a 'Fabric First' approach when investing in its properties in line with a general principle that it is better to reduce energy need than to meet it. This approach provides the most sustainable and cost-efficient improvements for tenants and aligns with Social Housing Decarbonisation Fund principles. Examples of this may be loft or wall insulation, replacement windows and doors, or more efficient lighting or heating.

Properties with quite low efficiency standards will need a carefully balanced approach and a package of measures. It may be that to be effective some of these packages need also to include local power generation. The Council will also consider and contribute to local power generation and networks where this can be clearly shown to support the fabric first approach in an affordable and sustainable way.

Investment planning will allow the Council to ensure that work is carried out in a sensible sequence to reduce disruption to tenants, manage costs and avoid duplicated or abortive works.

When developing all works and investment programmes, the Council will review proposals to understand both their carbon impact and future running costs to the Council and its tenants.

External Funding

To support the Government's Clean Growth Strategy, it has provided the Social Housing Decarbonisation Fund (SHDF) which can be accessed over a 10-year period. This is to provide funding to encourage and enable social housing providers to accelerate their energy efficiency and decarbonisation plans. The fund aims to:

- Upgrade a significant amount of the social housing stock currently below EPC rating C up to that standard,
- Deliver warmer and more energy-efficient homes,
- Reduce carbon emissions,
- Reduce energy bills, and tackle fuel poverty and support the creation of 'green' jobs

The Council's housing stock is an aging one and careful consideration will have to be given on what energy saving measures are considered as it should have a positive outcome for the tenant. It is therefore the Council's intention to work towards being able to meet the criteria to access this fund.

Addressing Fuel Poverty

Alongside the investment in our properties, the Council will support its tenants in addressing fuel poverty. The Council must ensure that tenants' energy bills do not increase through the installation of new or alternative technologies. This is a key aim of the energy performance review project. The Council will compare the energy efficiency and/or carbon reduction against any potential increase in energy usage and potential increased costs to tenants.

Measuring Success

Housing providers have been required to collect specified data in relation to their performance from 1st April 2023. The Council will maintain the regulatory required performance indicators and will develop further performance indicators where required to measure the success of this plan. Council officers will also be assigned ownership of relevant indicators and will be expected to provide the current figures and any explanation that is required of current position.

Performance indicators are:

- Percentage of stock NOT meeting Decent Homes Standard
- Percentage of stock with a current valid gas safety check
- Average re-let time for Council housing (calendar days)
- Average time to complete disabled adaptations in Council properties following referral from social care - (working days)
- Average Energy Performance Certificate (EPC) rating
- Percentage of stock with an in date Electrical Installation Condition Report (EICR)
- Percentage of blocks with current Fire Risk Assessment (FRA)
- Number of Fire Risk Assessment (FRA) actions outstanding
- Percentage of Fire Risk Assessment (FRA) actions outstanding that are out of target
- Number of properties (within the calendar month) where the gas safety check was not completed before the expiry date
- Percentage of water hygiene actions that are out of target
- Number of asbestos safety checks
- Average time to complete responsive repair (working days)
- Percentage of responsive repairs completed by appointment
- Satisfaction that the home is safe
- Non-emergency responsive repairs completed within the landlord's target timescale
- Percentage of tenants satisfied with quality of responsive repairs
- Percentage of tenants satisfied with quality of capital improvements
- Percentage of new tenants satisfied with their new home (condition of property)

The above measures will be collated on an ongoing basis and reported back to senior management as required. These will also facilitate reporting of the Tenant Satisfaction Measures (TSM) which are part of the new regulatory regime for housing.

Related Policies/Strategies, Procedures and Legislation

- Rechargeable Works Policy for Council Tenants and Leaseholders (2024)
- Housing Repairs Policy (2023)
- Damp and Mould Policy (2023)
- Fire Safety Policy (2023)
- Empty Homes Management Policy (including Standard) (2024)
- Gas Safety Policy 2024
- Electric Safety Management Policy 2024
- Asbestos Management Policy (reviewed in 2025)
- Acquisitions Policy (to be revised and to include Disposals 2024/25)
- Water Hygiene Management (to be reviewed in 2025)

Legislation

- The Social Housing (Regulation) Act 2023
- Landlord and Tenant Act 1985
- Decent Homes Standard
- Commonhold and Leasehold Reform Act 2002
- Homes (Fitness for Human Habitation) Act 2018

Review

This Housing Asset Management Plan will be reviewed every three years in consultation with tenant representatives, Council staff, other stakeholders and the Portfolio Holder responsible for Housing, unless there are any reasons, such as legislative changes, requiring that it be reviewed earlier.

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A.5 APPENDIX B

ASBESTOS MANAGEMENT POLICY
(Council Housing Stock)

February 2025



Contents

1.0 Asbestos Management Policy Statement	4
2.0 Management Flowchart	6
3.0 Asbestos Management Plan	7
3.1 Duty Holder	7
3.2 Responsible Persons	7
3.3 Damaged ACMs - Emergency Procedure	7
3.4 Asbestos Management Survey, Refurbishment and Surveys and Register	8
3.5 Asbestos Containing Materials	8
3.6 Staff Awareness	9
3.7 Monitoring and Inspection	10
4.0 Works and Visitor Protocols	10
4.1 Contractors	10
4.2 Emergency Services	11
4.3 Refurbishment or Demolition Works	11
4.4 Asbestos Works and Removals	11
5.0 Control Measures for Specific Areas Identified	11
Appendix 1: Asbestos Work Categories Illustration	13
Appendix 2 Asbestos Containing Material Inspection Record	14
Appendix 3 Priority Assessment Algorithm for Standard Properties	15
Appendix 4 - Standard Materials Priority Assessments.	16
1. Asbestos Insulation Board	
2. Bitumen backing to floors	
3. Damp Proof Course	
4. Vinyl Floor Tiles and Sheeting	
5. Textured Coating	
6. Asbestos Soffits/Risers/Sheets/Bath Panels, Undercloak, Cladding, Cement Packers	
7. Asbestos Cement Water Tanks & Flower Troughs	
8. Asbestos Insulation Board Debris & Residues	
9. Asbestos Sink Pads	
10. Asbestos Toilet Cisterns/Toilet Seats	
11. Asbestos Felt/Roof Felt	
12. Asbestos Gaskets & Ropes	
13. Asbestos Cement Debris	
14. Asbestos Gutters, Downpipes, Roof Sheets, Cows, Miscellaneous Cement Items	
15. Asbestos Cement Roof Sheets	

16. *Asbestos Cement Roof Slates/Tiles*

17. *Asbestos Putty*

18. *Asbestos Mastic*

19. *Asbestos Electric Flash Guard*

Appendix 5: Contractor Review of Asbestos Register/Survey 35

Appendix 6: Asbestos Permit to Work Proforma 36

Appendix 7: Staff Training Record 37

1.0 Asbestos Management Policy Statement

Tendring District Council is committed to keeping its residents, staff and visitors safe as far as reasonably practicable from exposure to asbestos fibres. The Council has created this local Asbestos Management Policy to document how it plans to achieve this.

This Asbestos Management Policy sets out the actions taken within the Council's housing stock to manage Asbestos Containing Materials (ACMs) in accordance with The Control of Asbestos Regulations 2012 (CAR), and best practice guidance.

A copy of this policy and the individual property asbestos surveys in addition to any other relevant information, as detailed in the local authority guidance, will be held in a central folder which can be found on the Council's computer systems and at Northbourne Depot, Vista Rd, Clacton-On-Sea, Essex, CO15 6AJ. This central folder will be made readily available to all those who need access to the asbestos documentation. Individual property surveys will be accessible via the computerised systems.

This Policy has been developed in consultation with TLC Environmental Services Ltd, the Council's leadership team and has been approved by the Chief Executive and Duty Holder under regulation 4 of the Asbestos regulations 2012.

To ensure employees, residents, contractors and visitors to council owned homes do not disturb ACMs and are safe from potential exposure, the following asbestos management procedures are in place:

- A designated person/s responsible for the management of asbestos on the premises (referred to as the Duty holder as defined in regulation 4 of the Asbestos Regulations 2012); including the updating of existing records
- A system and database to ensure ACMs are identifiable through appropriate labelling and/ or colour coding, providing information to all.
- Provision of asbestos awareness training to relevant Council employees and third parties as deemed necessary (including the keeping of appropriate training records).
- To periodically inspect ACMs on a regular basis where specified within the asbestos register - 6 monthly internally and every 12 months externally to communal areas and areas required under the relevant regulations. Relevant surveys will be updated after the removal of any ACM and also at regular intervals.
- To periodically review this Asbestos Management Policy (see paragraph 6 below).
- Provide access to the asbestos management central folder to contractors carrying out maintenance or construction works (this also includes IT contractors) prior to the commencement of works. Copies of Asbestos Surveys will be sent to contractors or access provided to the council's online survey data base.
- Ensure that, where necessary, a refurbishment or demolition survey is undertaken when the Council undertakes construction or other substantial works.
- Where staff are uncertain on the status of materials or required action they must seek advice and guidance from suitably qualified and experienced competent persons on

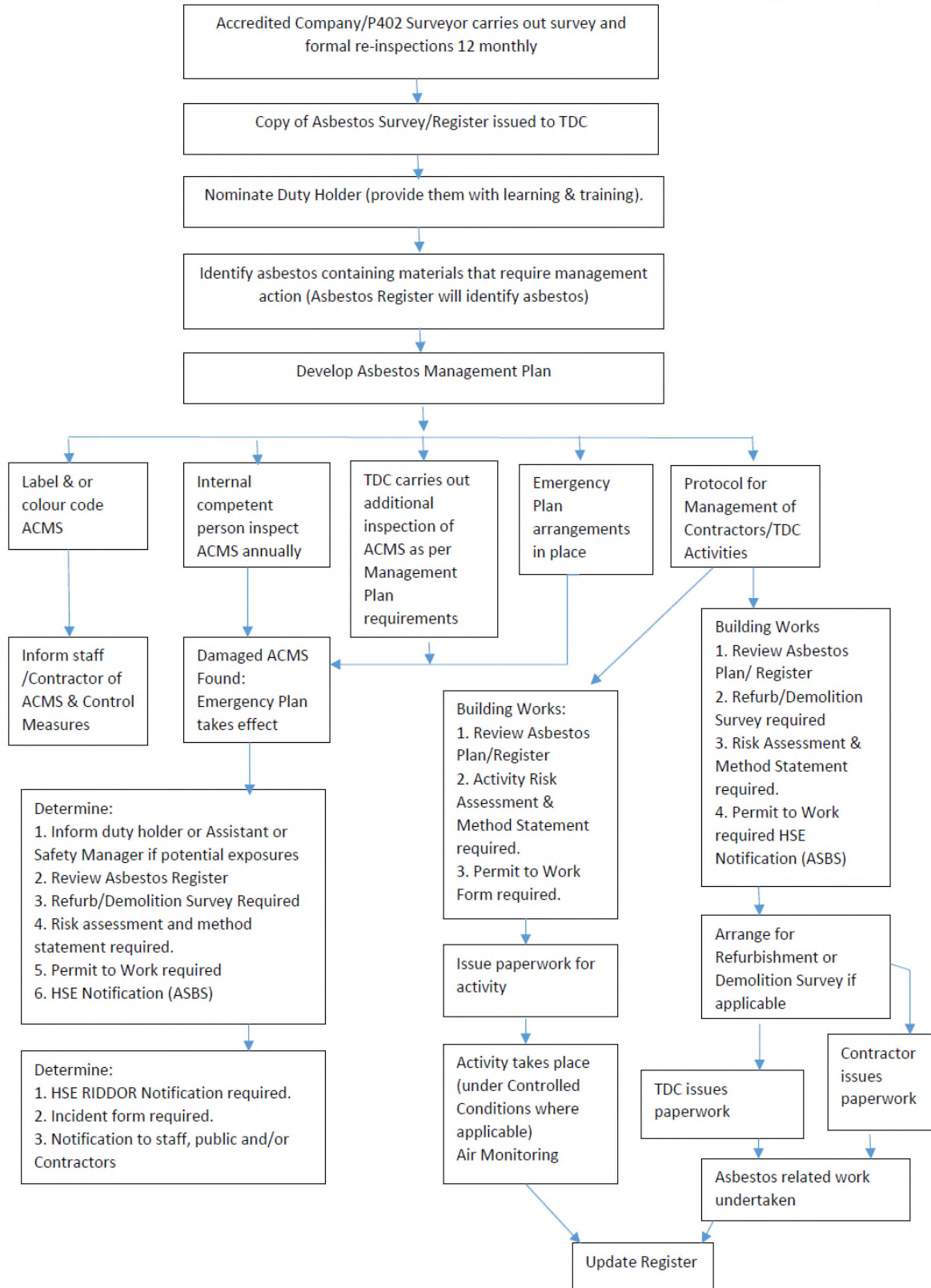
any asbestos related work activities that are to be undertaken. This may include, but is not limited to: re-inspections, asbestos removal works, environmental cleans, encapsulation works and air-monitoring.

- Staff must inform the Duty Holder or Responsible Person of any instances of suspected exposure to ACMs so that professional assistance and guidance can be taken as per the Reporting Incidents, Diseases and Dangerous Occurrence Regulations (RIDDOR) procedure found on the Health and Safety Executive (HSE) website (refer to the emergency procedures contained within this policy).

Link to the relevant Health and Safety Executive website page can be found [here](#).

2.0 Management Flowchart

2.0 Management Flowchart



3.0 Asbestos Management Plan

3.1 Duty Holder

The Chief Executive of Tendring District Council is the legally designated Duty Holder under Regulation 4 of the Asbestos Regulations 2012.

3.2 Responsible Persons

The following members of staff have been nominated to be responsible for managing asbestos on any relevant premises.

- 1) (Duty Holder) Ian Davidson Chief Executive
- 2) (Assisted by) Damian Williams Corporate Director Operations and Delivery
- 3) (Assisted by) Steve Pearce Building and Development Manager
- 4) Staff within the Building and Development Team as directed by the above

One member of staff detailed (1 to 3) above has attended a recent asbestos awareness training course. The Council seeks to ensure that all relevant staff take Asbestos Awareness Training through its training portal.

3.3 Damaged ACMs - Emergency Procedure

Where asbestos containing materials (ACMs) have been damaged, or damaged materials/suspected deterioration are identified during inspection processes, Tendring District Council will instigate the emergency procedure below.

- Immediately assess the material disturbed and its location, to establish the likelihood of fibre exposure, and
- Where exposure is likely: Secure the area affected ensuring no access is permitted (signage must be displayed and barriers erected where appropriate)
- Review any impact on the operational use of the property and make alternative arrangements where necessary.
- Contact the Responsible persons and a suitable asbestos company for assistance and advice
- Maintain controlled access to the area until such time as formal clearance or containment has been confirmed
- Maintain good communication with residents, staff and relevant other parties, providing updates as necessary to ensure the access arrangements are not breached
- Notify the Health and Safety Executive if required under RIDDOR; speak to the relevant health and safety advisor prior to doing this.

3.4 Asbestos Management Survey, Refurbishment and Surveys and Register.

The Asbestos Survey provides accurate information on the location, amount and condition of ACMs. The information in the survey report will be used to form the Asbestos Register which is a key component of the management arrangements.

The Responsible Person will ensure that an up-to-date copy of the asbestos survey will be available on the relevant premises or through the Register at all times.

The Council's Sheltered Housing schemes and temporary accommodation facilities all have either a Management Survey or a Refurbishment and Demolition Survey available on site or via the Register.

Communal areas of general purpose properties all have a Management Survey available via the Register.

The Council commissions a Refurbishment and Demolition Survey for each dwelling where it becomes vacant or significant work is proposed. Where practical, asbestos containing materials are removed prior to the occupation of properties. New tenants are provided with an updated copy of the survey as part of their tenancy pack. Surveys for dwellings are made available through the Register.

The Register comprises a set of digitised survey reports with assessments held on the Council's computer system in order that copies can be provided to contractors and others planning or undertaking works. Work is currently underway (January 2025) to make survey reports available through the Council's OneServe works control system and to integrate the data contained into the Council's Lifespans stock condition software.

Records are held by the Council at **Development and Building Services, Tendring District Council, Northbourne Depot, Vista Road, Clacton on Sea, Essex, CO15 6AJ.**
Contact: Stephanie Ronan on 01255 686929




3.5 Asbestos Containing Materials

The areas of the Council's Housing Stock which have asbestos containing materials (ACMs) that require management will be noted from the Asbestos Register within the asbestos survey report. A copy of the Asbestos Register is available on the internal computer system. Controls for specific high-risk areas identified are included later in this plan at Section 4.0 (*Control measures for specific areas identified*).

Where ACMs have been identified, the person/s named earlier in this Policy as being responsible for managing asbestos will ensure that the materials are capable of being identified visually by all staff and contractors using the following:

- Asbestos containing materials in Public Access Areas, corridors and other areas accessible to all staff members of the public will be identified by a label/ sticker similar to those contained within the table below and residents made aware of ACMs within dwellings via copies of the survey reports for individual properties.
- Asbestos containing materials in other areas will be labelled using labels commensurate with legislative requirements i.e. a 'tombstone' label.

Examples of acceptable asbestos stickers/ labels to be used

<p>The following examples of labels/ stickers are suitable for use within the premises as part of the management control procedures outlined within this Asbestos Management Policy.</p> <p>These examples are not extensive and other appropriate stickers/ labels may be used.</p>	<p>Asbestos ‘tombstone’ sticker – <i>normal industry standard label used</i></p> 
<p>Presumed asbestos sticker – <i>used when similar materials have been proven to contain ACMs</i></p>	<p>Encapsulated asbestos sticker – <i>used when ACMs have been encapsulated</i></p>
	
<p>Asbestos sticker – <i>An alternative to the ‘tombstone’ sticker highlighted above</i></p>	<p>Warning sticker – <i>Can be used in communal areas where ACMs are present; may be used in place of other types specified above which may cause unnecessary concern</i></p>

3.6 Staff Awareness

With due regard to the Health & Safety at Work Act 1974 (Section 2C c) and the reinforcement of adhering to CDM regulations, all relevant staff will be provided with asbestos awareness training. Specific staff have taken additional training (including some

workforce members to work with unlicensed materials). All staff are able to access relevant information on:

- I. Types and location of ACMs (via the Asbestos Register and Surveys)
- II. The visual means of identifying ACM's (labels/ colour coding)
- III. How to avoid risks from asbestos (e.g. not disturbing)
- IV. How to report concerns about ACMs (e.g. to the Duty Holder)

All new Council staff are required to undertake a range of induction training packages. Additional staff training is provided to technical and workforce staff depending on their responsibilities. The Council operates a 1 to 1 staff performance management and appraisal system to identify training and development needs.

The Council has established reporting lines to facilitate reporting of concerns of all kinds to management and a formalised grievance procedure.

The Council proposes to augment the arrangements in place with a dedicated section on the staff internal network to bring together these awareness arrangements.

3.7 Monitoring and Inspection

The Responsible Person for the purposes of managing this asbestos plan will ensure formal visual inspections of all known ACMs are carried out as stipulated within the Asbestos Register, recording the details of such inspections using a suitable proforma, as shown in Appendix 2.

Formal visual inspections of retained ACMs will be conducted on an annual basis to all the communal areas and statutory areas, by a Competent Person. All other periodical inspections stipulated will be undertaken by staff instructed by the Responsible Persons identified earlier in this policy. These will be conducted and recorded every 6 months or otherwise as specified in the survey.

Any damaged or deteriorated materials found will be reported according to the procedures detailed earlier in this policy.

4.0 Works and Visitor Protocols

4.1 Contractors

Everyone attending Tendring District Council's housing stock and buildings to carry out any works that could affect ACM or areas that could contain ACM will be required to access and review the asbestos survey electronically via Oneserve or Register before undertaking any work.

This will be provided by the person responsible for arranging the work or other relevant member of staff within the Tendring District Council's Building and Development Team.

Where the records are held on site, the contractors or staff undertaking any work as above will be required to sign that they have reviewed the asbestos survey/Register as Appendix 4.

Where there are ACMs that are to be worked on or are near to work to be undertaken, no work will take place until an appropriate method statement of work is produced. Where

directed, the Permit-to-Work procedures detailed in Appendix 5 will be duly authorised and implemented.

4.2 Emergency Services

Emergency Services personnel attending a site which is, or might be, affected by ACM, must be given access to the asbestos survey, Register and plan on arrival. Where site retained surveys are used these will be made available to emergency services by site staff as part of site emergency procedures. In communal spaces a copy of the relevant communal survey will be held in the fire information box.

4.3 Refurbishment or Demolition Works

Where Tendring District Council commission any construction works involving an upgrade, refurbishment or demolition work, a refurbishment and demolition survey will be undertaken as necessary to locate and describe, as far as is reasonably practicable, all ACMs in the area where the work will take place.

In the case of dwellings the whole dwelling will be surveyed.

Surveys will be undertaken in accordance with the requirements of the Health and Safety Executive guidance HSG264 Survey Guide. Where necessary, staff should seek further advice and guidance from the duty holders, appropriately qualified consultants, contractors or other advisors.

4.4 Asbestos Works and Removals

The Council will ensure that any works undertaken involving ACMs will be carried out within the requirements of the Control of Asbestos Regulations 2012. Guidance from the Health and Safety Executive can be found at: <http://www.hse.gov.uk/asbestos/index.htm>

Control measures will be detailed in the method statement provided by the contractor.

The asbestos survey/Register will be updated accordingly following completion of the asbestos related works. All removal paperwork will be placed in the Asbestos folder where held on site and in all cases held within the electronic records held by the Council, including the waste consignment paper work.

The diagram at Appendix 1 shows the level of risk for a spectrum of asbestos products. This helps identify the need for Licensed, Notifiable Non- Licensed and Non-Licensed Asbestos procedures in relation to potential works to be undertaken.

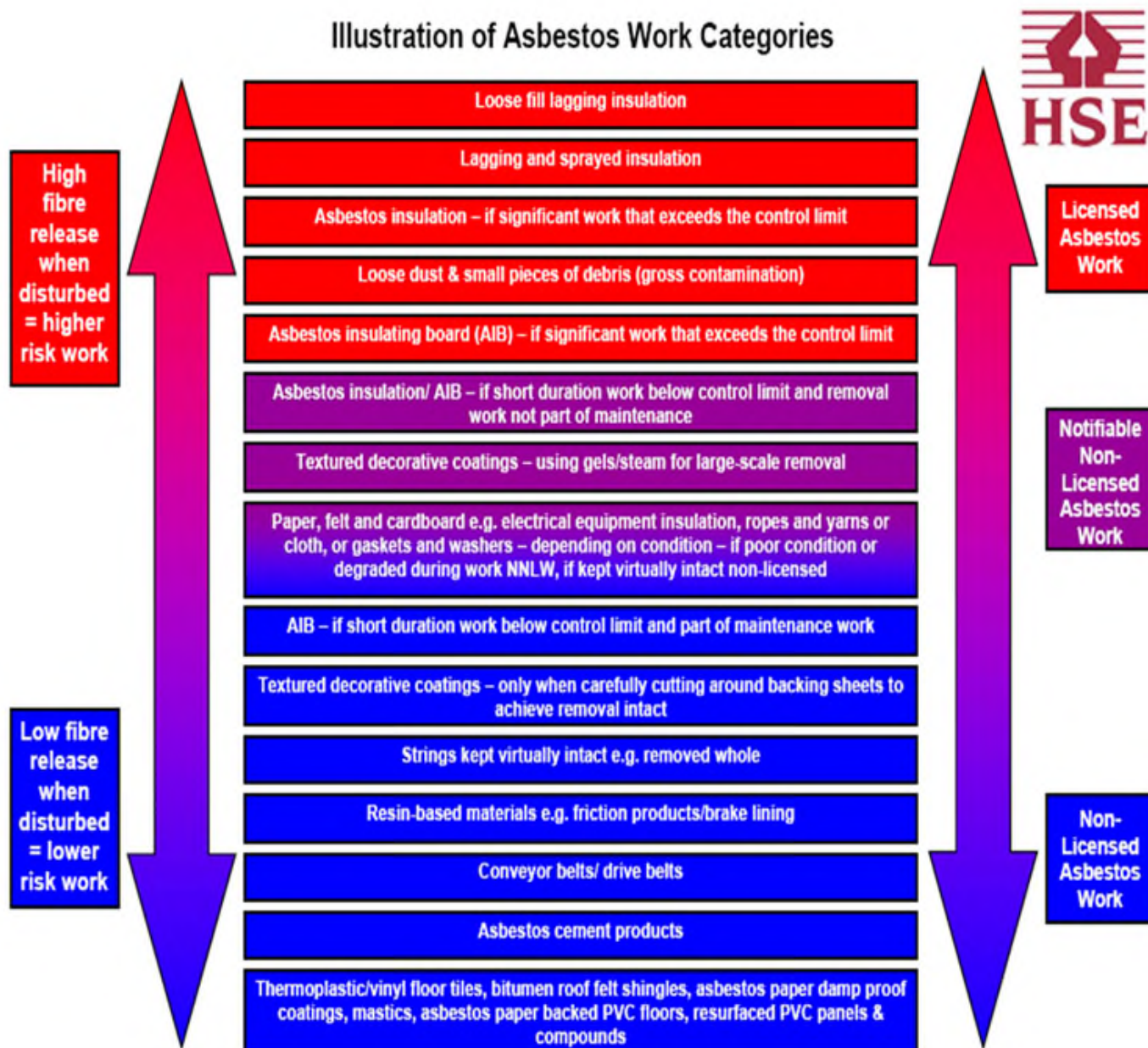
5.0 Control Measures for Specific Areas Identified

There may be occasions where the nature of sites or materials warrants precautions in addition to those usually adopted. Where this is the case, the additional precautions will be held in the site file or Register. Additionally, the Council will work towards highlighting these on works orders through the Council's Oneserve/Lifespans computer systems.

6.0 Review

This Asbestos Management Policy will be reviewed every three years in consultation with tenant representatives, Council staff, other stakeholders and the Portfolio Holder responsible for Housing, unless there are any reasons, such as legislative changes, requiring that it be reviewed earlier.

Appendix 1: Asbestos Work Categories Illustration



Appendix 2 Asbestos Containing Material Inspection Record

Site:		Date of Inspection:	
Inspection By (signature):		Print Name:	

LOCATION OF ACM	ACM DESCRIPTION	CONDITION	INSPECTION COMMENTS
See individual property Survey for information			

Good Practice Guidance:

- Take photographs of ACMs for each inspection and store for future reference
- Compare previous photographs with current condition state to determine whether there has been any deterioration since the last inspection
- Replace missing or damaged asbestos labels and stickers, information to notice board
- Where the condition is determined as either **Medium** or **High**, the emergency procedure needs to be instigated

Condition Key:

Good: No visible damage; review at next inspection date	Low: A few scratches or surface marks but no signs of asbestos debris; review at next inspection date for further signs of deterioration
Medium: Significant breakage of materials or several small areas where material has been damaged; encapsulation works likely - follow the emergency procedure - program removal	High: Visible asbestos debris; environmental clean and encapsulation works likely – follow the emergency procedure

Appendix 3 Priority Assessment Algorithm for Standard Properties

All properties with issues are programmed in for removal at survey stage

Assessment factor	Score	Examples of score variables
Normal occupant activity Main type of activity in area Secondary activities for area	0 1 2 3 As above	Rare disturbance activity (eg little used store room) Low disturbance activities (eg office type activity) Periodic disturbance (eg industrial or vehicular activity which may contact ACMs) High levels of disturbance, (eg fire door with asbestos insulating board sheet in constant use) As above
Likelihood of disturbance Location Accessibility Extent/amount	0 1 2 3 0 1 2 3 0 1 2 3	Outdoors Large rooms or well-ventilated areas Rooms up to 100 m ² Confined spaces Usually inaccessible or unlikely to be disturbed Occasionally likely to be disturbed Easily disturbed Routinely disturbed Small amounts or items (eg strings, gaskets) 1 10 m ² or 10 m pipe run. 2 >10 m ² to ≤50 m ² or >10 m to ≤50 m pipe run 3 >50 m ² or >50 m pipe run
Human exposure potential Number of occupants Frequency of use of area Average time area is in use	0 1 2 3 0 1 2 3 0 1 2 3	None 1 to 3 4 to 10 >10 Infrequent Monthly Weekly Daily <1 hour >1 to <3 hours >3 to <6 hours >6 hours
Maintenance activity Type of maintenance activity Frequency of maintenance activity	0 1 2 3 0 1 2 3	Minor disturbance (eg possibility of contact when gaining access) Low disturbance (eg changing light bulbs in asbestos insulating board ceiling) Medium disturbance (eg lifting one or two asbestos insulating board ceiling tiles to access a valve) High levels of disturbance (eg removing a number of asbestos insulating board ceiling tiles to replace a valve or for recabing) ACM unlikely to be disturbed for maintenance 1 1 per year 2 >1 per year 3 >1 per month

Appendix 4 – Standard Materials Priority Assessments.

1. Asbestos Insulation Board

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos Insulation Board				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity Main type of activity in area	1	Low disturbance (i.e. office type activity)	1	1
Likelihood of disturbance Location	2	Room up to 100m ²	2	2
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	2	≥ 10m ² to ≤ 50 m ² or > 10m to ≤ 50 m pipe run	2	2
			Average	1
Human exposure potential Number of occupants	1	1 to 3	1	1
Frequency of use of area	3	Daily	3	3
Average time area is in use	1	> 1 to < 3	1	1
			Average	1
Maintenance activity Type of Maintenance Activity	1	Low disturbance (i.e. changing lights bulbs in asbestos insulating board ceiling)	1	1
Frequency of Maintenance Activity	3	> 1 per month	3	3
			Average	2
Total Priority Assessment Score				5
Material Assessment Score (on Asbestos Survey) Average				6
Total of Material and Priority Assessment Scores				11
Current Recommendation for this Asbestos Mark and Manage all properties requiring removals recorded and programmed for removal.			Mark and Manage/Programme for Removal ASAP	

2. Bitumen backing to floors

Property Address	Locations
See asbestos Register	

Priority Assessment for: Bitumen Backing to Floors to various properties highlighted above				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity Main type of activity in area	0	Rare disturbance activity (i.e. little used store room)	0	0
Likelihood of disturbance Location	1	Large room or well-ventilated areas	1	
Accessibility	1	Occasionally likely to be disturbed	1	
Extent / amount	2	≥ 10m ² to ≤ 50 m ² or > 10m to ≤ 50 m pipe run	2	
Average				1
Human exposure potential Number of occupants	1	1 to 3	1	
Frequency of use of area	0	Infrequent	0	
Average time area is in use	1	> 1 to < 3	1	
Average				1
Maintenance activity Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	
Frequency of Maintenance Activity	3	> per month	3	
Average				1
Total Priority Assessment Score				4
Material Assessment Score (on Asbestos Survey) Average				3
Total of Material and Priority Assessment Scores				7
Current Recommendation for this Asbestos			Mark and Manage	

3. Damp Proof Course

Property Address	Locations
See asbestos Register	

Priority Assessment for: Damp Proof Course				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity Main type of activity in area	1	Low disturbance	1	1
Likelihood of disturbance Location	0	Outdoors	0	0
Accessibility	0	Usually inaccessible or unlikely to be disturbed	0	0
Extent / amount	3	≥ 50m ²	3	3
Average				1
Human exposure potential Number of occupants	3	> 10	3	3
Frequency of use of area	3	Daily	3	3
Average time area is in use	2	> 3 to < 6	2	2
Average				3
Maintenance activity Type of Maintenance Activity	1	Low disturbance	1	1
Frequency of Maintenance Activity	1	<1 per year	1	1
Average				1
Total Priority Assessment Score				6
Material Assessment Score (on Asbestos Survey)				3
Total of Material and Priority Assessment Scores				9
Current Recommendation for this Asbestos			Mark and Manage	

4. Vinyl Floor tiles and sheeting

Property Address	Locations
See asbestos Register	

Priority Assessment for: Vinyl floor tiles and Sheeting				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance	1	1
Likelihood of disturbance				
Location	1	Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed		
Extent / amount	2	≥ 10m ² to ≤ 50 m ² or > 10m to ≤ 50 m pipe run		
			Average	1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	3	Daily	3	3
Average time area is in use	1	> 1 to < 3	1	1
			Average	2
Maintenance activity				
Type of Maintenance Activity	1	Low disturbance (i.e. changing lights bulbs in asbestos insulating board ceiling)	1	1
Frequency of Maintenance Activity	1	≤ 1 per year	1	1
			Average	1
Total Priority Assessment Score				5
Material Assessment Score (on Asbestos Survey)				3
Total of Material and Priority Assessment Scores				8
Current Recommendation for this Asbestos				Mark and manage

5. Textured Coating

Property Address	Locations
See asbestos Register	

Priority Assessment for: Textured Coating				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance	1	1
Likelihood of disturbance				
Location	1	Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed	1	
Extent / amount	2	≥ 10m ² to ≤ 50 m ² or > 10m to ≤ 50 m pipe run	1	
Average			1	1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	3	Daily	3	3
Average time area is in use	2	> 3 to < 6	2	2
Average			2	2
Maintenance activity				
Type of Maintenance Activity	1	Low disturbance (i.e. changing lights bulbs in asbestos insulating board ceiling)	1	1
Frequency of Maintenance Activity	1	≤ 1 per year	1	1
Average			1	1
Total Priority Assessment Score				5
Material Assessment Score (on Asbestos Survey)				4
Total of Material and Priority Assessment Scores				9
Current Recommendation for this Asbestos				Mark and Manage

6. Asbestos cement soffits /Risers /sheets/bath panels, under cloak, cladding, cement packers

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos cement soffits /Risers /sheets/bath panels, under cloak, cladding, packers				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low Disturbance	1	1
Likelihood of disturbance				
Location	1	Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	1	10 m2 average	1	1
			Average	1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	0	Infrequent	0	0
Average time area is in use	1	> 1 to < 3	1	1
			Average	1
Maintenance activity				
Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
Frequency of Maintenance Activity	0	ACM unlikely to be disturbed for maintenance	0	0
			Average	0
Total Priority Assessment Score				3
Material Assessment Score (on Asbestos Survey)				4
Total of Material and Priority Assessment Scores				7
Current Recommendation for this Asbestos				Mark and Manage

7. Asbestos cement water Tanks and Flower Troughs

Property Address		Locations		
See asbestos Register				
Priority Assessment for: Asbestos cement Water Tanks and Flower Troughs				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance (i.e. office type activity)	1	1
Likelihood of disturbance				
Location	0	Outdoors		
	1	Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	1	≤ 10m ² or ≤ 10 m pipe run	1	1
			Average	1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	0	Infrequent	0	0
Average time area is in use	1	> 1 to < 3	1	1
			Average	1
Maintenance activity				
Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
Frequency of Maintenance Activity	0	ACM unlikely to be disturbed for maintenance	0	0
			Average	0
Total Priority Assessment Score				3
Material Assessment Score (on Asbestos Survey)				4
Total of Material and Priority Assessment Scores				7
Current Recommendation for this Asbestos				Mark and Manage

8. Asbestos insulation Board Debris and residues

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos insulation board Debris and residue				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance	1	1
Likelihood of disturbance				
Location	0	Outdoors		
	1	Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	0	Small amounts of items (i.e. strings, gaskets)	0	0
			Average	1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	3	Daily	3	3
Average time area is in use	1	> 1 to < 3	1	1
			Average	2
Maintenance activity				
Type of Maintenance Activity	1	Low disturbance (i.e. changing lights bulbs in asbestos insulating board ceiling)	1	
Frequency of Maintenance Activity	2	1 per year	2	
			Average	1
Total Priority Assessment Score				5
Material Assessment Score (on Asbestos Survey)				6
Total of Material and Priority Assessment Scores				11
Current Recommendation for this Asbestos				Programmed for removal

9. Asbestos Sink Pads

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos sink pads				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance (i.e. office type activity)	1	1
Likelihood of disturbance				
Location	1	Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	0	Small amounts of items (i.e. strings, gaskets)	0	0
			Average	1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	3	Daily	3	3
Average time area is in use	0	< 1 hour	0	0
			Average	2
Maintenance activity				
Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
Frequency of Maintenance Activity	0	ACM unlikely to be disturbed for maintenance	0	0
			Average	0
Total Priority Assessment Score				4
Material Assessment Score (on Asbestos Survey)				3
Total of Material and Priority Assessment Scores				7
Current Recommendation for this Asbestos				Mark and Manage

10. Asbestos Toilet Cisterns/ Toilet Seats

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos toilet cisterns and toilet Seats				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	2	Periodic disturbance (i.e. industrial or vehicular activity which may contact ACM's)	2	2
Likelihood of disturbance				
Location	1	Large room or well-ventilated areas	1	1
Accessibility	0	Usually inaccessible or unlikely to be disturbed	0	0
Extent / amount	0	Small amounts of items (i.e. strings, gaskets)	0	0
Average				1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	3	Daily	3	3
Average time area is in use	0	< 1 hour	0	0
Average				2
Maintenance activity				
Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
Frequency of Maintenance Activity	0	ACM unlikely to be disturbed for maintenance	0	0
Average				0
Total Priority Assessment Score				5
Material Assessment Score (on Asbestos Survey)				5
Total of Material and Priority Assessment Scores				10
Current Recommendation for this Asbestos				Mark and Manage

11.Asbestos Felt/Roof Felt

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos Felt/ Roof felt				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance (i.e. office type activity)	1	1
Likelihood of disturbance				
Location	0	Outdoors	0	0
Accessibility	0	Usually inaccessible or unlikely to be disturbed	0	0
Extent / amount	2	≥ 10m ² to ≤ 50 m ² or > 10m to ≤ 50 m pipe run	2	2
Average				1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	0	Infrequent	0	0
Average time area is in use	0	< 1 hour	0	0
Average				1
Maintenance activity				
Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
Frequency of Maintenance Activity	0	ACM unlikely to be disturbed for maintenance	0	0
Average				0
Total Priority Assessment Score				3
Material Assessment Score (on Asbestos Survey)				3
Total of Material and Priority Assessment Scores				6
Current Recommendation for this Asbestos				Mark and Manage

12. Asbestos Gaskets and Ropes

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos Gaskets to boilers or pipework				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	0	Rare disturbance activity (i.e. little used store room)	0	0
Likelihood of disturbance				
Location	1	Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	0	Small amounts of items (i.e. strings, gaskets)	0	0
Average				1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	0	Infrequent	0	0
Average time area is in use	1	> 1 to < 3	1	1
Average				1
Maintenance activity				
Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
Frequency of Maintenance Activity	0	ACM unlikely to be disturbed for maintenance	0	0
Average				0
Total Priority Assessment Score				2
Material Assessment Score (on Asbestos Survey)				3
Total of Material and Priority Assessment Scores				5
Current Recommendation for this Asbestos				Mark and Manage

13. Asbestos Cement Debris

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos cement Debris				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance (i.e. office type activity)	1	1
Likelihood of disturbance				
Location	0	Outdoors		
		Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	1	≤ 10m ² or ≤ 10 m pipe run	1	1
			Average	1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	2	Weekly	2	2
Average time area is in use	0	< 1 hour	0	0
			Average	2
Maintenance activity				
Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
Frequency of Maintenance Activity	1	≤ 1 per year	1	1
			Average	1
Total Priority Assessment Score				5
Material Assessment Score (on Asbestos Survey)				6
Total of Material and Priority Assessment Scores				11
Current Recommendation for this Asbestos				Remove

14. Asbestos Cement Gutters ,Downpipes, Roof Sheets, Cowls Miscellaneous cement items

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos cement gutters, downpipes, Roof sheets, cowls, soil pipes, Asbestos cement drains , Miscellaneous cement items				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance (i.e. office type activity)	1	1
Likelihood of disturbance				
Location	0	Outdoors	0	0
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	1	≤ 10m ² or ≤ 10 m pipe run	1	1
Average				1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	3	Daily	3	3
Average time area is in use	0	< 1 hour	0	0
Average				2
Maintenance activity				
Type of Maintenance Activity	1	Low disturbance (i.e. changing lights bulbs in asbestos insulating board ceiling)	1	1
Frequency of Maintenance Activity	0	ACM unlikely to be disturbed for maintenance	0	0
Average				1
Total Priority Assessment Score				5
Material Assessment Score (on Asbestos Survey)				4
Total of Material and Priority Assessment Scores				9
Current Recommendation for this Asbestos				Mark and Manage

15. Asbestos Cement Roof Sheet

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos cement roof sheets				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance (i.e. office type activity)	1	1
Likelihood of disturbance				
Location	0	Outdoors	0	0
Accessibility	0	Usually inaccessible or unlikely to be disturbed	0	0
Extent / amount	2	≥ 10m ² to ≤ 50 m ² or > 10m to ≤ 50 m pipe run	2	2
			Average	1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	3	Daily	3	3
Average time area is in use	0	< 1 hour	0	0
			Average	2
Maintenance activity				
Type of Maintenance Activity	1	Low disturbance (i.e. changing lights bulbs in asbestos insulating board ceiling)	1	1
Frequency of Maintenance Activity	1	≤ 1 per year	1	1
			Average	1
Total Priority Assessment Score				5
Material Assessment Score (on Asbestos Survey)				4
Total of Material and Priority Assessment Scores				9
Current Recommendation for this Asbestos				Mark and Manage

16. Asbestos cement Roof slates/tiles

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos cement Roof slates/tiles				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance (i.e. office type activity)	1	1
Likelihood of disturbance				
Location	0	Outdoors	0	0
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	2	≥ 10m ² to ≤ 50 m ² or > 10m to ≤ 50 m pipe run	2	2
			Average	1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	0	Infrequent	0	0
Average time area is in use	0	< 1 hour	0	0
			Average	1
Maintenance activity				
Type of Maintenance Activity	1	Low disturbance (i.e. changing lights bulbs in asbestos insulating board ceiling)	1	1
Frequency of Maintenance Activity	0	ACM unlikely to be disturbed for maintenance	0	0
			Average	1
Total Priority Assessment Score				4
Material Assessment Score (on Asbestos Survey)				4
Total of Material and Priority Assessment Scores				8
Current Recommendation for this Asbestos				Mark and manage

17. Asbestos Putty

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos Putty				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	0	Rare disturbance activity (i.e. little used store room)	0	0
Likelihood of disturbance				
Location	1	Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	1	≤ 10m ² or ≤ 10 m pipe run	1	1
Average				1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	3	Daily	3	3
Average time area is in use	1	> 1 to < 3	1	1
Average				2
Maintenance activity				
Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
Frequency of Maintenance Activity	0	ACM unlikely to be disturbed for maintenance	0	0
Average				0
Total Priority Assessment Score				3
Material Assessment Score (on Asbestos Survey)				3
Total of Material and Priority Assessment Scores				6
Current Recommendation for this Asbestos				Mark and Manage

18. Asbestos Mastic

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos Mastic				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	1	Low disturbance (i.e. office type activity)	1	1
Likelihood of disturbance				
Location	0	Outdoors		
	1	Large room or well-ventilated areas	1	1
Accessibility	1	Occasionally likely to be disturbed	1	1
Extent / amount	1	≤ 10m ² or ≤ 10 m pipe run	1	1
Average				1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	3	Daily	3	3
Average time area is in use	1	> 1 to < 3	1	1
Average				2
	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
	1	≤ 1 per year	1	1
Average				1
Total Priority Assessment Score				5
Material Assessment Score (on Asbestos Survey)				4
Total of Material and Priority Assessment Scores				9
Current Recommendation for this Asbestos				Mark and Manage

19. Asbestos Electric Flash guard

Property Address	Locations
See asbestos Register	

Priority Assessment for: Asbestos Electric Flash Guard				
Assessment factor	Score	Examples of score variables	Score	Overall Score
Normal occupant activity				
Main type of activity in area	0	Rare disturbance activity (i.e. little used store room)	0	0
Likelihood of disturbance				
Location	1	Large room or well-ventilated areas	1	1
Accessibility	0	Usually inaccessible or unlikely to be disturbed	0	0
Extent / amount	0	Small amounts of items (i.e. strings, gaskets)	0	0
Average				1
Human exposure potential				
Number of occupants	2	4 to 10	2	2
Frequency of use of area	0	Infrequent	0	0
Average time area is in use	0	< 1 hour	0	0
Average				1
Maintenance activity				
Type of Maintenance Activity	0	Minor disturbance (i.e. possibility of contact when gaining access)	0	0
Frequency of Maintenance Activity	1	≤ 1 per year	1	1
Average				1
Total Priority Assessment Score				3
Material Assessment Score (on Asbestos Survey)				4
Total of Material and Priority Assessment Scores				7
Current Recommendation for this Asbestos				Mark and Manage

Appendix 5: Contractor Review of Asbestos Register/Survey

This sheet MUST be retained with any site held surveys. It MUST be signed by all those carrying out repair/maintenance work on the premises (including voluntary workers or staff) that will involve disturbing the fabric of the premises.

Persons signing this sheet are signing to say that they have seen the Asbestos Register and Management Policy and checked that whether there is any known or presumed asbestos in the area in which they are working.

Where an asbestos containing material is suspected, no work should be carried out until all relevant procedures have been carried out as detailed in the Asbestos Management Policy and relevant regulations and guidance.

Date	Company	Details of Work	Print Name	Signature

Date	Company	Details of Work	Print Name	Signature

Appendix 6: Asbestos Permit to Work Proforma

Permit to Work Issuing Instructions: To be used when any work on/near asbestos containing materials is to take place and a permit to work scheme is proposed in the survey and risk assessment.

ASBESTOS PERMIT TO WORK

Date/s for Works/ Activity..... Times.....

Section 1: Location and description of work

Section 2: Asbestos Register

2.1 Has the Asbestos Register been reviewed by the staff member/Contractor? Yes / No

2.2 Will the work disturb any asbestos containing material? Yes / No

If the answer to 2.2 is YES – proceed to Section 3; if NO – proceed to Section 4

Section 3: Work ON asbestos containing materials

3.1 Contractors competency to work on ACM's been confirmed i.e. Training over and above Asbestos Awareness (Trained in Licensed or Non-Licensed Work)?
Yes / No

3.2 Worked planned in accordance with the requirements of The Control of Asbestos Regulations 2012?
Yes / No

3.3 Duty Holder or Assistant Duty Holder has been informed and approved Yes / No

Work can commence once the above are confirmed

Section 4: Activity / Work NEAR asbestos containing materials

4.1 Has a method statement been prepared for the work? Yes / No

The activity / works can commence once the above is confirmed but must stop immediately if any suspicious materials are discovered not previously identified.

Section 5: Approval by Duty Holder or Assistant Duty Holder

Signature..... Date.....

Print Name.....

Section 6: Staff / Contractor Confirmation

I confirm that the activity / work will be undertaken in accordance with the requirements of this permit and Tendring District Council's Asbestos Management Policy.

Signature..... Date.....

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CABINET

21 FEBRUARY 2025

REPORT OF THE PORTFOLIO HOLDER FOR ASSETS AND COMMUNITY SAFETY

A.6 CONSIDERATION AND ADOPTION OF A CRIME AND DISORDER REDUCTION STRATEGY 2025 - 2028

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present to Cabinet the Crime and Disorder Reduction Strategy 2025 - 2028 for approval for recommendation onto Full Council for adoption, as part of the Council's Policy Framework.

EXECUTIVE SUMMARY

At its meeting of 21st October 2024 Cabinet received a report by the Monitoring Officer issued under Section 5A of the Local Government and Housing Act 1989 in respect of the position in relation to Council's historical omission regarding the formulation and implementation of a Crime and Disorder Strategy for the Council, as required under Sections 5 and 6 of the Crime and Disorder Act.

Following on from that report a strategy is now presented to Cabinet as part of the process to resolve the historical omission to have in place a Crime and Disorder Reduction Strategy for recommendation onto Full Council for adoption.

This report presents the Crime and Disorder Reduction Strategy 2025 – 2028 for approval. The strategy set out the overarching framework for the Council and its partners in the Community Safety Partnership (CSP) to reduce crime and disorder by formalising the work that will be undertaken with the CSP and the Council's Community Safety Team over the next three years.

It sets out our priorities for reducing crime and disorder and Anti-Social Behaviour (ASB), whilst protecting vulnerable people across Tendring over the next three years.

Through working together, the CSP has achieved many successes in reducing crime and disorder and ASB, protecting those who are vulnerable and making Tendring safe and secure for residents, businesses and visitors.

As a community leader the Council is proud of these achievements that have been possible only through partnership working. In order to build upon previous work and to understand the challenges that continue to arise we will continue work with partners to ensure a safer Tendring for our residents.

The strategy is based upon a wide range of data and information, from public consultation to crime and disorder information that are brought together in our annual Strategic Assessment. Through the assessment we have identified four key themes within the strategy, as set out below, that feed into the CSP priorities. We recognise the challenges facing our children, young adults and families that have evolved and continue to do so. For example, criminal gangs are targeting children to move drugs in and out of towns and other areas, including in Tendring. This is a national issue, but we need to be aware of criminal gangs, and to be able to spot the signs that our children may be being targeted.

1. Tackling violence against women and girls is at the forefront of the CSP's agenda and reflects the Government's priority in tackling this issue, following the tragic deaths of Sarah Everard, Balvinder Gahir, Bibaa Henry, Nicole Smallman and Julia James, and an increase in reports of domestic abuse.
2. Our ambition is to increase support for victims and survivors, increase the number of perpetrators brought to justice and reduce the prevalence of violence against women and girls.
3. We will work in partnership across the CSP & Health and Wellbeing Board and with our partners and communities to achieve progress on our priorities during the lifetime of this strategy and seek to bring about real change for residents and visitors to Tendring.
4. The CSP brings the opportunity for organisations and groups to come together to improve crime and disorder and ASB in Tendring and create an environment where people and communities can flourish, the CSP remains committed to making Tendring safe.

RECOMMENDATION(S)

That Cabinet:

- (a) **notes the success of the Community Safety Partnership to date and the outcome of consultation and engagement with the Partnership and its constituent members in respect of the proposed Crime and Disorder Reduction Strategy 2025-28;**
- (b) **notes the individual recommendations from the Community Leaderships Overview and Scrutiny Committee meeting held on 28th January 2025, and considers whether to endorse the Portfolio Holder's proposed responses to those five recommendations;**
- (c) **notes the findings of the strategic assessment to inform the Crime and Safety Partnership's four priorities for the District of Tendring and agrees that these priorities, as set out below, should form the Council's strategic priorities;**
 1. **Tackling ASB and the root causes of ASB**
 2. **High Harm Violence (with a focus on Violence Against Women and Girls (VAWG) and Domestic Abuse)**
 3. **Drug and knife enabled Serious Violence (Gangs and County Lines)**
 4. **Emerging threats and Trends (i.e. Shoplifting, Vehicle Crime, Arson & Criminal Damage)**
- (d) **approves the Crime and Disorder Reduction Strategy 2025 – 2028, as set out in Appendix A, in accordance with Section 6 of the Crime and Disorder Act 1998, for recommendation onto Full Council for adoption as part of the Council's Policy Framework.**

REASON(S) FOR THE RECOMMENDATION(S)

The recommendations are to ensure that the strategy is appropriately adopted, in accordance with the Council's Constitution and to evidence compliance with The

Crime and Disorder Act 1998, as amended by section 97 and 98 of the Police Reform Act 2002, that places a requirement on Community Safety Partnerships (CSP) to develop a Crime and Disorder Reduction Strategy.

ALTERNATIVE OPTIONS CONSIDERED

The strategy is designed to assist the Council in meeting the statutory duty in the Crime and Disorder Act 1998. The only alternative option considered was to not produce the Strategy which would mean that the statutory requirements would not be met.

Failure to adopt the strategy makes the day-to-day operation of the partnership more difficult with the potential for inconsistencies in approach and increases the likelihood of complaints across all partners in the partnership.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

This strategy contributes to a number of Corporate Plan 2024-28 themes:

- Pride in our area and services to residents
- Raising aspirations and creating opportunities
- Working with partners to improve quality of life

OUTCOME OF CONSULTATION AND ENGAGEMENT

Consultation and engagement has been undertaken with members of the Community Safety & Health and Wellbeing Board (where the Strategic Assessment and Strategy was ratified on 9th January 2025). Members of the CSP will monitor the outcomes in the strategy.

The Strategy was considered by the Community Leadership Overview and Scrutiny Committee (CLOSC) on 28th January 2025 and the minute recommendations) of the meeting is included below:

- (a) the Crime and Disorder Strategy presented to the Committee be supported and Cabinet advised of this support for delivery by the appropriate partners including Essex Police;
- (b) the Committee -
 - (i) commends the Strategy authors for ensuring that the language and format and use of graphics to create what is an accessible document for most readers;
 - (ii) urges the Cabinet to ensure that all reasonable and appropriate steps are taken to care for the health, safety and wellbeing of all staff involved in enforcement activities and community safety;
 - (iii) recognises the increasing levels of violence against the person, shoplifting, possession of weapons, personal robbery, hate crime and domestic abuse and the need for robust action to address these growing crime problems in the District;
 - (iv) urges the Community Safety Partnership to adopt, as a priority, the need to educate and encourage confidence in the reporting of crime by the public and

business managers to reduce significantly the current levels of under reporting by victims; and

- (v) expresses its concern for delivery of the priorities on the basis of the plans announced on the day of the meeting for all 99 PCSOs in Essex to be made redundant.

The response of the Portfolio Holder for Assets and Community Safety will be circulated as soon as it is available. Failing that, it will be tabled at the Cabinet Meeting.

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 <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)	31st October 2024

Community Safety Partnerships are statutory bodies which exist in all local authorities. They were established by the Crime and Disorder Act 1998 with the aim of creating *“An alliance of organisations which generates strategies and policies, implement actions and interventions concerning crime and disorder within their partnership area”*.

Whilst their responsibilities have developed over time, they remain statutorily responsible for identifying local community safety priorities through the production of an annual strategic assessment which as a minimum must cover:

- Crime and disorder by local area (including anti-social behaviour and other behaviour adversely affecting the local environment) and,
- The misuse of drugs, alcohol and other substances.

There are also statutory requirements for CSPs regarding sharing information and engaging and consulting with the community about their priorities, and monitoring progress in achieving them. Each CSP is required to develop a plan setting out how Crime and ASB will be tackled in their area.

There are five responsible authorities that make up a CSP:

the local authority

police

fire and rescue service

probation service

health service.

Section 6 Crime and Disorder Act 1998 - formulation and implementation of strategies:

(1) The responsible authorities for a local government area shall, in accordance with [section 5](#) [with subsection (1A)] and with regulations made under subsection (2), formulate and implement—

- (a) a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment); and
- (b) a strategy for combatting the misuse of drugs, alcohol and other substances in the area; and
- (c) a strategy for the reduction of re-offending in the area; and
- (d) a strategy for—
 - (i) preventing people from becoming involved in serious violence in the area, and
 - (ii) reducing instances of serious violence in the area.

Regulation 3.— Functions in respect of the formulation and implementation of a strategy (1) For each area there shall be a strategy group whose functions shall be to (a) prepare strategic assessments; and (b) prepare and implement a partnership plan, for that area on behalf of the responsible authorities.

The Council has to adopt the Strategy within its Policy Framework.

X	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:
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Pursuant to Section 6 of the Crime and Disorder Act 1998, we have a statutory duty to approve and adopt a Crime and Disorder Strategy. Section 6(2) of the 1998 Act, refers to the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 which set out the requirements for the Formulation and Implementation of the Strategy, and uses the terminology Partnership Plan (Regulation 3).

Approval of the Strategy/Partnership Plan is a function which must go to Full Council for approval, and whilst this is set out in our Constitution, as part of the Policy Framework, this is because it's a statutory requirement under Regulation 4(1) and Schedule 3 (Functions not to be the Sole Responsibility of an Authorities Executive) under the Local Authorities (Functions and Responsibilities) (England) Regulations 2000).

FINANCE AND OTHER RESOURCE IMPLICATIONS

There are no financial implications associated with the adoption of this strategy as the strategy formalises existing arrangements which are currently fully funded via the Police Fire and Crime Commissioner Annual Grant.

X	The Section 151 Officer confirms they have been made aware of the above and any additional comments from them are below:
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I do not have any comments to make over and above those already set out in the 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;	The Council has an adopted Financial Strategy.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks,	The Council has a constitutional structure and framework for decision-making.
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 Council has an adopted Financial Strategy.

MILESTONES AND DELIVERY

The Crime and Disorder Reduction Strategy 2025 – 2028 sets out the vision of the Council and how it aims to work together, with partners, to deliver community safety outcomes for the residents of the district and to achieve compliance with the Crime and Disorder Act 1998.

This strategy supports the work of the Tendring Community Safety Partnership in understanding the patterns and trends relating to crime and disorder, anti-social behaviour and community safety issues in the District, enabling it to respond to its strategic priorities, ensuring focus and the appropriate allocation of resources to tackle the crime and anti-social behaviour having the most impact on our residents, visitors and businesses.

Collaborating with our partners is crucial in delivering our aims and this strategy sets out the range of responsibilities and governance by which we will ensure effective delivery.

ASSOCIATED RISKS AND MITIGATION

A failure to adopt this strategy would mean that the statutory requirements in the Crime and Disorder Act 1998 are not met.

Failure to adopt the strategy will also make the day-to-day operation of the partnership more difficult with the potential for inconsistencies in approach and increases the likelihood of complaints across all partners in the partnership.

The main mitigation to the risks highlighted above is to adopt the strategy.

EQUALITY IMPLICATIONS

In line with the Public Sector Equality Duty, within this strategy the Council has due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

An Equality Impact Assessment has been carried out in connection with this strategy.

SOCIAL VALUE CONSIDERATIONS

Creates healthier, safer and more resilient communities: To build stronger and deeper partnership working arrangements whilst continuing to engage and empower communities. The strategy will benefit our communities in relation to building confidence that the Partnership are dealing with issues that matter to them and reduce the fear of crime in the community.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030	
The implementation of these policies does not present a direct impact on the Council's target for net zero greenhouse gas emissions from its business operations by 2030. The Council will be mindful of energy efficiency measures, wherever relevant, in the implementation of its policies and strategies.	
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	An effective strategy and partnership plan can contribute to a better quality of life for our communities and can act as a deterrent to anti-social behaviour.
Health Inequalities	People living in poverty are more likely to experience domestic abuse and domestic abuse may lead to poverty with this reducing the ability to escape a situation of abuse. Poverty also increases the likelihood of various mental health conditions. An effective Crime and Disorder Reduction Strategy aims to improve both the safety and wellbeing of our residents, through the Tendring Community Safety Health and Wellbeing Board.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance).	The Council will follow subsidy control legislation and regulations, where applicable, in relation to the content and implementation of this strategy.
Area or Ward affected	All
PART 3 – SUPPORTING INFORMATION	
BACKGROUND	
<p>Every Community Safety Partnership (CSP) is required by the Crime & Disorder Act 1998 (Statutory Instrument 1830) to prepare a three year Strategy and an annual Strategic Assessment, in order to assist the group in revising its partnership plan.</p> <p>The strategic assessment should include:</p> <ul style="list-style-type: none"> • Analysis of the levels and patterns of crime and disorder and substance misuse in the Tendring. • Analysis of the changes in those levels and patterns since the previous Strategic Assessment. • Analysis of why those changes have occurred. • The matters which the responsible authorities should prioritise when each are exercising their functions to reduce crime and disorder and to combat substance misuse in the Tendring. • The matters which the persons living and working in the Tendring consider the responsible authorities should prioritise when each are exercising their 	

functions to reduce crime and disorder and to combat substance misuse in the Tendring.

- An assessment of the extent to which the Partnership Plan for the previous year has been implemented.
- Details of those matters that the strategy group considers should be brought to the attention of the county strategy group to assist it in exercising its functions under these Regulations.

In order to inform the Strategic Intelligence Assessment and Partnership Plan, the Strategy Group is expected to obtain the views of those who live or work in the Tendring District about:

- The levels and patterns of crime and disorder and substance misuse in the Tendring District.
- the matters which the responsible authorities should prioritise when each are exercising their functions to reduce crime and disorder and to combat substance misuse in Tendring.

The views of residents are taken from community consultation and engagement events throughout the year and from the Community Safety survey 2024.

The Crime and Disorder Act 1998, as amended by section 97 and 98 of the Police Reform Act 2002, places a requirement on Community Safety Partnerships (CSP) to develop a Crime and Disorder Reduction Strategy. This document sets out how crime, anti-social behaviour and the fear of crime will be reduced and resolved.

In collaboration with all partners' Tendring Council has produced a comprehensive strategic assessment for 2024 - 2025. The purpose of the assessment is to understand the trends, patterns and drivers relating to crime and anti-social behaviour so that the partnership can set clear priorities, develop intelligence-led activity and deploy resources effectively. The strategy has been informed primarily by this strategic assessment. That has identified the five key elements of the strategy.

CURRENT POSTION

The proposed strategy and annual strategic assessment are attached.

The Crime and Disorder Reduction Strategy 2025 – 2028 sets out the vision of the Council and how it aims to work together, with the Community Safety Partnership, to deliver community safety outcomes for the residents of the district and to achieve compliance with the Crime and Disorder Act 1998.

This strategy supports the work of the partnership in understanding the patterns and trends relating to crime and disorder, anti-social behaviour and community safety issues in the district, enabling it to respond to its strategic priorities, ensuring focus and the appropriate allocation of resources to tackle the crime and anti-social behaviour having the most impact on our residents, visitors and businesses.

Whilst the Council has a key community leadership role, collaborating with our partners is crucial in delivering our aims and this strategy sets out the range of responsibilities and governance by which we will ensure effective delivery.

Whilst this strategy outlines the priorities for the coming three years and it's not envisaged for these to vary significantly during this time, as mentioned earlier in the report, the partnership will undertake an annual strategic assessment, looking at data,

patterns and trends to provide assurance that the strategy remains focused on the key issues and remains fit for purpose.

It is an ambitious strategy that confronts difficult issues that cannot be resolved by any single agency, including serious violence and knife crime, drugs and gangs, domestic abuse, the criminal exploitation of young children, young people and vulnerable adults, modern slavery and hate crime and the impact of these on our local communities, town centres and businesses.

The strategy highlights the partnerships ambitions for the 3 years, it uses reported crime and ASB data, residents survey data, and other data from the strategic assessment to ascertain what the priorities should be in the forthcoming year. The strategy also outlines how the partnership will tackle / deliver against its priorities and target resources effectively to address the issues (priorities).

The findings of the strategic assessment have informed the decision to select the CSP Priorities for Tending which will be:

5. Tackling ASB and the root causes of ASB
6. High Harm Violence (with a focus on Violence Against Women and Girls (VAWG) and Domestic Abuse)
7. Drug and knife enabled Serious Violence (Gangs and County Lines)
8. Emerging threats and Trends (i.e.: Shoplifting, Vehicle Crime, Arson & Criminal Damage)

APPENDICES

Appendix 1 – Crime and Disorder Reduction Strategy 2025 - 2028

Appendix 2 – Strategic Assessment (not for publication as it is a restricted document)

REPORT CONTACT OFFICER(S)

Name	Leanne Thornton
Job Title	Community Safety and Safeguarding Manager
Email	lthornton@tendingdc.gov.uk

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Crime and Disorder Reduction Strategy 2025 - 2028



CONTENTS

3

Foreword

4

Introduction

5

The Tendring
District

6

Tendring
Community Safety
Partnership (CSP)

7

Purpose and Aims

Structure and
Governance

Community Safety
Partnership
Ambitions

8

Community Safety
Partnership
Ambitions

9

Reported Crime
Reported Anti-
Social Behaviour

10

What did our
residents say

CSP Priorities

What success
looks like

11

Delivery

12

Priority One

14

Priority Two

15

Priority Three

16

How will we know
we are on track

17

Finance and
Resources

Supporting
strategies and
plans

Foreword

Tendring District Council in collaboration with the Community Safety Partnership (CSP) is pleased to present our Crime and Disorder Reduction Strategy for 2025 – 2028. It sets out our priorities for reducing crime and disorder and Anti-Social Behaviour (ASB), whilst protecting vulnerable people across Tendring over the coming three years.

Through working together, the CSP has achieved many successes in reducing crime, disorder and ASB, protecting those who are vulnerable and making Tendring safe and secure for residents, businesses and visitors. We are proud of these achievements but know that more needs to be done to make Tendring safer.

As a CSP, we recognise that the challenges facing our children, young adults and families have evolved and continue to do so. For example, criminal gangs are targeting children to move drugs in and out of towns and other areas, including in Tendring. This is a national issue, but we need to be aware of criminal gangs, and to be able to spot the signs that our children may be being targeted.

Tackling violence against women and girls is a top priority for the Central Government. This follows the tragic deaths of Sarah Everard, Balvinder Gahir, Bibaa Henry, Nicole Smallman and Julia James, and an increase in reports of domestic abuse. Tackling violence against women and girls is also forefront of the CSP's agenda. Our ambition is to increase support for victims and survivors, increase the number of perpetrators brought to justice and reduce the prevalence of violence against women and girls.

We will work in partnership across the CSP & Health and Wellbeing Board and with our partners and communities to achieve progress on our priorities during the lifetime of this strategy and seek to bring about real change for residents and visitors to Tendring. The Council and the CSP bring the opportunity for organisations and groups to come together to tackle crime and disorder and ASB in Tendring and create an environment where people and communities can flourish, the CSP remains committed to making Tendring safe.



Councillor Peter Kotz
Cabinet Member for Assets and Community Safety at Tendring District Council.
Chair of Tendring Community Safety and Health and Wellbeing Board.



Introduction

The Crime and Disorder Reduction Strategy 2025 – 2028 sets out the vision of Tendring District Council and the Community Safety Partnership and how it aims to work with others, to deliver community safety outcomes for the residents of the District.

This strategy supports the work of the partnership in understanding the patterns and trends relating to crime and disorder, anti-social behaviour and community safety issues in the District, enabling it to respond to its strategic priorities, ensuring focus and the appropriate allocation of resources to tackle the crime and anti-social behaviour having the most impact on our residents, visitors and businesses.

Collaborating with our partners is crucial in delivering our aims and this strategy sets out the range of responsibilities and governance by which we will ensure effective delivery.

Whilst this strategy outlines the priorities for the coming three years and it is not envisaged for these to vary significantly during this time, the partnership will undertake an annual strategic assessment, looking at data, patterns and trends to provide assurance that the strategy remains focused on the key issues and fit for purpose.

It is an ambitious strategy that confronts difficult issues that cannot be resolved by any single agency, including serious violence and knife crime, drugs and gangs, domestic abuse, the criminal exploitation of young children, young people and vulnerable adults, modern slavery and hate crime and the impact of these on our local communities, town centres and businesses.



The Tendring District

Tendring forms part of the North Local Policing Area (LPA). This area also includes Maldon, Braintree, Uttlesford, Colchester and Chelmsford.

The Tendring District has many geographic, demographic and economic characteristics that make it distinctive from other areas.

Tendring enjoys over 36 miles of coastline, award-winning sandy beaches, numerous coastal towns providing everything from the traditional pleasures of the seaside to maritime heritage, a variety of beautiful and picturesque villages and one of the busiest harbours in Europe. Our coastal geography is our greatest asset but also presents us with difficult and expensive management issues.

A large majority of people living in Tendring consider it a good place to live, which is reflected in the number of individuals who have decided to retire to the area. A very high proportion of our residents are over the age of 65. Overall population is growing rapidly and is predicted to grow from 146,000 in 2009 to 170,000 by 2026.

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

The population count at the 2021 Census was 148,300.

The largest town in the Tendring district is Clacton-on-Sea, with a population of over 53,000.



Purpose And Aims

This Crime and Disorder Reduction Strategy is the strategy of Tendring District Council and the Tendring Community Safety Partnership, it sets out our ambitions for the partnership and the district and our strategic priorities. It details the outcomes we wish to achieve, the approach we will take to deliver them and resources. It outlines the range of responsibilities and priorities and is an important tool to help focus our effort and resources on the right things.

Structure And Governance

The structure and governance arrangements are designed to offer a strong approach to partnership working, providing opportunities for agencies to work together to focus on established strategic priorities, outcomes and deliverables:



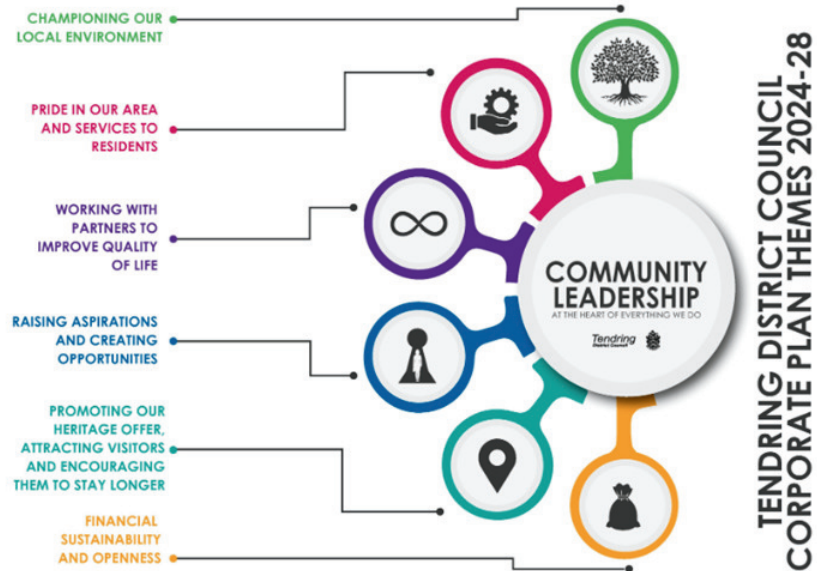
Community Safety Partnership Ambitions

People – We want Tendring to be a place where people feel safe, where local communities are aware of abuse, harm and exploitation and are confident to raise their concerns with local agencies, preventing themselves and others becoming victims of crime.

Place – We want Tendring to offer a high quality of life for all residents through attractive, liveable, accessible and safe neighbourhoods and towns and will work together to protect geographical locations where crime and anti-social behaviour occurs, using all available tools and powers to create community reassurance and reduce the fear of crime. This strategy aligns the key themes and ambitions of the District’s ‘Our Vision’ Corporate Plan 2024 – 2028 and those of the Essex Police Fire and Crime Commissioner.



“Listening to and delivering for our residents and businesses”



The strategy also aligns to the Changing Futures Strategy (Essex County Council Strategy), which focuses on supporting adults in contact with the criminal justice system, as well as homelessness, mental ill-health and substance misuse issues.

We will focus our efforts and resources on four strategic priorities for community safety. These priorities are based upon the annual strategic assessment of crime and disorder issues across the District and reflect outcomes from public consultation and legislative requirements and the alignment of the strategy with other agencies priorities.

The CSP’s priorities are as follows:

- Tackling ASB and the root causes of ASB
- High Harm Violence (with a focus on Violence Against Women and Girls and Domestic Abuse)
- Drug and knife enabled Serious Violence (Gangs and County Lines)
- Emerging threats and Trends such as Shoplifting, Vehicle Crime, Arson & Criminal Damage

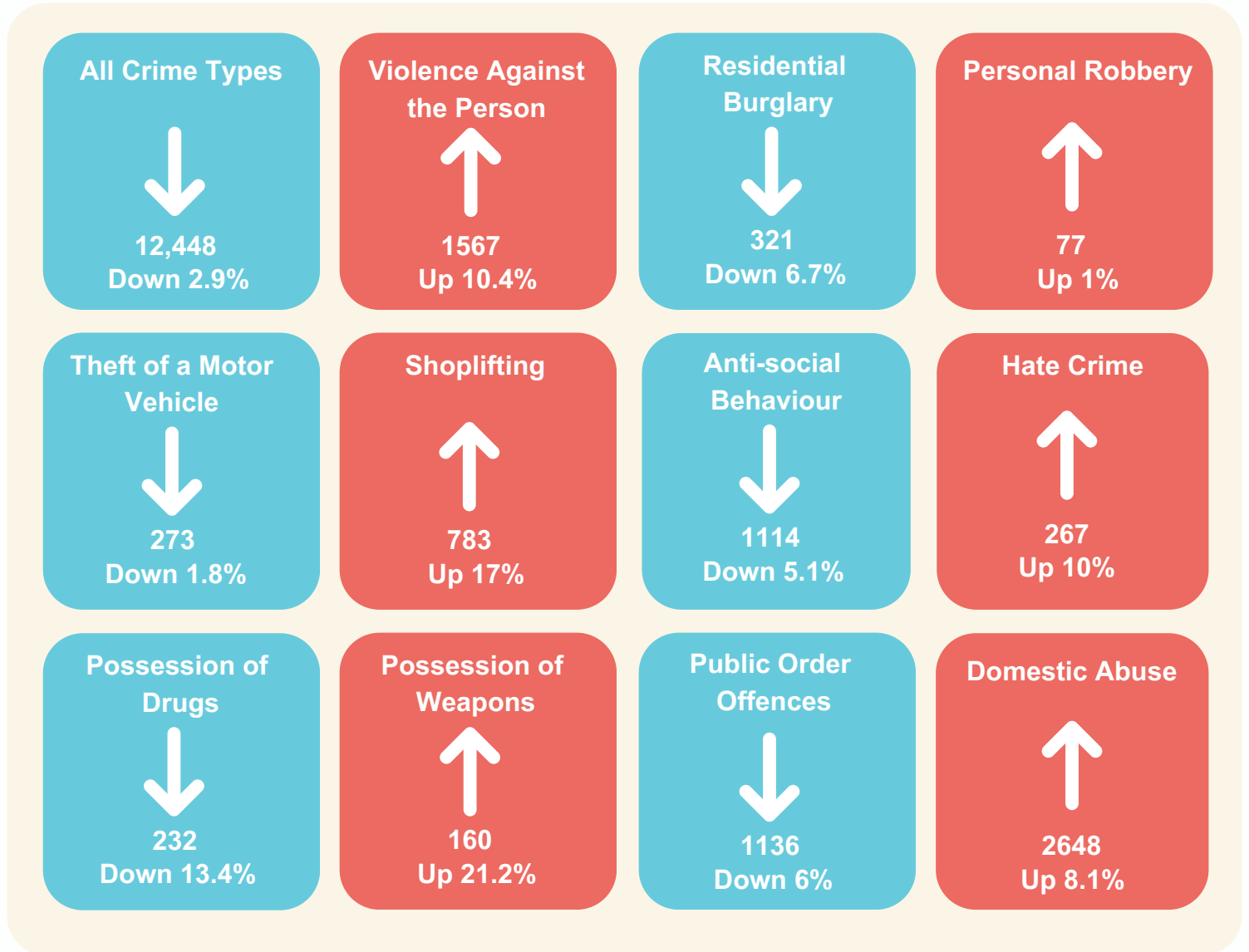
The partnership considers that focusing its efforts on these priorities will be the most effective use of resources.



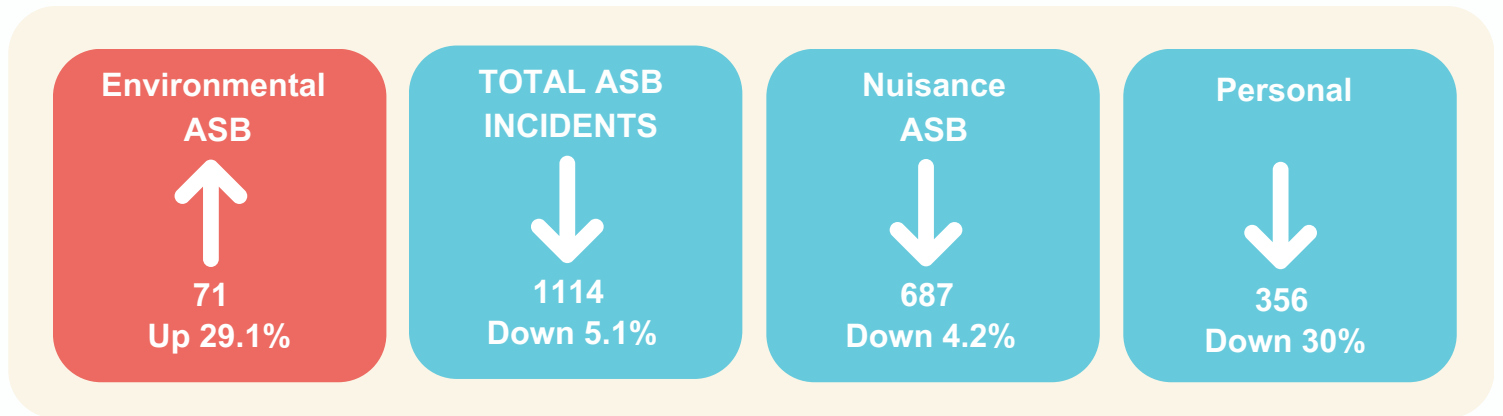
Reported Crime

Essex Police Reported Crime Data

Tendring District Between October 2023 – September 2024



Reported ASB



What Did Our Residents Say

In 2024 residents in the Tendring District said that:



87%

Feel safe in their local area during the day



55%

Feel safe in their local area after dark



56%

Feel that we are dealing with crime and antisocial behaviour in the district

CSP Priorities 2025

Tackling ASB and the root causes of ASB

High Harm Violence (with a focus on VAWG and Domestic Abuse)

Drug and knife enabled Serious Violence (Gangs and County Lines)

Emerging threats and Trends (ie: Shoplifting, Vehicle Crime, Arson & Criminal Damage)

What Success looks like



- Increase in perpetrators of drug related crimes being brought to justice
- Increase of people in drug and alcohol treatment services
- Increase in delivery of violence prevention programmes in schools
- Increase confidence in reporting

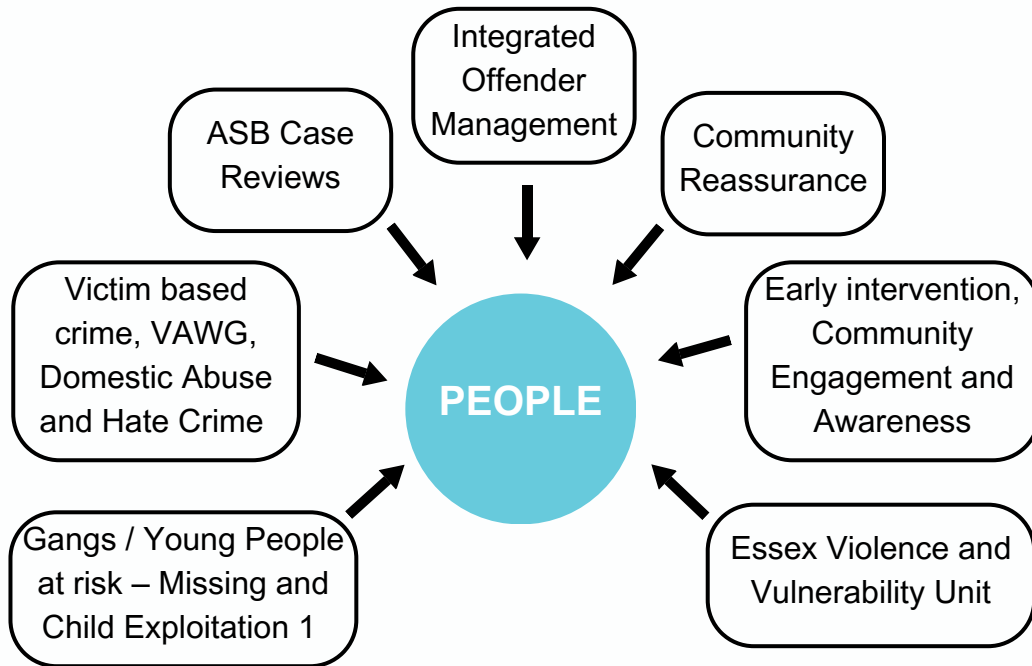


- Reduction in ASB
- Reduction in knife crime
- Reduction in violence with injury
- Reduction in repeat domestic abuse incidents (victim and perpetrator measures)
- Reduction in hate crime incidents
- Reductions in the proportion of people reporting they feel unsafe at night, in particular young people.

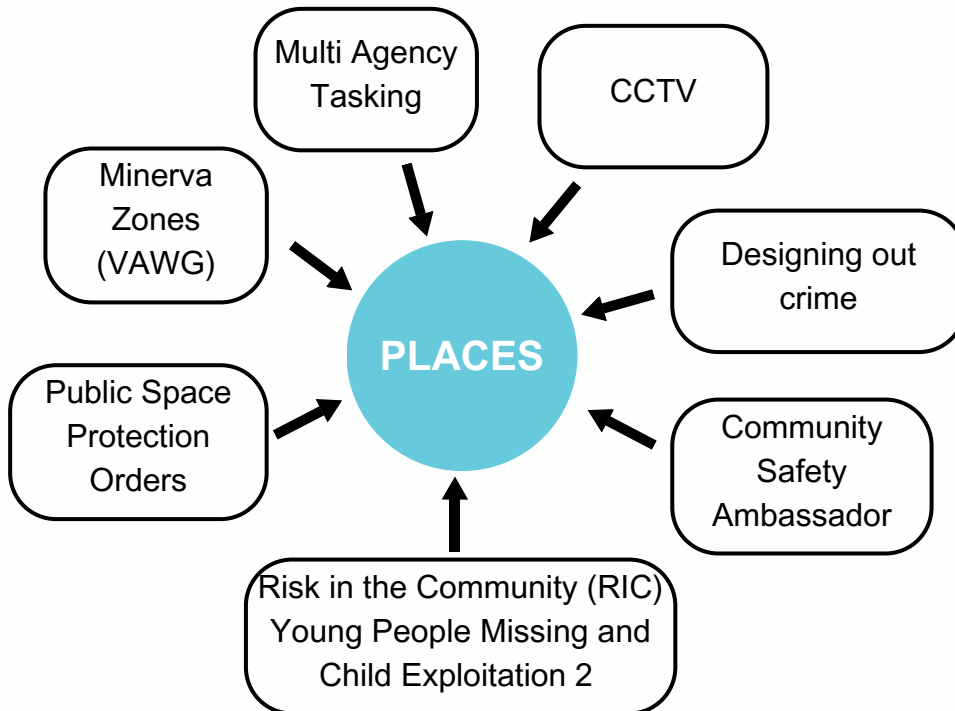


Delivery

The partnership will adopt range of approaches to focus efforts on protecting people and safeguarding them from abuse, exploitation and harm, particularly young people who are at risk of becoming involved in gangs and drug related crime and those who are victims of domestic abuse, hate crime and VAWG.



The partnership will work together to improve know hotspots locations and will provide partners to share information on areas of concern in respect of known and perceived risk in the community.





Priority One

Tackling ASB and the root causes of ASB (Including Hate Crime)

This priority will tackle anti-social issues across the district as well as targeting resources on those areas that are highlighted as hot-spots through the levels of ASB reported, or through noted increases. Our aim will be to reduce ASB, investigate the root cause of the behaviour and improve the confidence of residents and provide reassurance. This priority will also tackle Hate Crime across the District, our aim is to improve resident's knowledge of what a hate crime is, Improve access to reporting centres/ambassadors, provide confidence and reassurance to victims and communities.

What we will tackle:

We will take a joint problem solving approach in respect of those crimes that affect our residents and businesses the most including:



Anti-Social Behaviour - Managing the volume, problematic areas across the district. Utilising established operational models where appropriate (Op Dial, Op GRIP), investigating the root causes of anti-social behaviour.



Clacton on Sea Public Space Protection Order (PSPO) - Enforcing the PSPO in relation to prohibited activities.



Shoplifting - Working with Shopsafe and Essex Police Business Crime Team to provide a system to connect retailers and licensed premises with security, local police and CCTV control. Using the latest Smart Radio and a secure information sharing app 'alert!' we enable businesses to share incidents instantly as a group to promote safer spaces for customers and staff alike.



Hate Crime - To protect residents and visitors from hate crime, ensuring victims and communities are aware of what hate crime is, and where and how it can be reported.

How we will do it:



Work in Partnership - Partners will work collaboratively to identify, assess and tackle high volume / high harm issues through a co-ordinated approach utilising crime prevention activities towards the people and places that experience high volume ASB or contribute most to the problem. Approaches and referrals can be coordinated through Fortnightly Tasking and / or Problem Solving Group.

Victims will have clear ways to report and be kept informed of their case, have access to support and be given the opportunity to choose restorative approaches to tackling ASB.



ASB Case Reviews (Community Trigger) - All partners will be encouraged to empower victims of ASB by informing them about their entitlement to start a ASB Case Review and provide a cohesive response.





Intelligence Led Action - Through use of data analytical tools and partnership groups (such as Tasking or Problem Solving) to track and respond to local ASB trends in real time and provide local input to develop appropriate responses to concerns across the district. This can include development of intelligence packages to assist with targeting of resources and evaluating the success of initiatives.



Legislation - Through appropriate use of the powers within various Acts and guidance from the Home Office ASB principles, to ensure that all available remedies are considered including the use of Dispersal Orders, Community Protection Warnings, Community Protection Notices, ASB Case Reviews, Criminal Behaviour Orders, Public Space Protection Orders, Closure Orders and Injunctions, taking a balanced approach involving support from partner agencies and enforcement where necessary.



CCTV - Through ensuring the effective use of public space CCTV on targeted areas as determined by intelligence. Using Body Worn Video footage to aid prosecution where appropriate.



Intelligence and Evidence - Understand the profile of hate crime offenders, what works to address causes and impact on victims and communities. Work with Safer Essex and Essex Strategic Hate Crime Board to identify any learning and areas of development.



Education and Communication - Engage with primary and secondary schools offering hate crime educational resources through Essex County Fire and Rescue Service and Essex Police Joint Education Team.

Develop and promote partnership hate crime awareness materials and campaigns. Promote hate crime referrals to Restorative Justice Hub.



Training and Support - Develop and promote Hate Crime (HCA's) Ambassadors and Hate Incident Reporting Centres across the District (HIRC's).





Priority Two

High Harm (Emphasis on Domestic Abuse and VAWG)

Tendring Community Safety Partnership recognises that a significant number of men and boys also experience violent and abusive crimes that are captured within the cross-government Violence against Women and Girls Strategy. The CSP is committed to preventing all forms of gender based violence and addressing it wherever and however it occurs

What we will tackle:

We will take a joint problem solving approach to better protect those experiencing violent and abusive crimes.



Prepare - Intelligence between agencies is shared appropriately and effectively.



Prevent - Raise awareness through partnership campaigns, provide education to children and young people



Pursue - Use tools and powers (ASB Legislation) to keep women safe in public places. Work with partners to provide perpetrator interventions and work towards effective prosecutions.



Protect - For anyone in the district to have access to the right support services, to help them to be safe, feel safe and free from violence and abuse.

How we will do it:



Work in Partnership - Partners will work collaboratively to identify, assess and tackle high volume / high harm issues through a co-ordinated approach utilising crime prevention activities towards the people and places that experience feeling unsafe or contribute most to the problem. Approaches and referrals can be coordinated through Fortnightly Tasking and / or Problem Solving Group.



Prevention - Increase knowledge and understanding across communities and partners through training, events and campaigns. Promote Safer Streets to Tendring residents. Use evidence-based education and interventions that promote healthy relationships.



Support Victims and Survivors - Develop a joined up approach with all domestic abuse services working together to provide clear referral pathways. Support victims through Multi Agency Risk Assessment Conferencing (MARAC) and by implementing any learning points from Domestic Abuse Related Death Reviews (DARDR's)



Legislation - To ensure that perpetrators of violence against women and girls / domestic abuse are held accountable according to the law and are provided with assistance to change their abusive behaviour in order to prevent them causing harm or violence to their current, past or future partners. Reducing re-offending rates of high harm offenders.





Priority Three

Drug and Knife Enabled Serious Violence

Drug and Knife Enabled Serious Violence

This priority is aimed to work with Tendring Community Safety partners in establishing a Knife Crime Matrix to help prevent and deter individuals and groups from committing acts of serious violence and carrying/using knives. Knife crime is defined as an offence where a knife/blade is used or threatened.

What we will tackle:

We will take a joint problem-solving approach in respect of tackling knife crime and serious violence across the district.



Provide Support and opportunities - Work with partners / voluntary sector organisations to ensure people are supported and safeguarded through provision of education, training and diversionary activities.



Stakeholder Engagement and Collaboration - Build upon current relationships with stakeholders and communities to ensure a co-ordinated response to knife crime and drug related violence (such as Gangs & County Lines).



Public Spaces - Create the feeling of safety within outdoor public spaces by improving the local environment.

How we will do it:



Work in Partnership - Partners will work collaboratively to identify, assess and tackle knife and drug enabled crime. Develop a multi agency knife crime matrix, outlining how partners are going to address knife crime across the district.



Intelligence Led Approach - Use strategic intelligence data, local drug market data, county line analysis, ASB data and any relevant data from partners relating to knife crime and serious violence.

Under the Serious Violence Duty, collaborate and work with the Serious Violence Unit to tackle issues in the local area (Tendring), using the Strategic Needs Assessment.

Use all available resources and tools to target problematic areas and high risk offenders, including a targeted approach to misuse of substances and alcohol. Ensure enforcement of the Public Space Protection Order.





Young Persons - Putting communities and young people at the heart of change and develop immediate and long-term solutions, ensuring a multi-agency response to those at risk of or involved in violence.

Ensure that young people feel supported and motivated through the provision of training, education or diversionary activities. Raise awareness of the various support and intervention services that are available to those in need, in particular for individuals who have been identified as being at risk of offending or re-offending, or those who may be vulnerable to criminal exploitation (such as County Lines).

Recognise the need for workstreams to be aligned and connected to looked after children, missing persons, children in need and public health/mental health plans and campaigns. Attend MACE meetings to ensure a consistent approach to dealing with the signs and symptoms of exploitation of all kinds.

How will we know we are on track:

The Community Safety & Health and Wellbeing Board will monitor performance against each priority at a strategic level at its quarterly meetings.

Tackling ASB and the root causes of ASB (Incl Hate Crime)

- Update in relation to this priority at the quarterly Community Safety & Health and Wellbeing Board.
- The Community Safety Team will lead on effective monitoring and reporting of ASB service delivery at the six weekly Council's Operational Enforcement Group (OEG).
- The Community Safety Team will also report on-going issues and report exceptions (if required making a multi-agency referral) to the six weekly Problem Solving Meeting.
- Set up a performance framework for this theme, data will be monitored to identify trends, emerging themes and effectiveness of initiatives.
- Hate Crime statistics will be monitored by the Independent Advisory Group (IAG).
- Gather data from the Council's Hate Crime Ambassadors and the two Council HIRC's and report to the Problem Solving Meeting, referrals into Restorative Justice Hub if required.

High Harm Violence (Emphasis on Domestic Abuse and VAWG)

- Update in relation to this priority at the quarterly Community Safety & Health and Wellbeing Board.
- The Community Safety Team will lead on effective monitoring and reporting of activities and initiatives relating to VAWG and Domestic Abuse
- Set up a performance framework for this theme, data will be monitored to identify trends, emerging themes and effectiveness of initiatives.
- Engage with Southend, Essex and Thurrock Domestic Abuse Board (SETDAB), attend relevant meetings to ensure all partners are aware of County-wide training, initiatives and campaigns.
- Engage with VAWG Steering Group and Safer Essex to ensure Tendring has access to the most recent data and opportunities being discussed at these high level county wide meetings.



Drug and Knife Enabled Serious Violence

- Update in relation to this priority at the quarterly Community Safety & Health and Wellbeing Board.
- The Community Safety Team will lead on effective monitoring and reporting of activities and initiatives relating to drug and knife enabled violence.
- Set up a performance framework for this theme, data will be monitored to identify trends, emerging themes and effectiveness of initiatives.

Finance and Resources:

The Essex Police, Fire and Crime Commissioner is responsible for the funding of community safety services and so provides an annual Community Safety Grant to Tendring Community Safety Partnership, which must be utilised to deliver activity aligning to local priorities.

The partnership will continue to identify and access additional funding streams to improve community safety and enhance opportunities to increase the range of projects and initiatives being delivered.

The Council provides a community safety hub for key partners to work from. This collaborative space provides a secure environment for the Council, Police, Probation and other partners to enable sharing of information more effectively, whilst enabling a case management style approach for more complex cases to be discussed.

Supporting Strategies And Plans

Strategies	Priority 1	Priority 2	Priority 3
Tendring Council Corporate Strategy 2024 - 2028	✓	✓	✓
Essex County Fire and Rescue Strategy 2024 - 2028	✓	✓	✓
Essex Police Crime Prevention Strategy 2021 - 2025	✓	✓	✓
Essex Rural Crime Strategy 2023 - 2026	✓	✓	✓
Essex Police VAWG Strategy and Delivery Plan		✓	
Essex Strategic Hate Crime Prevention Plan 2021 – 2025 (due to be refreshed)	✓		
Essex Serious Violence Strategy		✓	✓
Essex Joint Health and Wellbeing Strategy	✓	✓	✓
Tendring Health & Wellbeing Strategy	✓	✓	✓
SET Domestic Abuse Strategy 2021 - 2025		✓	
SET Reducing Re-offending Strategy	✓	✓	✓
Tendring ASB Strategy 2024 – 2025	✓		
Tendring Prevent Strategy 2024 – 2025			✓





CABINET

21 FEBRUARY 2024

REPORT OF THE PORTFOLIO HOLDER FOR PARTNERSHIPS

A.7 HEALTH & WELLBEING DRAFT STRATEGY FOR TENDRING

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present a draft Health and Wellbeing Strategy for Cabinet approval to then be consulted on through a stakeholder and public consultation process.

EXECUTIVE SUMMARY

Cabinet is presented with a new evidence-based Health and Wellbeing Draft Strategy, to support delivery of the Council's priorities as set out in the Corporate Plan. This draft Strategy will set the direction for the Council's focus on supporting residents to live a healthier, independent and fulfilling life.

Evidence from data shows that although there are some improving figures, when compared to other areas in Essex, Tendring still has higher than average levels of certain preventable long-term conditions, poorer mental health, overweight/obesity and lower physical activity levels.

Adoption of this Strategy and the action plan within it, will help support partnership working to deliver improvements around the wider determinants of health in our area which will have a direct impact on health and wellbeing outcomes.

Taking into account the data and partner feedback as detailed in the draft Strategy, the following strategic objectives are considered key to improving the health and wellbeing of residents:

1. *The Wider Determinants of Health*
2. *Improving Wellbeing & Resilience*
3. *Encouraging a healthier lifestyle*
4. *Improve Long Term Condition Prevention and Management*
5. *Suicide Prevention*

The draft Strategy is presented with an action plan, to impact on all of the objectives set out above. Although it will not be possible for the Council to fund all the actions listed, adopting an action plan will allow the Council to proactively look for external funding opportunities.

A key focus of this work is to ensure that all residents feel represented by the draft Strategy and are supported in living a healthier, independent and fulfilling life.

This can be achieved by working closely with health partners to deliver initiatives that help to tackle some of our district's health needs. Understanding how the wider determinants of health

can have a real impact on health outcomes is critical to improving the quality of life for many of our residents.

The draft Health and Wellbeing Strategy aligns with the Sport and Physical Activity Strategy. The feedback from the consultation showed that the majority of participants took part in 150+ minutes of exercise a week, using cycle paths, footpaths and recreation grounds. The main barriers to exercise were shown to be access to facilities close to where the participants lived. We will continue to work in partnership across the organisation to connect the health and physical activity agendas.

The draft strategy sets out a plan for considering funding some projects through the public health grant which is allocated by Essex County Council (ECC). Working within the agreed priorities within the grant, projects could be funded that deliver health improvements. We will share significant projects with our partners at the Community Safety Partnership and Health and Wellbeing Board to help facilitate success in delivery.

Subject to Cabinet agreement, it is important to seek comments on the draft Strategy from partners in the Health Alliance, the Community Safety Partnership and Health and Wellbeing Board, stakeholders and residents. This will ensure that partners can scrutinise, comment and make suggestions for the completed Strategy, prior to adoption.

Upon approval of the draft Strategy, an eight-week consultation process will begin. The findings of the consultation will be analysed and included when the final Strategy returns to Cabinet for adoption. This Strategy has been set without an end date but is due for review in three years' time.

Following an announcement by the Deputy Prime Minister in February 2025, six new areas have been confirmed to join the government's Devolution Priority Programme, which includes Greater Essex. As such, Mayoral elections will take place in 2026 and in addition, local government reorganisation is likely to be implemented in Greater Essex during the period of this Strategy. In terms of any reorganisation, the Strategy will allow for consistency whilst any new unitary authority considers its health and wellbeing priorities.

The Strategy aligns with partners such as ECC and the Alliance in terms of their emerging place plan approach and supports a wider determinants, prevention and early intervention model. This model recognises the Government's thinking around its 10 Year Health Plan which as one of the strands includes tackling the causes of ill health and therefore is well placed to ensure an ongoing consistent approach is maintained during any period of local government reorganisation.

RECOMMENDATION(S)

It is recommended that Cabinet:

- (a) approves the Health and Wellbeing Draft Strategy for consultation;**
- (b) agrees that Officers initiate a minimum eight-week consultation process and seek stakeholder comment on the Health and Wellbeing Draft Strategy, in consultation with the Portfolio Holder for Partnerships; and**
- (c) agrees that following consultation the final Health and Wellbeing Strategy is presented to Cabinet for approval and adoption.**

REASON(S) FOR THE RECOMMENDATION(S)

For the Council to adopt a strategic approach towards Health & Wellbeing, to support local people and local communities to live healthier, independent and fulfilled lives.

ALTERNATIVE OPTIONS CONSIDERED

To work without an approved Health & Wellbeing Strategy. This would limit the ability to share our stated objectives with partners, and lead to a potential lack of direction for the Council's work on health & wellbeing. Without an adopted Strategy, and delivery plan, funding opportunities would be minimised.

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

Delivering the strategic objectives and accompanying targets set out in the delivery plan will impact on the following themes, from the Council's Corporate Plan:

- Pride in our area and services to residents.
- Championing our local environment
- Raising aspirations and creating opportunities.
- Working with partners to improve quality of life.

As a Community Leader the Council will support, influence and facilitate improved health and wellbeing across the district. Through the consultation process, it is imperative that the views of residents, organisations and local businesses are taken into consideration in the formation of the final Strategy.

In addition, the Health & Wellbeing Draft Strategy should be considered in conjunction with a range of approved and emerging Council strategies and a range of national and regional strategic documents.

OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

The important link with the priorities within the Health and Wellbeing Alliance and the Essex Health and Wellbeing Strategy has been considered in the production of this draft Strategy.

The next stage will be to consult with a full range of partners and the wider community on the content. The outcome from that consultation process and respective changes made as a result, will be set out in the covering report when the final Strategy returns to Cabinet for adoption.

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
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		<p>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)</p>	
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Partnerships and Community Engagement is one of the strands expected for demonstrating the Council’s Best Value Duty under Local Government Act 2003. In the draft Statutory Guidance published in May 2024, government has described a number of expected standards for Councils to be meeting as a Best Value authority. Authorities should have a clear understanding of and focus on the benefits that can be gained by effective collaborative working with local partners and community engagement in order to achieve its strategic objectives and key outcomes for local people.

Key characteristics for Partnership and Community Engagement are:

- Early and meaningful engagement and effective collaboration with communities to identify and understand local needs, and in decisions that affect the planning and delivery of services; and
- Evidence of joint, planning, funding, investment and use of resources to demonstrate effective service delivery, but transparent and subject to rigorous oversight. The Council needs to be clear.

Through the consultation and engagement process on the draft Strategy, the Council needs to be clear what it is intending to be responsible for in delivery and areas it will work together with others to take forward.

The approval of a draft Strategy for consultation does not commit the Council to its aspirations and further decisions will be required within the Council’s Constitution and governance framework to take the projects forward once adopted.

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

The Local Government Association produced a Guide in September 2024 **“Empowering healthy places: Unveiling the powers and practices of local councils in fostering healthy neighbourhoods”**. Extracts have been included to show the input local government can and should have in consideration to Health and Well-being practices.

The importance of health and wellbeing of the population has been recognised within Council duties and powers since the 19th century when reforms brought about by town planners and public health practitioners resulted in improved health and life expectancy. In 1848, a new Public Health Act was introduced which established local health boards to oversee a coordinated water, sewerage and drainage scheme to overcome the persistence of cholera outbreaks and prevent ill health. This was followed by the 1858 Local Government Act which extended the powers of these boards.

The later emergence and expansion of the NHS has meant that councils have a less direct role in tackling ill health. Healthcare is considered as a tool to treat illness, rather than a system that

can create the conditions for people to be healthy and prevent illness in the first place.

The 2010 Marmot Review and [2020 update](#), drew attention to the flaws of this approach, which has contributed to declining life expectancy in some communities and specific groups and [widening health inequalities](#) across England. The Marmot Review significantly raised the profile of the ‘wider determinants of health’. These are the social and economic conditions that influence people’s health and wellbeing and are shaped by where and how we live. These wider determinants include factors such as having access to safe and secure housing, quality employment, access to green and open spaces and a sense of community.

The NHS was not set up to influence these wider determinants of health, however many can be influenced to some degree by councils. In recognition of this, all stakeholders who can influence the wider determinants of health must work together, expanding the definition of “healthcare” to capture activities and opportunities that can positively “create health”. Creating health, as defined by Lord Nigel Crisp, former CEO of the NHS, “means providing the conditions in which people can be healthy and helping them to be so”.

Councils are well placed to lead on health creation given their historic scope, current practices and potential. Councils have, for example, significant influence over our health through their planning functions. An objective of England’s planning system, as defined by the [National Planning Policy Framework](#) (NPPF), is to ‘support strong, vibrant and healthy communities’. Furthermore, public health powers were transferred to councils () from the NHS through the 2012 Health and Social Care Act. As a result, councils have a duty to take appropriate steps to improve the health of people in their area, through various powers and practices.*

Notwithstanding the extreme funding pressures being faced, and the need for this to be resolved to allow councils to realise their potential, reconsidering existing powers and practices available to local government through the lens of health creation, facilitated by strong leadership and partnership working that puts health and wellbeing first, has the power to create significant and positive change.

Health and Wellbeing can be wide reaching, and it is recognised as good practice to have a strategy showing how the Council wishes to contribute to this agenda and support decision making.

FINANCE AND OTHER RESOURCE IMPLICATIONS

With Local Authorities under increasing financial pressures and competing priorities for expenditure, it will not be possible for the Council to fund all the proposed actions in this draft Strategy. Adopting a final action plan however, will ensure the Council and other partners are able to maximise opportunities from emerging external funding bodies, as and when they become available.

The adoption of an action plan will ensure the Council and partners, can move quickly in making cases to funders, that there is a considered, evidence-based plan to improving health inequalities, wellbeing and quality of life.

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

There are no further comments over and above those already set out elsewhere within the 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;	Although a delivery plan is identified in the draft Strategy, implementation will only proceed should funding be available.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	Once adopted by Cabinet, each individual project will be subject to stand alone governance arrangements and in some cases, business plans. This will highlight any risks and financial resources, including sustainability.
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.	This draft Strategy will ensure good value for money, by focussing attention on objectives approved by the Council.

MILESTONES AND DELIVERY

Following agreement by Cabinet to seek stakeholder comments on the Health & Wellbeing Draft Strategy through consultation process, the milestones will be as follows:

March 2025 Consultation Commences

May 2025 Consultation Closes

June 2025 Consideration of consultation responses

July 2025 Health & Wellbeing Strategy presented back to Cabinet with consultation responses and any changes made as a result.

ASSOCIATED RISKS AND MITIGATION

Risk: The delivery plan is unable to be implemented due to lack of funding.

Mitigation: It is clear in the draft Strategy that the implementation of the delivery plan is subject to funding, therefore the Council is not committed to delivery where there are no funds. Being part of the Health Alliance, and working closely with ECC Public Health team, means that opportunities for future funding are shared.

Risk: Health & wellbeing needs change at short notice.

Mitigation: The Covid 19 Pandemic highlighted how quickly priorities can change in health. However, the vision to ensure residents live a healthier, independent and fulfilled life will remain the same, and the delivery plan can be updated to reflect changing needs.

In addition, the Strategy focusses on a partnership approach which allows for a combined response to changing demands.

EQUALITY IMPLICATIONS

Reducing health inequalities is an integral part of this draft Strategy as improving health in the most deprived communities and working in a partnership approach will help address inequality.

Any significant changes to service provision can be considered through an equality impact assessment prior to implementation.

SOCIAL VALUE CONSIDERATIONS	
<p>The draft Strategy sets out the need to work closely with partners and the community through the adoption of a place-based approach. This will ensure that services and opportunities are delivered where they are most needed.</p> <p>The Strategy highlights the importance of the wider determinants of health such as housing and skills and employment which will help deliver improved social value and opportunity.</p>	
IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030	
<p>There are no risks associated with this Strategy</p>	
OTHER RELEVANT CONSIDERATIONS OR IMPLICATIONS	
<p>Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.</p>	
Crime and Disorder	<p>Close working links with Police through the Community Safety Partnership and Health & Wellbeing Board facilitates an understanding of the impact that Crime and Disorder has on Health and Wellbeing and the close links in respect of areas such as mental health. Work highlighted in the delivery plan can help seek to address some of these issues.</p>
Health Inequalities	<p>The draft Strategy recognises that whilst there are some areas of improvement in health data, health inequalities are still an issue in Tendring. The draft Strategy uses data in order to set objectives that will help to reduce the inequalities over time.</p>
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	<p>There are no subsidy control issues anticipated through this draft Strategy and any funding issued as a result, will be subject to competition and the Council's procurement rules and with reference to the Subsidy Control Act 2022 to ensure the Council is compliant. Allocation of any funding will also follow the external funding review approved by Cabinet in September 2024</p>
Area or Ward affected	<p>This draft Health & Wellbeing Strategy will impact on all wards in the district.</p>

PART 3 – SUPPORTING INFORMATION

BACKGROUND
<p><u>Draft Health & Wellbeing Strategy</u></p> <p>Since the last Strategy, Tendring has faced many challenges, such as the Cost of Living crisis and the Covid 19 Pandemic. Evidence shows that those living in the most deprived areas of England face the worst health inequalities, for example in relation to healthcare access,</p>

experience and outcomes.

There are some areas in Tendring with significant deprivation and 28% of Tendring's neighbourhoods (Lower Super Output Areas, or LSOAs) are in the most deprived 20% nationally.

Tendring District has the largest Old Age Dependency Ratio (OADR) compared to other areas in Essex with an estimated rate of 544 in 2019. Estimated figures up to 2034 indicate that this trend is forecast to continue. If a healthier lifestyle is not adopted, there is a risk that there will be more people living with long term conditions, and fewer people able to live healthy independent lives.

Data has identified that there are some areas of improvement in the health and wellbeing of residents. Most notably, the Health Index Score has improved from a score of 85 in 2015 to 93 in 2023.

Physical Activity levels in young children and adults has increased, and rates of overweight/obesity in reception age children and adults has fallen. However, the data also shows rates of overweight/obesity in year six age children continues to increase, and the number of residents living with certain preventable long term medical conditions is still high, when compared to other areas in Essex.

Looking across the system, it can be noted that the priorities set in partner strategies, there is a cross over with those identified as priorities for Tendring.

During the lifespan of the last Health and Wellbeing Strategy, the Partnership team have implemented a range of projects to help address health inequalities including:

- Seed funding the highly successful Park Run.
- Worked with the Sport England Local Delivery Pilot Scheme to deliver projects that encourage physical activity such as Pedal Power and Beat the Street. Other projects sought to tackle isolation and poor mental health such as Walton's Feel Good Choir.
- Set up Wellbeing Hubs in primary schools, improving resilience in young people.

These projects are ongoing and making real improvements to resident's health & wellbeing.

The Health and Housing Initiative funded jointly funded with the Health Alliance supported the provision of mental health nurses who can work alongside our housing team to address mental health issues identified as part of wider work.

The Council is committed to promoting health and wellbeing, and recognises that the wider determinants of health, such as socio-economic factors and the built environment, are likely to impact an individual behaviour. In turn this leads to poor lifestyle choices, resulting in poorer health.

Addressing the wider determinants of health and utilising this approach is likely to have the biggest impact on the health and wellbeing of our residents.

Many of the Council's services have a direct impact on improving health and wellbeing for example through delivery of good housing provision, physical activity opportunities or the provision of green space.

The Council has long-standing relationships with our partners through our local Alliance, Public Health and Active Essex. As a joint place-based approach develops around the wider determinants of health, building resilience in communities and supporting opportunities for a healthier lifestyle including those with long term conditions, there is huge potential for improving health and wellbeing.

The delivery plan within the Strategy highlights the potential activities that the Council can take including with partners to deliver improvements.

Devolution and Local Government Reform Implications

The Strategy is set to be reviewed within three years. Following the response from Government, Essex is now on the priority programme and devolution will occur during the period of this Strategy and local government reform (LGR) may occur which may impact on the Strategy.

In particular, devolution would see an elected mayor for Essex who would be the vice chair of the Integrated Care Board which oversees health and so may have a particular way in which they would seek to address health issues.

The Strategy has specifically not been provided with an end date which would have coincided with devolution and potentially LGR. This will allow some consistency to occur over and beyond the timescale of any potential local government changes. This will ensure that any new administration has time to consider if and how it wishes to amend any health and wellbeing approach.

Although it is not possible to determine what health and wellbeing priorities will be important following any possible local government changes, the Strategy takes a wider determinants approach which will support early intervention and prevention and is strongly aligned with our partners particularly in relation to the Alliance and Essex County Council's approach in terms of public health.

In addition, the Integrated Care Board for Suffolk and North East Essex under which the Alliance sits, is regarded as one of the country's leading ICB's developing innovative approaches which are followed elsewhere.

As part of the Government's 10 Year Health Plan, it is currently undertaking a public conversation to deliver a health service fit for the future. Within this the Government is considering three big shifts about how health is delivered and one of these is about a preventative approach to help people stay independent for longer.

The Strategy aligns to the approach by partners and is in line with current government thinking and therefore is likely to form the basis of any actions during and after any potential local government reform.

Colchester City Council as part of the Alliance are also aligned and committed to the developing place plan approach from the Alliance referred to within the Strategy which should help a consistent approach moving forward.

As part of the consultation with stakeholders and partners the approach within the Strategy

can be verified or amended to ensure that it aligns with current partners thinking.

PREVIOUS RELEVANT DECISIONS

None

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

Essex Joint Health & Wellbeing Strategy [Essex Joint Health and Wellbeing strategy | Essex County Council](#)

APPENDICES

Appendix A: Health & Wellbeing Draft Strategy for Tendring

REPORT CONTACT OFFICER(S)

Name

John Fox

Job Title

Head of Health and Community

Email/Telephone

jfox@tendringdc.gov.uk
01255 686746

A.7 APPENDIX

Tendring
District Council



Image

DRAFT

Tendring Health & Wellbeing Strategy



CONTENTS

1. Foreword
2. Executive summary
3. Why we need a strategy
4. Tending population health
5. Partnership working
6. Corporate perspective
7. Strategic objectives
8. Strategic priorities and delivery plan

DRAFT

1. Foreword



This new Health and Wellbeing Strategy seeks to set out how, by working with partners, we can help deliver improvements to the health and wellbeing of our population; recognising the challenges, but at the same time appreciating the strong assets we have in terms of our place, our communities and our partners.

We know that our population faces challenges in terms of their health and wellbeing; for example increasing numbers of older residents, deteriorating mental health, increasing obesity and a growing need for people to be more active. This is often exacerbated in our most deprived communities.

However, at the same time there is huge opportunity with some of the best open space and coastline in the County, a thriving community sector and a partnership approach which is developing a preventative place-based agenda to protect our communities going forward.

The Strategy aligns with the Council's Corporate Plan and wider strategies including the Sport and Activity Strategy and the Economic Development Strategy. It also aligns with the key strategies of our partners including the Joint Forward Plan in our Local Health Alliance and the Joint Health and Wellbeing Strategy developed by Essex County Council. With everyone striving to work together, towards the same priorities and objectives, we can better improve the quality of life for our residents.

To be effective any actions need to be evidence based and this Strategy is firmly based on local insight and knowledge identified by the Council and its partners.

The opportunity offered by partnership working with the North East Essex Health and Wellbeing Alliance (The Alliance) provides a powerful basis to drive change. The Alliance sees a number of key organisations coming together as partners to support the health and well-being of the communities in our place and this Strategy feeds in to and supports the shared objectives within the Alliance.

In particular, I welcome the emerging Alliance Place Plan which sees a focus on the wider determinants of health to ensure we can start to address some of the issues causing ill health using an early intervention and preventative approach.

There are welcome positive results for our District, in particular the continued increase in the Health Index score for Tendring. This Strategy seeks to build on and help support a sustainable change in the Health Index, and to see improvements in the healthier life expectancy of our residents.

The Council's Health & Wellbeing Board has a collaborative approach to addressing the wider determinants of health and has been joined with the Community Safety Partnership in recognition of the shared agenda and incredibly close links between community safety and health and wellbeing.

As already mentioned, this strategy aligns with the Council's Sport and Activity Strategy and clearly identifies the importance of physical activity and the contribution it can make to overall health and wellbeing and wider benefits. Similarly, there is close alignment with our Economic Development Strategy and a clear understanding that improving attainment, skills and employment directly affects the long-term improvement of health and wellbeing for our residents.

There are already many great examples of how a partnership approach to address the wider determinants of health can make a real change to our communities, an exemplar being the Essex Pedal Power scheme which has seen in excess of 2000 bikes being given away and has led to increased activity, employment opportunity, reduced social isolation and increased resilience.

This Strategy seeks to build on these great examples and deliver an early intervention and preventative approach to support the health and wellbeing of our communities.

I recognise with devolution now approaching and the potential for local government reform as well that they may impact on the Strategy as different arrangements for local government come into place. However, the aligned partnership approach including the emerging 10 year place plan from the Alliance means an early intervention, preventative approach focusing on the wider determinants can be implemented.

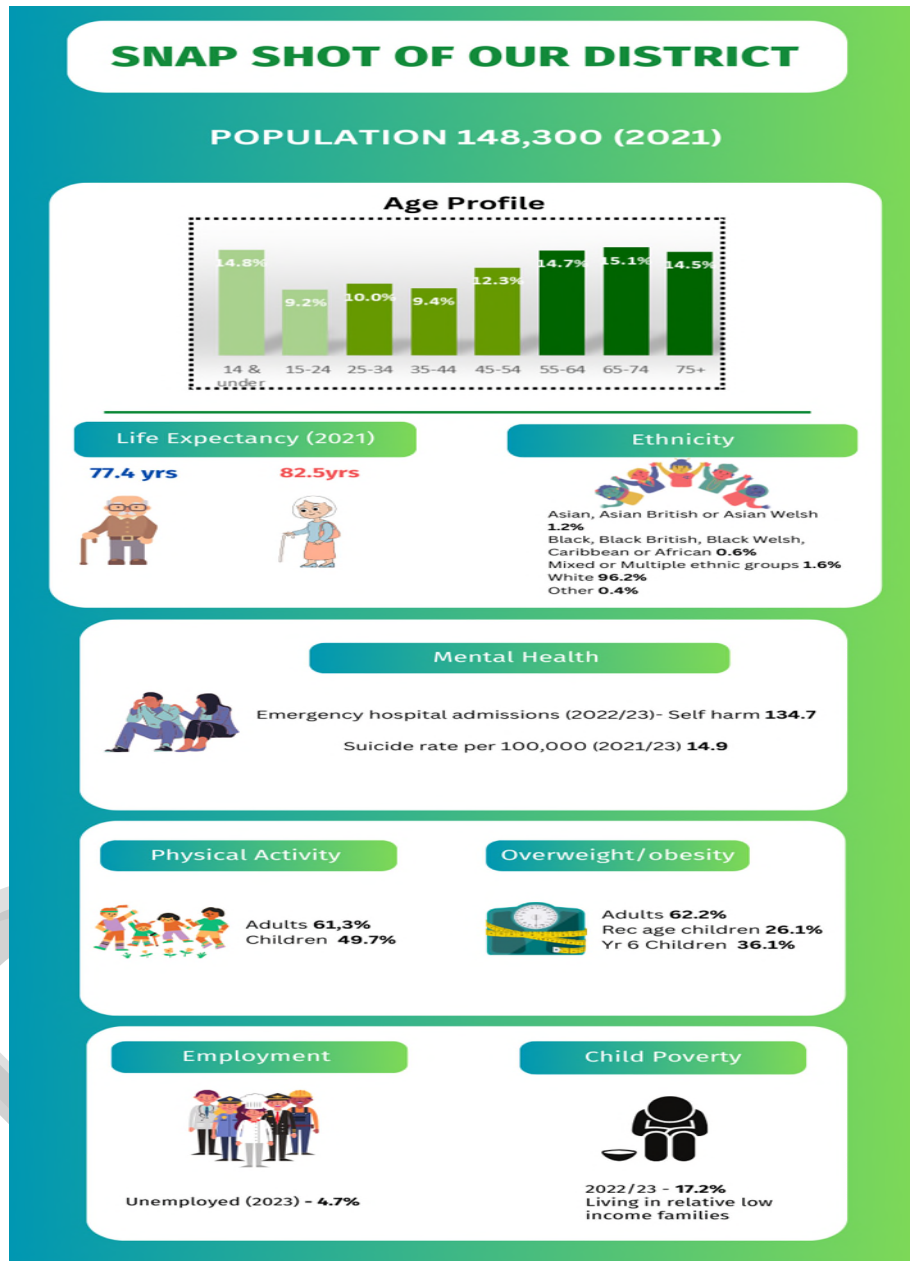
This is consistent with current Government thinking within their 10 Year Health Plan that recognises the importance of prevention. This means the Strategy is well placed to provide consistency over that period of local government reorganisation.

Councillor Gina Placey

Portfolio Holder for Partnerships

and Chair of the Tendring Community Safety Partnership and Health and Wellbeing Board

IMAGE- Tendring



Data correct at time of publication

2. Executive Summary

The Health and Wellbeing Strategy sets out how we can improve the health and wellbeing of Tendring residents, and in doing so help residents to lead a healthy, fulfilled and independent life for longer.

Tendring is a great place to live and work, with an abundance of assets including 36 miles of outstanding coastline with stunning beaches and long stretches of promenades, allowing free access to outdoor activity.

The coastline is a significant draw for tourists which means there is a thriving tourism industry, increasing footfall in the area, and offering opportunities for employment.

However, there are still many challenges such as lower levels of physical activity, increased levels of overweight and obesity, and more people living with long term conditions, particularly in Clacton and Harwich, than other areas in Essex.

The latest data shows only a 3.84% increase in the average Gross income when compared to the previous year. Taking into consideration the much higher cost of living, there are concerns that the number of residents who experience poor mental health, including those for the first time, will increase.

With the high proportion of older people in the district, and a lower than average healthy life expectancy, residents may live for many years in poor health.

There are wider concerns around those in employment, transport barriers and deprivation, there is an increased risk of isolation, contributing to poor mental health.

The Chief Medical Officers Annual Report 2021 into coastal communities highlighted some of the issues that face residents living on the coast. Some of the major points from the report which are clearly demonstrated within Tendring include older people retiring to the area who have more and increasing health problems. However, the same healthcare provision is not available in the areas they retire to when compared to the more urban areas they originated from.

“The prevalence of multimorbidity (people with more than two illnesses or diseases) is between two and three times greater in the plus 75-year-old population relative to working age adults, and an ageing population will have a greater health and care need”

North East Essex Integrated Care Board Joint forward plan 2024-2029

The report highlights that, despite the significant efforts of local leaders, coastal communities across the country continue to have a high burden of health challenges across a range of physical and mental health conditions, often with lower life expectancy and higher rates of many major diseases.

Exacerbating this is the difficulty of attracting NHS and social care staff to work in peripheral areas like Tendring. Overall coastal communities have 14.6% fewer medical trainees, 15% fewer consultants and 7.4% fewer nurses than the national average even though the healthcare needs are greater.

As identified for wider coastal communities, Tendring has an oversupply of guest houses which have now become houses in multiple occupation (HMOs) where there is a concentration of deprivation and ill health. HMOs also tend to encourage the migration and concentration of vulnerable people often with multiple and complex health needs.

“Overcrowding can lead to increased rates of intestinal and respiratory infection and risks to mental health from frequent sleep disturbance as adults share beds or bedrooms with children”. *The Marmot Review 2010- 10 years on report*

There are often significant issues in relation to transport opportunities, which may also limit job opportunities. Attracting staff can be difficult in peripheral areas, and this peripheral nature can also shorten catchment areas for health services. However, the report also identifies that there are benefits in terms of living near to the coast with better access to outdoor space for exercise, social contact and lower air pollution.

Despite these challenges, and as a result of investment, and a desire to think differently where needed, there is much to feel optimistic about.

There are strong communities, and an improving Health Index, (a measure of health in our area), which is encouraging to see.

The Council is committed to promoting health and wellbeing, and recognises the role it plays in addressing the wider determinants of health through its core business:
Developing a positive socio-economic environment through employment and skills creation and supporting wellbeing in schools to encourage learning.
Improving the built environment by supporting affordable housing provision and addressing poor housing.
Encouraging a healthier lifestyle through access to leisure centres, including those in poorer health through the Back to Health Scheme.

Addressing these wider determinants of health is likely to impact individual behaviours, including better lifestyle choices, leading to improved health. This may have the biggest impact on the health and wellbeing of our residents.

The Council has long-standing relationships with our partners through our local Alliance, Public Health and Active Essex. As a joint place-based approach develops around the wider determinants of health, building resilience in communities and supporting opportunities for a healthier lifestyle including those with long term conditions, there is huge potential for improving health and wellbeing.

It is proposed that this Strategy will be reviewed in three years' time in 2028 to ensure it is still current.

Vision

To support residents to live healthier, fulfilled and independent lives for longer.

IMAGE

DRAFT

3. Why we need a Strategy

Tendring has strong assets in terms of its strong communities. A diverse and great place to live with a stunning coastline which provides great access to beaches, walks along miles of promenade, cycle paths and coastal towns. The more rural areas of the District offer beautiful open spaces and parks.

There are also some excellent potential employment and skills opportunities developing, including the Garden Community development to the west of the district, and Freeport East, which will have its main hub in Harwich.

At the same time, there are some significant challenges facing the area, and since the last strategy in 2018 there have been many challenges that impact on the health and wellbeing of residents.

The impact of the Covid 19 pandemic in terms of social isolation, deconditioning and mental health has highlighted the need for increased support and development of community resilience. The increased cost of living has had a significant impact on families who are already struggling to make ends meet, as well as others, who find themselves struggling for the first time.

Tendring is now in the bottom 10% of most deprived Lower Tier Local Authorities and is the only one in Essex in this category.

Although the latest data also shows a 3.84% increase in the average gross income on the previous year, this needs to be considered against the significant cost of living increases. The average salary within Tendring of just over £31,000 is 6.5% below the average in the UK. Tendring has the highest percentage of jobs (20%) with pay at two thirds below UK hourly gross median pay.

Tendring has real challenges especially in coastal populations, with Bluehouse ward having 25.2% of children living in child poverty (the proportion of children living in households with income less than 60% of the national median). Within Harwich and Kingsway it is 23.2%.

Evidence shows that those living in the most deprived areas of England face the worst health inequalities, especially in relation to healthcare access, experience and outcomes.

This Strategy will work alongside other strategies and policies, both in place, and emerging and with reference to those strategies of our partners.

The Council's Corporate Plan identifies the importance of working with partners to help deliver safer, healthier, well connected and inclusive communities.

This Strategy will highlight how the Council can work with its partners to deliver a preventative and wider determinants approach, which will be based on data and insight to ensure the approach is targeted. As part of this, maintaining a flexible approach to adapting to changing circumstances will be crucial to success.

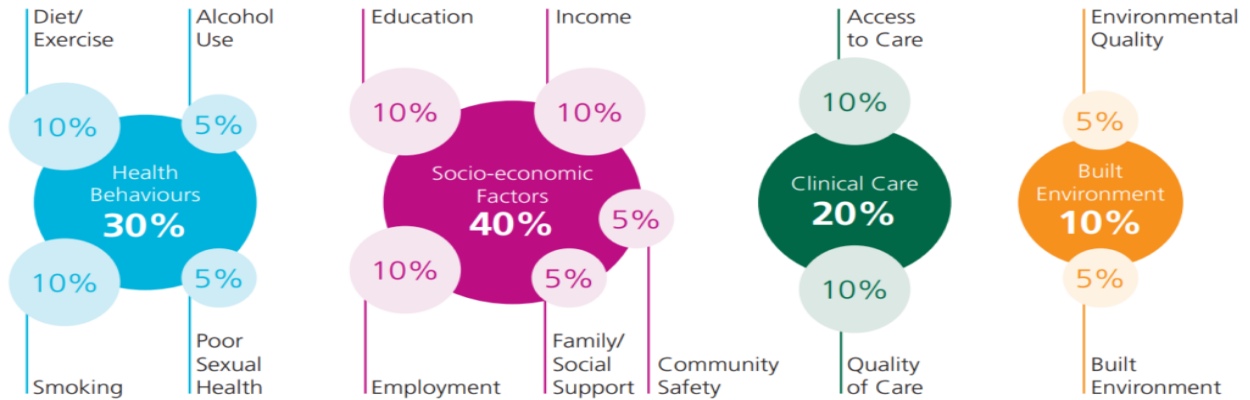
This Strategy aligns closely with The Essex Joint Health & Wellbeing Strategy 2022-2026 and wider Council strategies, for example the Sport and Activity Strategy as physical activity is a critical wider determinant of health. Providing support to residents to have the opportunity to undertake more activity will contribute to the effective prevention and management of many health conditions, as identified by the Department of Health, including those which most significantly affect our populations such as heart disease, diabetes, frailty, cancer and poor mental health.

Tendring has increasing numbers of those living with long term conditions, some of which are preventable. Through the Strategy the Council will work with partners to address the reasons and factors behind this, and look at how to prevent future incidences, whilst supporting those living with long-term conditions.

IMAGE- Tendring

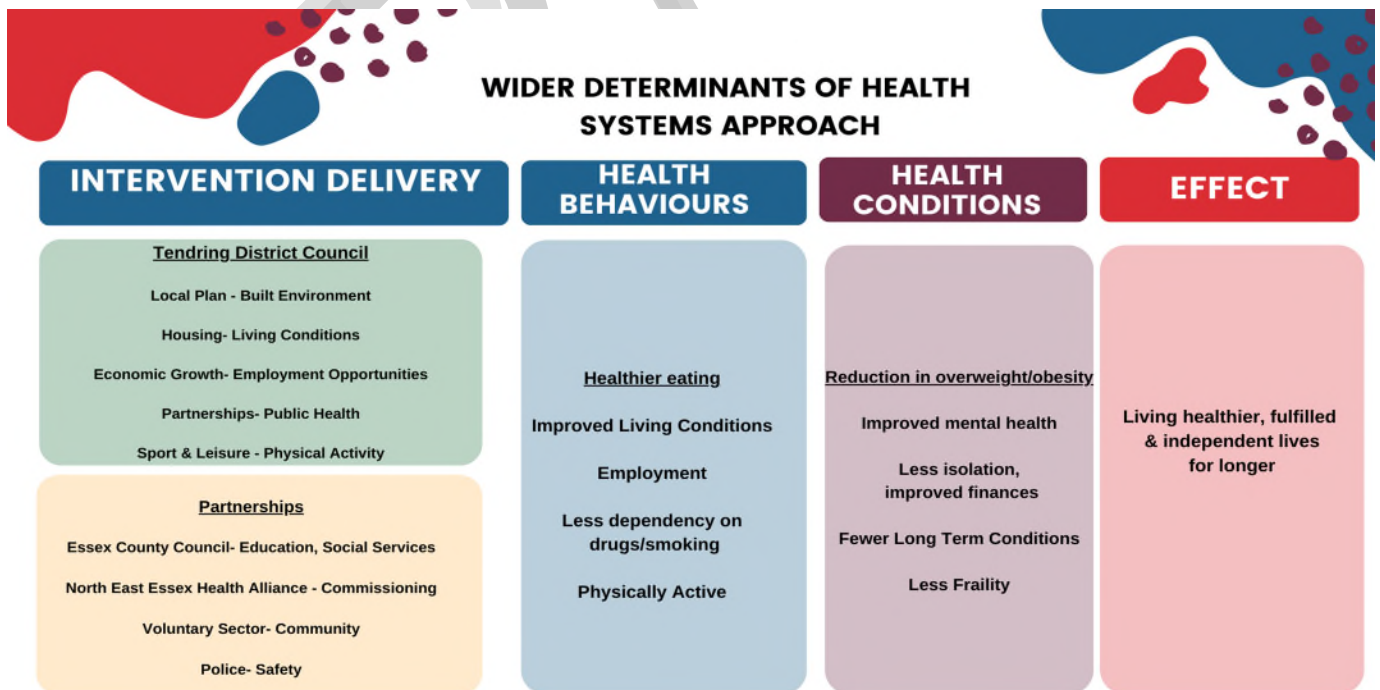
The Wider Determinants of Health

The Robert Wood Johnson Foundation approach to the social determinants of health provides a framework which recognises the contributing influences on health – the causes of the causes.



The mechanisms by which the wider determinants influence both mental and physical health can be complex. The Health Index, which is now improving in Tendring, demonstrates that there is no single solution, however improvements are possible through a series of diverse interventions.

These interventions are across a wide number of our partners, and we will seek to work together on shared objectives to make a real difference.



The use of data in each area will help address where the focus will be seeking to address challenges, building on existing success and to address health inequality.

Socio-economic Factors		
Education	Unemployment	Income
<p>KS1 reaching good level of development</p> <p>2022 51.1% 2023 55.7%</p> <p>KS2 higher level in reading, writing & Maths</p> <p>2022 45% 2023 52.0%</p> <p>KS4 achieving grades 9-4 in Eng & maths</p> <p>2019 51.5% 2022 55.1%</p>	<p>Age 16-64 years unemployment</p> <p>2022 4.6% 2023 4.7%</p>	<p>Ave amount of money remaining after paying direct and indirect taxes and receiving benefits</p> <p>2019 £19,000 2021 £19,916</p>
<p>Sources :JSNA Search Datasets Essex Open Data Socioeconomic – Education Socioeconomic - Employment Socioeconomic - Income Data correct at time of publication</p>		
Health Behaviours		
Lifestyle	Physical Activity	Dependencies
<p>Overweight/Obesity</p> <p>Reception age children</p> <p>2022/23 24.9% 2023/24 26.1%</p> <p>Year 6 Children</p> <p>2022/23 39.4% 2023/24 36.1%</p> <p>Adults</p> <p>2021/22 64.5% 2022/23 62.2%</p>	<p>Physical Activity</p> <p>Children & Young adults</p> <p>2021/22 43.7% 2022/23 49.7%</p> <p>Adults</p> <p>2022/22 63.5% 2022/23 61.3%</p>	<p>Population of Smokers</p> <p>2021/22 15.4 2022/23 11.3</p> <p>Admission episodes for alcohol related conditions</p> <p>2021/22 449 2022/23 426</p> <p>Deaths from drug misuse</p> <p>2019/21 7.2 2020/22 6.9</p>
<p>Sources JSNA: Search Datasets Essex Open Data Health Behaviours- Obesity Health Behaviours Diet & Exercise Health Behaviours Tobacco Use Health Behaviours Drug & Alcohol Use Data correct at time of publication</p>		

IMAGE

4. Tendring Population Health

The population within Tendring is growing and has expanded by 7.3% since the last census to 148,300 residents.

The majority of the population live in the coastal communities around the fringe of the district.

The Government's new mandatory housebuilding targets for local authorities will require the Council to plan for significant housing growth through the review of its Local Plan at an average rate of 1,034 homes a year, which could see the rate of population growth increase substantially in future years.

Tendring has the highest percentage of residents aged 65 and over, at over 30.3%, compared to Essex at 29.5% and a national figure of 18%. This is expected to continue to rise to 32% over the next 10 years.

Correspondingly there are lower levels of children and young people (16%) and those between 16-64 (54%) compared to Essex (19% and 60% respectively).

28% of Tendring's neighbourhoods (Lower Support Output Areas (LSOA's)) are in the 20% most deprived nationally. Only 4.1% of residents live in the three least deprived groups, which compares to an average of 30% in other areas.

There has been an almost 20% increase in people claiming out of work benefits between March 2020 and January 2022.

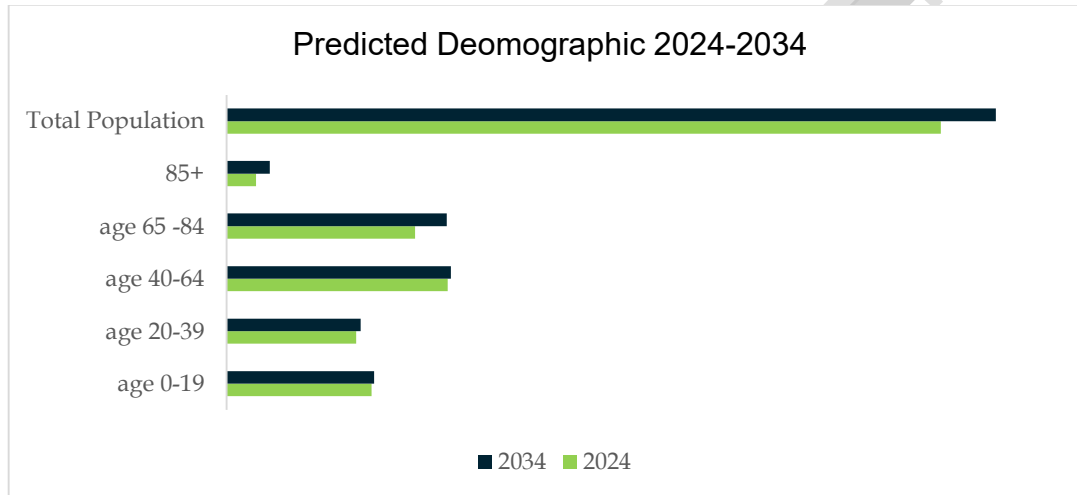
Tendring has high levels of residents living with long term conditions, some of which are life limiting, and in some cases preventable, such as COPD.

The smoking of tobacco and other substances are the main contributors to those experiencing COPD. The diagnosis of COPD at a much younger age is being reported by health partners, and this is linked to the smoking of other substances. This results in more people living in poorer health for longer.

This Strategy supports the themes of the Corporate Plan 2024-28 by supporting our communities through community leadership, and in the key areas of working with partners to improve quality of life promoting safer, healthier, well connected and inclusive communities.

In order to understand the current profile for Tendring, data from the following sources will be used:

- Census 2021
- Office for National Statistics (ONS) Health Index for England
- Essex Joint Strategic Needs Assessment 2022.
- The Health Index



Source: *The Office for National Statistics*

Life Expectancy

Healthy life expectancy is the number of years a baby born today is expected to live in 'good health', provided that current mortality and health trends remain fixed over their lifetime.

There is significant inequality in healthy life expectancy across Essex, and the gap between the areas with the highest & lowest healthy life expectancy is widening over time.

Tendring has the highest under 75 mortality rates in Essex at 388 per 100,000 population.

The Suffolk and North East Essex Integrated Care Board Joint Forward Plan identifies the reduced life expectancy across the wider area, that those living in the most deprived wards are experiencing, compared to those in the least deprived wards, as on average 7.4 years for men and 5.9 years for women.

The latest figures for 2018-2022 show that the **healthy life** expectancy for males in Tendring is 61.09 and for females is 63. These figures are below the England average.

Taking into consideration that the life expectancy for males is 77.4 this means that men in Tendring are likely to live for approximately 16 years in poor health. Although the life expectancy for females is higher at 82.5 for females, if the healthy life expectancy is 63 years, females are likely to live for 19.5 years in poor health.

Although different causes of death contribute to this variation in life expectancy, leading causes include circulatory conditions, cancer and respiratory conditions and also poor mental health.

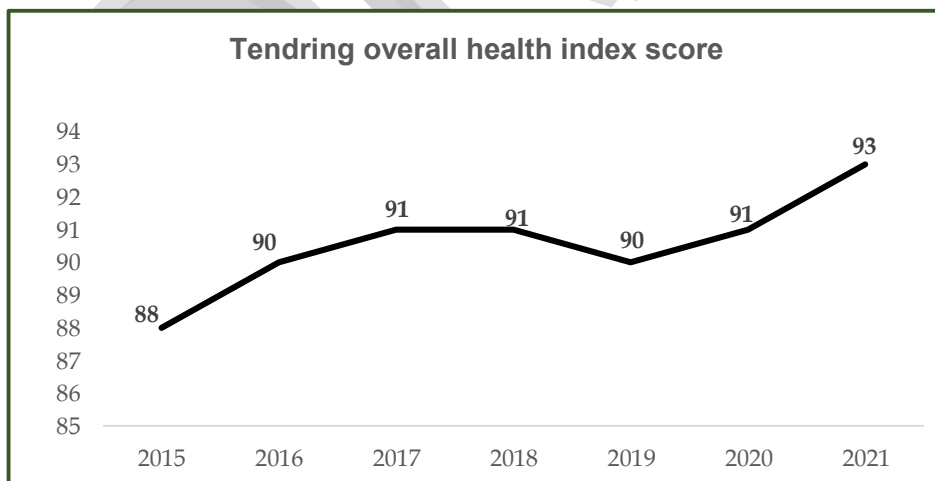
Several underlying risk factors may be involved and include tobacco, high body mass index, diabetes, dietary risks, high blood pressure and alcohol. These factors are driven by wider causes such as access to employment and therefore economic stability, how physically active individuals are, or the type and stability of their housing and its tenure.

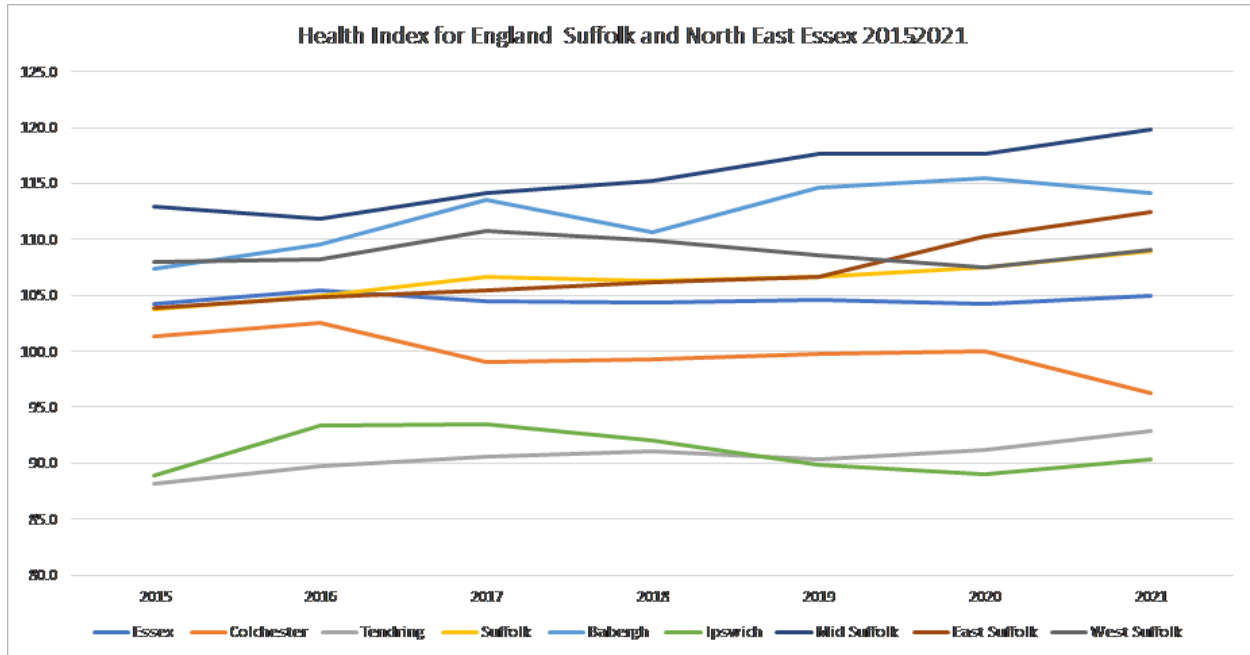
If an early intervention approach is not adopted which addresses the underlying causes such as housing, physical activity, skills and employment, then the goal of supporting people around developing a healthier lifestyle cannot be fully realised.

Health Index

The Health Index provides a single value for health that can show how health changes over time. A score of over 100 indicates better performance when compared to the England 2015 position. A score below 100 indicates a worse performance.

The 2021 Health Index Score for Tendring is **92.9** this shows a good improvement when compared to the 2015 score of 88, and the figure is improving yearly.





The Health Index shows a sustained improvement within Tendring but also identifies that Tendring still lags behind other areas in terms of the wider area within the Integrated Care Board footprint of Suffolk and North East Essex.

Most notably, the key areas of improvement, which contributed to the increase in the overall score in Tendring are broken down as follows:

Healthy People

- Frailty
- Self- Harm
- Infant Mortality
- Personal Wellbeing
- Happiness
- Life Satisfaction

Healthy Lives

- Behavioral risk factors
- Alcohol misuse
- Physical Activity
- Sedentary behaviour
- Sexually Transmitted Infections
- Smoking
- Early Years Development
- Pupil Attainment
- Teenage Pregnancy

Healthy Places

- Living Conditions
- Job Related Training
- Air Pollution

Source: [Health Index Dashboard | Essex Open Data](#)

Healthy People

Key areas of change within this domain include a significant deterioration in terms of children's social, emotional and mental health and also broader mental health conditions. However, there has been an increase in the happiness and life satisfaction scores. The rates of infant mortality and self-harm are reduced.

The rates of hospital admissions due to self-harm have fallen from 170.8 (2021/22) to 134.7 (2022/23). This appears to be a consistent trend across Essex, however, the Tendring rate is the highest in Essex.

The latest suicide figures have shown a recent increase from 11.3 (2020-22) to 14.9 (2021-23) and are currently the highest rate across the districts in Essex. Suicide remains a key focus for Alliance partners due to historically high numbers in Tendring.

Partners in The Health Alliance and local Police are reporting that poor mental health continues to be a real area of concern for Tendring.

The Council has responded to this and has supported young people in terms of their mental health and resilience by helping to deliver the Wellbeing Hubs in primary schools to help equip young people with a rucksack of skills to develop resilience and address concerns. This includes working with their families as well.

In addition, the Council jointly funds with three other partners the Mental Health Hub operated by our partners at Citizen's Advice Tendring. The Mental Health Hub helps deliver support and resilience to those facing lower level, but enduring mental health challenges via a 12 month supported placement in their charity shop. The scheme addresses mental health concerns, physical wellbeing, employment skills and support in accessing wider services.

The aim is to give volunteers a tailored, positive move-on at the end of their 12 month placement, including entry into paid employment, through to finding the perfect social group.

As a major employer in Tendring, the Council has a Wellbeing Policy for staff and supports the workforce by providing a free and confidential Employee Assistance Programme (EAP). The EAP can provide practical information, fact sheets and packs, resource information on support services in your local area and even short-term face-to-face or telephonic counselling. The website offers extensive resources including interactive tools and regular online seminars.

Healthy Lives

Changes within this domain include deteriorations in terms of drug misuse, pupil absence, young people in education, training or employment and childhood obesity.

There have been significant reductions in sexually transmitted infections and smoking.

In terms of pupil attainment, Tendring tends to have the lowest performance on most attainment measures (Good Level of Development – assessed at the end of reception year, Key Stage 2 – assessment in relation to English and Maths at the end of primary school and Key Stage 4. One measure of which is passes at GCSE English and Maths).

However, the latest 2023 data is promising and shows that there is an improvement in the level of attainment in Key Stage 1 and Key Stage 2 children. There is also a slight improvement in the figure for Key Stage 4 children.

Although, according to the latest figures, the rates of overweight/obesity are reduced in year six children, the rate in reception age children has increased and is now the highest in Essex.

This corresponds with the rates of physical activity in children/young adults which are increasing, however the rate has fallen in adults compared to 2021/22 figures.

The Council has worked with Active Essex to deliver the Local Delivery Pilot (LDP) Scheme which has, for example, included Essex Pedal Power in Jaywick and West Clacton and also Harwich to help improve physical activity. It also provides wider benefits around community connection, dealing with social isolation and loneliness, and accessing employment.

Other LDP schemes have included gamification via Beat the Street and Street Tag, which have been accessed by large numbers of people as a free, fun way to access their areas. The key role of our partners at Community Voluntary Service Tendring in delivering Beat the Street, has led to very high levels of participation

Focus on Success: Beat the Street

“The first time I walked, I did it for eight miles. When I am on my bike I usually do between 12 and 16 miles. It has been a good experience - it got me walking further and I managed to fix my bike which has been hanging around in my summer house. My legs are stronger, and I have been sleeping a bit better. I walk wherever I can, and I have been more inclined to jump on my bike”.

Healthy Places

Although there is some deterioration in patients being offered acceptable GP appointments and levels of personal crime, this domain has improvements across the board including internet access, low level crime, air pollution, overcrowding and job-related training.

The level of those economically active stands at just over 70%. Tending has an unemployment rate of 4.7% (ONS April 2023- March 2024)

The Council works with the Alliance to help deliver a digital access support team to assist residents who are struggling to engage digitally. As part of this work, platforms have been sited across GP surgeries to allow access to wider services direct from the GPs.

The Council also merged its Community Safety Partnership and Health and Wellbeing Board, as there is a strong common theme across both areas and this will help shape and drive improved partnership working going forwards. The Community Safety Hub, based within the Council and working effectively with partners has helped to deliver reductions in crime and enhanced public engagement.

Work has also been undertaken, funded by the Health Alliance, where the Council and Essex Partnership University Trust (EPUT) work more closely together to support those residents that council staff are interacting with, who also have a mental health need. This helps to provide the right support at the right time and to maintain residents' tenancies.

IMAGE

5. Partnership Working

The Council clearly sets out in its Corporate Plan the importance of community leadership and has one of its key themes as working with partners to improve the quality of life. A partnership approach is therefore essential to help address some of the challenges the area faces.

Community Safety Partnership and Health and Wellbeing Board

The Council's Health and Wellbeing Board originally set up in 2013 and which brings partners together to focus on how to improve health and wellbeing has been joined with the Community Safety Partnership. This allows closer cooperation with our community safety partners to deliver on shared priorities for example around mental health, or addressing anti-social behaviour so people feel safe in our area.

Integrated Care Board (ICB)

The NHS Suffolk and North East Essex Integrated Care Board (ICB) plans and buys healthcare services for our population. This function is commonly referred to as 'commissioning'.

The ICB work closely with local government and the NHS providers in our area. To ensure that the needs of smaller, local areas are addressed, the ICB has delegated some authority to the North East Essex Health and Wellbeing Alliance.

The ICB remains accountable for all of its functions, including those it has delegated.

North East Essex Health & Wellbeing Alliance

The Alliance is made up of a range of partners, across North East Essex (Colchester and Tendring) including Tendring District Council. All of the member organisations have a strong background of working within their own fields to improve the health and wellbeing of our area.

By coming together collaboratively and taking a preventative rather than reactive approach, this will provide an opportunity to make long term improvements to our population's health.

Health inequalities are caused by a complex mix of environmental and social factors which play out in a local area, or place. This means that local areas have an important role to play in reducing health inequalities and addressing deprivation.

The Alliance is developing a Place Based Plan approach which recognises people access most of their health and care services in the place where they live, including the support to stay well.

The Plan focusses on how the community, statutory and voluntary sector can work together to understand the issues, interconnections and relationships, so as to coordinate action and investment to improve the quality of life for those communities.

The five priorities in the emerging plan are:

- Childhood Asthma
- COPD
- Hypertension
- Frailty
- Suicide

The drivers of these priorities are some of the wider determinants of health and so there is proposed to be a focus on

- Housing
- Physical activity
- Skills and Employment
- Social isolation and loneliness

The Council already works with Alliance partners to deliver the emerging place-based approach, and this will continue.

IMAGE

Focus on Success – Clacton Diagnostic Centre

The Clacton Diagnostic Centre seeks to provide high quality diagnostic services close to those who may otherwise struggle to access services which may have been too far or too expensive to access. The centre includes new CT, blood testing and cardio-respiratory suites, where patients can have lung function tests, echocardiograms and ECGs. It operates seven days a week, from 8am to 8pm, and provides appointments that are closer to home and more accessible and convenient to patients. In addition to benefitting from shorter waiting times, the centre has also provided employment opportunities for local people. The Council supported the initial bid for funding for the centre and will continue to work with partners to support this facility.

“After waiting for a while for an appointment at Colchester hospital, I was really lucky to be offered an appointment at Clacton, on a Sunday. The staff were really friendly, and it was easy to park”

Tendring Education Strategic Board

The Council hosts the Tendring Education Strategic Board with partners from Essex education, schools and wider providers, which supports improvements in education and has as a key priority working together to improve attainment and skills.

There are key working groups under the Board which focus on attendance and skills to give young people the best chance of accessing the opportunities that they aspire to. This is done by providing support around attainment and helping them to understand the career opportunities available and assisting them to take up those opportunities by working with schools, education providers and employers.

North East Essex Economic Board

A partnership of local authorities in the area working together as a catalyst to drive forward economic growth. Each has committed funding specifically to support local businesses with advice, guidance and training, as well as skills programmes to boost the life chances of local residents and help them into work.

The partnership also works to encourage businesses to engage with, and benefit from, the opportunities around Freeport East and its associated tax relief.

The Voluntary Sector

The voluntary sector are a critical partner both to the Council and the wider system by effectively supporting our community working closely with residents and helping facilitate opportunity for them.

CVS Tendring helps to lead and support voluntary action and empower local people by promoting and developing the community and voluntary sector. The wider voluntary and community sector is made up of a broad range of partners which work closely with the Council and this strategy seeks to strengthen that partnership for the benefit of our residents.

The voluntary sector were crucial in the success of the response through the pandemic and the Council worked with partners including the voluntary sector to support the most vulnerable who were effectively assisted with food parcels, access to medication and support to prevent isolation.

They are crucial in helping to address issues facing our communities and in particular those who are most deprived and provide an opportunity for the Council to support those most in need.

We will work with partners in the voluntary sector to support initiatives which align with our priorities.

Focus on Success- Sailship

Sailship is situated in Clacton, and is funded by the Health & Wellbeing Alliance.

Sailship receives referrals from Open Road to help adults to improve and support their mental health, self-esteem and help build confidence through a range of activities including gardening, yoga, walks and arts and crafts.

In addition to this, older people are supported to live safely and independently as they grow older. A range of activities are offered including sing a longs, therapeutic horticulture, and gentle structured exercise.

Free transport is provided via Tendring Community Transport for those who need it.

Transport is one of the key challenges facing our communities who are most in need and especially as most of the communities are located around the coastal fringe often with poor interconnection. Similarly, there is a large rural area which is not served by strong support or road and transport links.

This Strategy recognises the opportunity to work across our different partners within the community by using existing relationships to support Harwich Connexions and Tendring Community Transport to help address issues around transport, and more widely with the opportunity provided by active travel. This is in line with the Sport and Activity Strategy, to identify opportunities to provide services close to where our residents live.

The Essex Joint Health & Wellbeing Strategy 2022-2026

This Strategy aligns with the Essex Joint Health and Wellbeing Strategy (JHWS) which provides an opportunity for shared outcomes, and which has the following priorities:

- Improving mental health and wellbeing
- Physical activity and healthy weight
- Supporting long term independence
- Alcohol and substance misuse
- Health inequalities & the wider determinants of Health

Working with partners through local initiatives, the overall aim of the JHWS is to see an improvement in health and wellbeing outcomes for people of all ages, and a reduction in health inequalities, by having a focus on supporting poor health prevention and promoting health improvement.

Essex Wellbeing, Public Health & Communities Business Plan 2022-2025

In addition to a focus on Mental Health, the business plan focusses on reducing the prevalence of the following key public health issues:

- Smoking
- High Systolic Blood Pressure
- High Fasting Blood Glucose
- High Body Mass Index
- High LDL Cholesterol
- Alcohol Use



Reducing the prevalence of these in our population will reduce the likelihood of developing certain life limiting long term conditions such as Heart Disease, Diabetes and Respiratory Disease.

Essex Healthy Weight Strategy 2024-2034

The Strategy identifies how widespread and damaging excess weight is, that it can be preventable, and that it is not entirely a free choice for Essex residents to prevent and manage excess weight on their own.

The Strategy recognises that weight is objective, but a 'healthy' weight is more complex, so there is more to defining individual health than BMI alone.

Excess weight can be associated with many poor health outcomes including Heart Disease, Stroke, Type 2 Diabetes and Cancer. It is the greatest contributor to years of healthy life lost.

The reason why people become an unhealthy weight is complex, so mainly focussing on individual behaviour will not work. We need to also focus on the wider determinants, such as the local food and physical activity environment, which can hinder the ability for residents to be a healthy weight.

Conclusion

The shared priorities highlight that the challenges that are faced in Tendring are shared across Essex, although often they may be more exacerbated within Tendring. This provides an opportunity for a greater focus from partners within the Tendring area and the potential to access future funding opportunities.

This Strategy seeks to support the promotion of safer, healthier, well connected and inclusive communities. This can be achieved by working with partners across government, public, private and third sectors. Existing relationships are well developed, for example via the joint funding of posts such as the Public Health Improvement Coordinator and close partnership working within the Alliance.

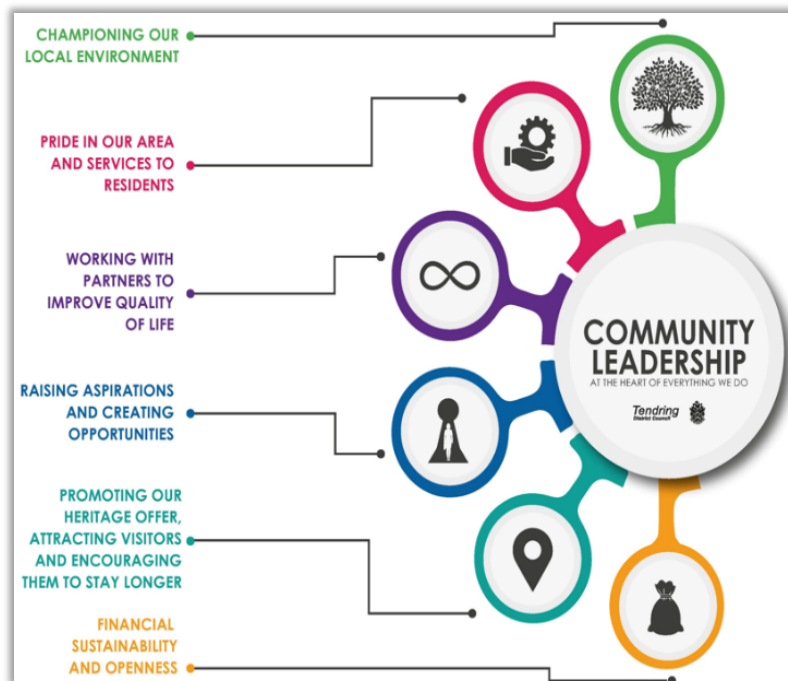
This Strategy is set amongst one of the most challenging times for many in society. A place-based approach allows alignment of system partners to deliver a range of improvements and support which collectively, will help to address health inequality as already evidenced by the improving Health Index score. Improvements in the **healthy** life expectancy of our residents, will also be a focus and a marker of our success.

IMAGE

6. The Corporate Perspective

The Council plays a key role in addressing many of the wider socio-economic factors and health behaviours including physical activity, skills and employment and housing and these are all strongly reflected within the Council’s Corporate Plan.

At the centre of the Plan is a theme of community leadership to help provide the opportunity to support communities where they are by working with them in an asset-based community development way and with a focus on a number of key areas.



More broadly there are a number of other Council strategies which are inextricably linked, and which specifically address the wider determinants of health and the wellbeing of residents



Housing

Housing is a key determinant of health, and everyone in Tendring should have access to a home that meets their housing needs and provides a safe and healthy environment in which they can live. Sadly, this is not the case for some.

By supporting affordable housing provision, addressing poor housing and supporting sustainable tenancies the Council can effectively address a key determinant of health and wellbeing.

As a landlord of over 3000 homes the Council has a clear role in providing good quality homes and aims to set the standard for how affordable rented housing should be managed.

Homelessness is a problem in the district as it is in most others. The Council's Housing Solutions services work to support those who find themselves homeless. This service includes the provision of temporary accommodation and support to provide a more permanent home.

The quality and condition of housing, especially rented housing, is something that has been in the spotlight for a few years. The Council has an active Environmental Health service that works to ensure the safety of privately rented housing. This involves liaising with landlords and taking enforcement action where it is necessary to bring about an improvement in conditions.

A key project for the Council is the Jaywick Sands Healthy Homes service. Focusing on poor quality privately rented housing in the Brookland and Grassland area of Jaywick, this Health Alliance funded project aims to bring about an improvement to some of the poorest quality housing in the district.

By addressing poor housing and supporting sustainable tenancies the Council can effectively address a key determinant of health and wellbeing.

The purpose of the Housing policy clearly identifies this and includes such areas as:

- Provision of dry, warm and healthy homes for tenants and leaseholders
- A zero-tolerance approach to damp and mould and effective investigation and remedial work to eradicate it
- Provision of appropriate advice and guidance to tenants

The Damp and Mould Policy specifically recognises both the mental and physical health effects of damp and mould and how its prevention supports the management of some respiratory conditions. This will include childhood asthma, a key focus area for Alliance partners.

Between April 2023 to April 2024, the Council allocated 149 properties from general stock and 36 for sheltered housing. Tenancy support and advice is also provided to support residents maintain their tenancies which would otherwise directly affect their health.

Image - housing

Planning

The Council has a Local Plan, which in an overarching way, can support the provision of appropriate housing, employment land and green space which is critical as the district's population expands. There are strategic objectives for Education and Healthcare which include:

- Working with Public Health to promote and encourage healthy lifestyles through developments and planning to ensure that the people of Tendring have opportunities to be as healthy as possible.
- Working with partners including Public Health, to avoid a concentration of fast-food takeaways, where the number of outlets would be likely to harm public health objectives, particularly in deprived communities, local areas of poor health and near schools.
- Require the provision of a Health Impact Assessment (HIA) on developments of 50 or more dwellings, residential institutions and non-residential developments with 1,000 square metres or more gross internal floor space.
- HIA's are to be carried out following advice and best practice from UK Health Security Agency and the Essex Planning Officers Association.

The Council is working with partners in Public Health to ensure that appropriate responses are made to HIA's to ensure they support residents' health and wellbeing.

The Local Plan is in the process of being reviewed and, amongst other things, it must be updated to reflect changes in Government policy and the introduction of mandatory housebuilding targets.

The updated Local Plan will need to identify locations to deliver an average 1,034 homes a year. This will require close working with partners to ensure longer-term strategies for the provision of medical and healthcare services are aligned. This will help to ensure that the likely patterns of future growth are planned for, and delivered in a way that is efficient, and supports the wider objectives of the Health and Wellbeing Alliance.

Employment

The Council's Economic Strategy identifies the challenges the area faces, noting a decline in performance in Clacton and Jaywick and the importance of participation of communities and the need for long-term prosperity. Also identified is the importance of the port and visitor economy to Harwich and the opportunities within the care and green energy sector.

The objectives of the Strategy include targeting growth locations and sectors, supporting the skills agenda for residents, supporting innovation, and the importance of housing in driving the economy for a strong labour market and increased spending.

To help address some of these issues the Council has supported the regeneration of the beaches at Clacton, the Sunspot market site at Jaywick, the development of the diagnostic hub at Clacton Hospital, and leading the delivery of the £60 million Levelling Up Funding, which will see significant investment and opportunity in Clacton and Harwich and Dovercourt

The Council works alongside other local authorities and businesses in partnership to identify barriers to local economic growth and to stimulate a prosperous economic future for our District. The Economic Growth Team works to bring employment opportunities into the district.

Providing employment opportunities will directly impact the wider determinants of health as residents access employment and have greater income which leads to improved health outcomes.

Physical Activity

The Council's Sport and Activity Strategy acknowledges the role that increased physical activity can have in improving general health and wellbeing and how it assists in combatting many serious conditions such as heart disease, strokes, diabetes and obesity.

The Council runs leisure facilities in Clacton, Dovercourt and Walton which have over 600,000 visits per year and includes staff who specifically work with those living with diseases such as respiratory conditions, diabetes and cancer. The Strategy has a broader approach and also focusses on how to support our communities becoming more active where they are.

The Strategy seeks to provide a framework for access to facilities and opportunities for activity across all age groups, and in particular recognises the need for a partnership approach which works closely with health partners.

The Sport and Activity Strategy is a key contributor in terms of how the Council will address some of the wider challenges facing the health of our population.

Wider Council Provision

A number of services provided by the Council directly impact on the health and wellbeing of residents. These include the benefits team which helps support those on low income by, for example allocating £11,847,267.66 in 2023/24 to residents on low incomes.

The environmental health team ensures the provision of safe food, air, water and environmental quality. Wider services also deal with complaints from residents which can severely impact their mental health for example around noise nuisance.

The Council has the potential to work with significant funding from government in terms of Levelling Up funding.

A number of projects have been developed which will have a huge potential impact on residents' health and wellbeing such as the potential for an inclusive cycling track, redevelopment in the civic quarter of Clacton based around the library and opportunities at the Leisure Centre.

Across the Council there is also the potential to help address some of the overarching issues for example around mental health and specifically suicide.

There is a high incidence of suicide within Tendring and this has historically been the case:



HM Coroner is the only person that can make a determination of suicide. Coroners verdicts often come sometime after the death, in some cases this can be a year or more later.

The latest figures show an increased level, highlighting that there is much work to be done, the figure is lower than the level seen in 2017-2019.

Besides a wider system approach working with partners to try to understand the actions that can be taken to address this, the Council has an opportunity to support and educate staff on how to recognise if someone has suicidal feelings and help to support them to receive help.

Previously Councillors have undertaken suicide awareness training and the Council also delivers mental health first aid training across services to help provide support to those in need.

A wider approach on addressing suicide has also been undertaken in line with partners with Essex County Council leading a group specifically focused on how partners can collaborate in North East Essex to help address the high incidence in the area which has led to this being a priority.

The Alliance has recently launched the Frontline Referral App, which health professionals can access and make referrals for support at a local level. Access to local support is important for those experiencing poor mental health. Residents can also access this, and in some cases self refer.

The SOS bus has been utilised by partners and located in Clacton and Jaywick. Key support partners were available to offer a range of advice and signposting for local residents.

The Council will continue to work with partners and facilitate initiatives that help to reduce the rates of suicide.

7. Strategic Objectives

The key strategic objectives are as follows:

- Address the wider determinants of health including housing, physical activity, skills and employment and social isolation via a partnership place-based approach.
- To improve health and wellbeing and build resilience by working with partners to deliver support at a local place-based level.
- To work to provide opportunities for a healthier lifestyle for example around physical activity.
- Provide support and information for people to manage long term conditions.
- Work with partners to seek to deliver improvements in mental health, in particular for suicide reduction.
- Increase the healthy life expectancy of residents and continue to see improving Health Index Scores

Scope

- To implement the Strategy there will be a focus on data available in order to understand the health and wellbeing of Tendring residents, the challenges faced and potential opportunities.
- A key factor of this Strategy is to further develop partnerships, particularly through the Health Alliance, to identify shared objectives and to work in a collaborative way to address these.
- There will be a focus on how we can influence the wider determinants of health to support residents to adopt healthier behaviours, leading to improved health outcomes.

8. Strategic Priorities and Delivery Plan

Based on the information gathered from data, insight gained through our partnership working, and in order to achieve our vision, our strategic priorities are set out below. Data is correct at time of publication.

1. Wider Determinants of Health

Focus on Tendring

- 28% of our neighbourhoods (Lower Super Output Areas) are within the 20% most deprived nationally
- Tendring has the highest level of economic inactivity in Essex and the lowest levels of gross income
- Educational Attainment levels are improving, but still the worst in Essex

What we will do

- Work with Partners to address the ongoing impacts of the increased cost of living to reduce the stress for those in fuel and food poverty.
- Work with colleagues and partners to look at employment to increase the opportunity for employment and educational attainment
- Work with partners to reduce barriers to healthcare

Delivery:

In order to improve socio-economic factors that impact on the health of Tendring residents we will:

Project	Details	Delivery/ Budget	Timescale
Employ a Fuel Poverty Officer until May 2025 (further funding currently being aligned)	To support families most in need to reduce fuel poverty, change to improved tariffs for better heating options, support insulation provision and increase benefits uptake	TDC Health Inequalities Fund	Short term
Provide a Family Solutions offer in Clacton and extend the provision using partnership funding to cover Harwich and work across the district	To support those children and families most in need and in particular those not accessing services, so they receive appropriate support and to develop a community forum to help bring support together within the community to provide ongoing support	TDC Health Inequalities Fund & TDC	Short term
Deliver a Housing Benefits and Early Intervention Officer post within the Children's social care team.	This post will provide bespoke housing and benefits advice and support to families who do not engage, as part of a wider multi-disciplinary team who can deal holistically with family's challenges.	TDC Health Inequalities Fund	Short - Medium term
Support the Tendring Education Strategic Board to deliver improvements in terms of skills and attendance to ensure young people obtain skills which can be matched to employment opportunities when they leave school	Work in conjunction with the Economic Growth Team to hold employer engagement events and reverse jobs fairs and science, technology, English, arts and maths (STEAM) events to inspire young people around career opportunities. To understand the potential future employment opportunities and link these to the skills agenda.	Officer time	Short - Long term
Access partnership funding to support the employment of two Community Support Employments Officers to work with the Job Centre	To provide holistic support to those furthest from the jobs market.	Department of Work and Pensions funding	Short - Long term

Apprenticeships	To continue to deliver apprenticeships and consider working with other providers and employers such as Colchester Institute, East Suffolk and North Essex Foundation Trust and Career Track to deliver further apprenticeships	TDC Essex County Council- Public Health	Short - Long Term
Use partnership funding to help deliver housing and environmental improvements in Jaywick	To improve residents' accommodation addressing hazard such as excess cold and damp which could for example lead to childhood asthma and to help build community pride and resilience	TDC and Health inequalities funding	Short - Long Term
Work with partners including our Health Alliance to deliver a place-based approach	Focus on key issues affecting our neighbourhoods particularly around the wider determinants of health and using a joint approach to improve resident's lives and reduce barriers to healthcare	TDC/Health Alliance Officer time Budget to be determined	Short - Long Term
Planning	Work with colleagues in planning in relation to the Health Impact Assessments to create healthy places and seek to improve the obesogenic environment by reducing the number of fast food outlets	Officer Time	Short - long term

2. Improving Wellbeing & Resilience

Focus on Tendring

- The estimated prevalence for mental disorders in Tendring is 17.1 compared to the regional figure of 14.9.
- In those aged 65+ the estimated prevalence for mental disorders in Tendring is 11.5 compared to a regional figure of 9.5.

What we will do

- Work with partners across the system to encourage improved mental health to build resilience and help residents to live a more fulfilled life.
- Seek to influence partners to bring in investment into the area to support improved mental health
- Continue to support Wellbeing Hubs in Schools

IMAGE



Delivery:

In order to improve wellbeing and build resilience we will:

Project	Details	Delivery/ Budget	Timescale
Wellbeing Hubs in Schools	Continue to support 33 Wellbeing Hubs in primary schools across North Essex to help children and families build emotional resilience and wellbeing and to develop materials to help share the learning and support future hubs.	TDC/Partners. Budget to be determined	Short - Long Term
Integrate Physical Activity into Wellbeing Hubs in schools	Invest in a training programme to upskill the leads at the wellbeing hubs and provide resources to deliver physical activity integrated sessions. To enhance health and wellbeing outcomes further.	TDC/Active Essex Budget to be determined	Short- Long Term
Mental Health Hub	To support delivery of a mental health recovery programme as a single point of access to provide holistic assessment and intervention for vulnerable residents who have ill mental health	TDC/Partners Budget to be determined	Short - Long Term
Dig For Jaywick and other gardening initiatives	Deliver the Dig 4 Jaywick project within Jaywick to provide therapeutic activities for those with learning difficulties or ill mental health, raising self-esteem, addressing social isolation and providing an opportunity to volunteer. In addition to seek to support wider gardening initiatives in the community.	TDC Public Health funding & external funding to be determined	Short - Long Term
Information and Advice provision	To allocate funding via a procurement approach to help residents access services	TDC Time Officer	Short – Medium Term

3. Encouraging a Healthier Lifestyle

Focus on Tendring

Physical Activity levels in adults has fallen to 61.3% compared to the Essex average of 67.9%

- 26.1% of reception children are overweight including obesity which is the highest in Essex and in year 6 it is 36.1% which is the third highest in Essex
- However, 62.2% of adults are overweight including obesity compared to a regional average of 68%

What we will do

- Work with colleagues to Improve physical activity across all ages and encourage a healthy diet, which will help residents to avoid developing certain preventable illness
- Work with the community to enable residents to try new activities and meet new people.
- Encourage those with long term conditions to stay well and live independent lives

IMAGE

Delivery:

In order to support residents to adopt a healthier and more active lifestyle we will:

Project	Details	Delivery/ Budget	Timescale
Active Outdoor Gym	Designed to prevent falls and rehabilitation to those in need. Situated at York Road Holland on Sea.	£65,000 – Sport England funded	Short - Long Term
Park Play	Continued support of Park Play located across the District	Officer time	Short - Long Term
Essex Pedal Power	Continue to provide support for Essex Pedal Power to provide a free quality bike to support residents to become more active, access work and cheaper food.	Officer Time	Short – Long term
Place based work in line with deepening funding from Sport England	Build on the legacy of the Local Delivery Pilot and developing place-based working to continue to deliver work to increase activity levels in our deprived communities for example, by building capacity within the Council but also within our community partners	TDC/Active Essex Budget to be determined	Short – Long Term
Essex Healthy Weight Strategy	Work with Public Health partners to support delivery of the strategy across Tendring, including the Bite Back scheme being undertaken at Tendring Technology College	Public Health Essex	Short – Long Term
Active Wellbeing across Tendring	To expand the Active for Life programme to other communities in Walton and Dovercourt. To facilitate connection with health care and support services at the proposed Active Wellbeing Hub at Clacton. For example, offering the chance for flu vaccinations/ health checks etc to be held on days when activities are taking place. Expansion of the Reconnect Programme currently operating from Clacton Leisure Centre, to other areas of the District. Activating the wider Active Wellbeing Hub including the creation of a new £1.4 million inclusive cycling facility, mainly funded through the Government Levelling Up programme.	TDC/Active Essex Budget to be determined	Medium – Long Term

4. Improve Long Term Condition Prevention and Management

Focus on Tendring:

- COPD in Tendring is 3.0% compared to the regional figure of 1.8
- Childhood asthma prevalence in Tendring is 4.5% compared to the regional figure of 3.0%
- The Prevalence of Hypertension in Tendring is 20.5 compared to the regional figure of 15.5
- The % of people over 17years with Type 2 Diabetes is 9.8% compared to the regional figure of 7.4%

What we will do:

- Work with health partners to help those with existing long-term conditions maintain an independent and fulfilling life.
- Work with partners to create initiatives to help prevent certain long-term conditions

IMAGE

Delivery:

In order to ensure that residents living with long term conditions are able to live independent and fulfilling lives we will:

Project	Details	Budget	Timescale
Sing for Lung Health	Work with local community choirs to support those living with certain respiratory conditions to lead fulfilled and independent lives	TDC Public Health Grant Costs to be determined	Short - Medium term
Know Your Numbers	Deliver initiatives to encourage residents to have regular blood pressure checks to detect Hypertension	TDC Public Health Grant – Cost to be determined	Short – Long Term
Childhood Asthma	Work with partners to deliver health messaging and utilise housing interventions to determine risks around excess cold and dampness and provide an appropriate response	Health Alliance/TDC Public Health Grant – Cost to be determined	Short – Long Term
Falls Prevention	Seek to improve strength and balance for those at risk of falls through provision of suitable activities and connection to partners for support. The Active Aging Gym will also support those to help prevent falls. Housing inspections to identify slip and trip hazards and take remedial actions	Health Alliance/TDC Public Health Grant – Cost to be determined	Short – Long Term
Type 2 Diabetes	Work with partners to deliver health messaging	Officer Time	Short – Long Term
Long Term Condition management and prevention	Use data and insight to influence partners as to the best use of financial and wider resources in the District	Officer Time	Short – Long Term
Community & Voluntary Sector Partnership	Support the community and voluntary sector to help those with long term conditions	Officer Time	Short – Long Term

Jaywick and wider housing interventions	To have a focus on addressing damp and mould in Council and leasehold properties to seek to reduce respiratory conditions	Officer Time	Short – Long Term
Activating a Health Creation System through Place Partnerships	Support the North East Essex Health & Wellbeing Alliance to implement and embed bold and ambitious place-based systemic action, Including: Preventative Health creation in neighbourhoods - Developing hyper local integrated place partnerships models alongside communities.	TDC/Active Essex Budget to be determined	Medium-Long term

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5. Suicide Prevention

Focus on Tendring

- Tendring has the highest rate in Essex for suicide at 14.9 compared to the regional figure of 8.8.
- Tendring has the highest rate of emergency admission due to intentional self-harm at 134.7 compared to the regional figure of 98.

What we will do:

- Work with partners to understand the issues around suicide locally.
- Work with partners to determine proactive actions that can be taken to help deliver effective interventions in relation to suicide

IMAGE

Delivery – in order to help build wellbeing, support and resilience

Project	Details	Budget	Timescale
Funding Allocation	Consider allocating some of the public health grant for open call for community projects to apply for funding. Projects will be required to meet set criteria and must have a focus on suicide prevention work	ECC public health grant	Short- Long Term
Dual Diagnosis	To engage with the dual diagnosis team that provide support to those with a dual diagnosis of dependencies and poor mental health	TDC/Health Alliance Budget to be determined	Short - Long Term
Essex County Council Strategies	Working with partners including Health and Essex County Council to determine strategies that support the reduction of suicides.	TDC -Officer Time	Short – Long Term
Community Support	Connect with groups who seek to improve wellbeing with a focus on suicide prevention in all age groups and feed this back to the Community Safety Partnership and Health & Wellbeing Board.	Officer Time	Short – Long Term
Training and Development	Work with partners to understand how suicide prevention work can be effective. Including training and development. Offer Mental Health First Aid training to staff which includes suicide training	TDC Partners	Short-Long Term
Partnership Working	Support the delivery of the North East Essex Suicide Prevention Operations Action Plan. Southend Essex and Thurrock (SET) Suicide Prevention Partnership aim to reduce the rate of suicide across greater Essex. Also providing support for those left behind. We will work to support this.	Partners Officer Time	Short-Long Term
The Sanctuary- MIND Mid and North East Essex	Support the delivery of the Sanctuary in Tendring, who work to support those experiencing a mental health crisis or need support to stay well. Seek to increase opportunities for more activities and events in Tendring.	Partners Officer Time	Short – Long Term

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Appendix 1- Strategy Alignment & Partnerships

Essex Joint Health & Wellbeing Strategy 2022-2026

[Essex Joint Health and Wellbeing strategy | Essex County Council](#)

Essex Healthy Weight Strategy

[Essex Healthy weight strategy 2024 to 2034 | Essex County Council](#)

Wellbeing, Public Health & Communities Business Plan 2022-2025

[Wellbeing, public health & communities business plan 2022 - 2025 \(essex.gov.uk\)](#)

Can Do Health and Care- Suffolk and North East Essex Integrated Care Strategy 2022

['Can Do' Health and Care - Suffolk & North East Essex Integrated Care System \(sneeics.org.uk\)](#)

Suffolk & North East Essex Integrated Care Board- Joint Forward Plan 2024-2029

[Joint Forward Plan 2024 - 2029](#)

Tendring Economic Strategy

[Regeneris Report \(tendringdc.gov.uk\)](#)

Tendring Creative & Cultural Strategy

[Tendring Creative and Cultural Strategy 2019 - 2024 \(tendringdc.gov.uk\)](#)

Tendring Local Plan

[LOCAL PLAN SECTION 2](#)

Tendring Sport and Activity Strategy (link to be inserted)

North East Essex Place Based Plan (emerging)

Partnerships

North East Essex Health Alliance

Essex County Council

Tendring Education Strategic Board

Tendring Future Skills Board

Community Voluntary Service Tendring and the community sector

Integrated Care Board

Active Essex

Appendix 2 – Data

Disease 2022/2023

Stroke – **2.7%** (Essex - 1.9)

The percentage of patients with stroke or Transient Ischemic Attack as recorded on practice disease registers (proportion of total list size) **up 0.1** 2021/22

Diabetes - **9.8%** (Essex - 7.4%)

The percentage of patients aged 17 years and over with Diabetes Mellitus as recorded on practice disease registers. **Up 0.3** 2021/22

Coronary Heart Disease – **4.5%** (Essex 3.%)

The percentage of patients with Coronary Heart Disease as recorded on practice disease registers. **Stable** 2021/22

Chronic Obstructive Pulmonary Disease (COPD) - **3%** (Essex - 1.86%)

The percentage of patients with COPD as recorded on practice disease registers. **Stable** 2021/22

Chronic Kidney Disease – **7%** (Essex - 4.6%)

The percentage of patients aged over 18 yrs with CKD stages G3a to G5 as recorded on practice disease registers. **Up 1.3%** 2021/22

Hypertension – **20.5%** (Essex- 15.5%)

The percentage of patients with established hypertension as recorded on practice disease registers (proportion of total list size) **Up 0.5%**

Cancer – 5.1% (Essex 3.6)

The percentage of patients with cancer as recorded on practice disease registers. **Up 0.8%**

Dementia – **1.27** (Essex 0.84)

The number of people on GP practice registers as a proportion of the people registered at each practice. **Stable** 2021/22

Osteoporosis - **0.46%** (Essex 0.49)

The percentage of patients aged over 50 as recorded on practice disease registers. **Up 0.1%** 2021/22

Type 2 Diabetes 9.8 (Essex 7.4) The percentage of patients aged 17 yrs and over as recorded on practice disease registers **up 0.3**

Source: [JSNA Health Outcomes - Length and Quality of life dashboard](#) | [Essex Open Data](#)

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CABINET

21 FEBRUARY 2025

REPORT OF THE PORTFOLIO HOLDER FOR PARTNERSHIPS

A.8 TENDRING CARELINE: DECISION ON THE FUTURE OF THE SERVICE

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek the Cabinet's decision on the future of the Council's Careline service having regard to:

- updated financial analysis for different options;
- the exploration of proposals from third parties who, through last year's consultation exercise, expressed an interest in taking on all or part of the service;
- the likely strategic and practical implications of emerging proposals for Devolution and local government reorganisation;
- the aims and objectives of the North East Essex Health and Wellbeing Alliance for an integrated 'place-based' health system approach; and
- the need to ensure best value and quality of service for residents and service-users in the context of an expanding and increasingly competitive private market for telecare, response and lifting services.

EXECUTIVE SUMMARY

The main recommendation within this report is that the Council proceeds, broadly in line with the Cabinet's previously stated preferred option, to withdraw itself from the market for providing telecare, response and lifting services. However this is proposed to be achieved in a managed way through an arrangement with Colchester City Council's 'Helpline' service (provided through its arms-length company Amphora) to transfer service users and staff on existing or similar contractual terms and conditions to Colchester Helpline and for it to expand its team, resources and reach to serve the whole of the North East Essex area.

This recommendation is reached following the consideration of revised financial analysis that takes into account updated assumptions that reflect the significant net reduction in projected cost pressure in continuing to run the Careline service resulting mainly from the termination the YourStride contract and other unviable third-party contracts. Whilst the updated figures show a reduction in the projected cost pressure compared to earlier estimates, they still demonstrate the need for significant subsidy from Tendring taxpayers to continue with the Careline service in its current form with a reduced number of staff and against the backdrop of staff recruitment and retention challenges in a widening and increasingly competitive private market for similar telecare services.

Consideration of third-party proposals that emerged from the consultation process shows that Helpline is best placed amongst others to offer a long-term solution, through an approach that aligns with the aims and objectives of the North East Essex Health and Wellbeing Alliance, to which Tendring District Council is a partner, for an integrated 'place-based' health system approach that supports people to live independently within their homes and reduces pressure on the wider system. This approach also enables the Council, through its partnership with the Alliance, to retain influence and scrutiny over the way the service is provided in the future, with the benefit of no ongoing financial liabilities and with Helpline being able to operate in a viable manner over a wider geography by achieving economies of scale.

It is also advised that the Council's Out-of-Hours, CCTV and Sheltered Housing monitoring service also form part of the transfer to Colchester Helpline through an outsourcing arrangement on completion of the current review which has identified many complexities and inter-relationships between Careline, the Out-of-Hours service and other services across the Council. It is suggested that the outsourcing of these Out-of-Hours functions to Helpline, for an annual fee, should also happen within the same timescales for transferring service-users and staff from Careline.

To aid a smooth transition and ensure maintained quality of service to residents in Tendring, it is proposed that accommodation at Barnes House in Clacton is made available for the running of the expanded Helpline service, on commercial terms, until at least March 2026 - providing a temporary base within the Tendring area to maintain effective response times while more permanent long-term arrangements are considered and put in place. The income sought from Helpline for this accommodation can be off-set against the fee payable for the provision of Out-of-Hours coverage and/or any contribution the Council makes towards the one-off cost of upgrading and digitisation of service-users' equipment.

A significant change to the context of the decision-making process since the previous report to Cabinet in November 2024, is the Government's announcements around devolution and local government reorganisation, which is expected to see the replacement of the two-tier authority structure with a series of new unitary authorities by 2028. The proposals and recommendations set out in this report therefore not only respond positively to the feedback from last year's consultation with service users and other interested parties in ensuring continuity and stability, but they also align in practical terms with the direction of travel that local government reorganisation across Essex would introduce. The merging of resources across Tendring, Colchester and potentially other existing authority areas would be a natural outcome of reorganisation as a means of achieving economies of scale and efficiencies and the recommendations within this report are therefore consistent with that approach.

This report includes an indicative transition plan outlining key stages of the transfer process, which will be expanded upon with a detailed transition plan to be agreed and implemented in collaboration with Colchester Helpline. The programme includes provision for the Council to continue to procure temporary support from other suitable private third-party telecare

providers, on a call-on basis, to provide continuity of service for Careline users over the transition period while the transfer to Helpline takes place.

RECOMMENDATION(S)

It is recommended that the Cabinet:

- a) notes the content of this report, including the updated financial information relating to alternative options for the future of Tendring Careline, updated information on numbers of service-users and staff, the latest position in relation to third-party contracts and the consideration of third-party proposals for taking on all or part of the Careline service;**
- b) notes also the latest position in respect of proposals for local government reorganisation across Essex, including the likely replacement of County and District Councils with unitary authorities, and the potential practical implications for services such as Careline in the future;**
- c) in light of the information noted as per recommendations a) and b), supports the proposal from Colchester City Council and its Helpline Service (provided through its arms-length company Amphora), based on the outcome of the evaluation set out within this report;**
- d) subject to a) to c) above, agrees to the creation of a combined and expanded telecare, response and lifting service for North East Essex that aligns with the aims and objectives of the North East Essex Health and Wellbeing Alliance for an integrated health-system approach; and to agree heads of terms on the following principle conditions:**
 - i) it is achieved through the automatic transfer of all remaining Tendring Careline service-users to the service provided by Colchester Helpline on their existing terms of conditions and with no ongoing financial liability to Tendring District Council following that transfer;**
 - ii) that Colchester Helpline undertakes to guarantee service coverage to residents across all parts of the Tendring District so as to ensure that no part of the district is left without access for residents to a paid-for telecare, response and lifting service;**
 - iii) that Colchester Helpline's existing average response times are maintained and where possible improved upon in providing coverage to residents in all parts of Tendring – with measures put in place, as necessary, for one or more outposts in locations (see also i) below) providing accessibility for all parts of Tendring – and at no ongoing cost or liability to Tendring District Council; and**

- iv) that Tendring Careline's existing staff will transfer to employment within the expanded Colchester Helpline, respecting existing terms and conditions and with no ongoing financial liability to Tendring District Council resulting from that transfer.**
- e) agrees in principle that the Council's Out-of-Hours, CCTV services and monitoring for the Council's own sheltered housing schemes will also transfer to Colchester Helpline under an outsourcing arrangement within the same timescales for achieving the proposal under recommendation d), which will be considered as part of the associated negotiation and subject to separate decision as necessary;**
- f) that subject to a) to e) above, the transfer be facilitated, as early and as smoothly as possible within the 2025/26 financial year;**
- g) agrees that, from the date of this decision, any new prospective Careline customers are to be signposted to Colchester Helpline as the Council's preferred alternative trusted provider, in light of the proposal under d) above;**
- h) agrees an extension to the exemption of Procurement Procedure Rules to allow the use of the company Careium for the ongoing provision of casual call-handling support over the period of transition, as required, to ensure continuity of service to remaining service-users during times of staff shortage;**
- i) agrees to give delegated authority to the Portfolio Holder for Partnerships (in consultation with the Leader of the Council and Portfolio Holder for Finance and Governance; Director for Planning and Community; Monitoring Officer; s151 Officer; and Head of People) to progress and deliver the following:**
 - i) the preparation of a detailed transition plan in collaboration with Colchester City Council and Colchester Helpline, including the associated legal agreement and specific tasks and timescales for the achievement of the proposals under recommendations e) and e), having regard to the broad Indicative Transition Plan outlined within this report;**
 - ii) the termination of any remaining third-party customer and supplier contracts with Tendring Careline;**
 - iii) the entering into contracts with one or more suitable third-party providers of telecare, response and/or lifting services to call upon additional staffing resource during the period of transition to ensure continuity of service to remaining service-users and to provide additional resources as required;**
 - iv) the agreement with Colchester Helpline for the use of accommodation at Barnes House, on a short-term lease and on commercial terms, for use as a temporary outpost for the provision of the expanded North East Essex service while a permanent location is sought;**

- v) **the agreement to any financial contribution towards the upgrading of all existing Tendring Careline service users to digital equipment either before or after the transfer to Colchester Helpline – utilising a proportion of the agreed implementation budget; and**
- vi) **the utilisation of the remainder of the implementation budget, as appropriate, for purposes relating to the achievement of the proposals under recommendations d) and e).**
- j) **confirms that all efforts will be put in place to work constructively with Helpline to support service users through a smooth and timely transfer to the expanded North East Essex service and that for any service users that wish to ‘opt out’ of an automatic transfer, support will be provided in signposting them to other alternative providers;**
- k) **confirms that the Council will continue to support affected staff through the transition to the expanded North East Essex Helpline service; and**
- l) **agrees that the costs associated with these recommendations is met from within existing budgets, including the one-off implementation budget amount of £0.746m, and that the use of these budgets is delegated to the Director Planning and Community in consultation with the Leader of the Council and Portfolio Holder for Finance and Governance; and the Portfolio Holder for Partnerships.**

REASON(S) FOR THE RECOMMENDATION(S)

Given the changing market context, the recommendations are based on what is considered to be the best option for both service users and the Council. Furthermore, Essex County Council provides a free of charge service, if a resident is referred to them through a statutory provider, such as Adult Social Care or a health care provider – albeit this is a heavily subscribed service with a considerable waiting list for people wishing to access it. It is also important to highlight the continuing capacity challenges the authority faces in meeting the needs of a range of service users, including those supported by third-party contractual arrangements.

Whilst the updated financial analysis in this report demonstrates that the Council’s decision to terminate Careline’s contract with YourStride should, with some streamlining and other efficiencies within the service, result in a lessening of ongoing budgetary pressures, it would still incur an ongoing budget shortfall that would need to be met through subsidy from Tendring taxpayers, alongside a significant one-off cost in modernising the service to be fully digital by January 2027. The challenges around staff recruitment and retention are also likely to continue – with a streamlined team likely to be more susceptible to staff loss and disruption to service quality in what is becoming an increasingly competitive market.

In an environment where local authorities like Tendring District Council are under increasing pressure to make cost-savings whilst maintaining high quality and cost-effective services to its residents, and where central government is promoting collaborative working and the reorganisation of local government to achieve economies of scale, it would be prudent to seek alternative ways in which a service like Careline can be provided – including withdrawal from the competitive market and/or merging resources with neighbouring authorities.

The recommended managed transfer of service-users and staff to an expanded service provided by Colchester's Helpline offers the opportunity for the Council to withdraw the current service from the market in a smooth manner; and in a way that respects and responds positively to the feedback from service-users to last year's consultation exercise – seeking stability and continuity of service at an affordable price.

Working predominantly with one trusted alternative partner to achieve an efficient transfer of service (with support from other providers as necessary through the transition) offers fewer safety and exclusion risks to service-users and compulsory redundancy risks for staff than an approach involving ceasing the service and attempting to support individual service users and multiple individual staff in to find alternative service providers and alternative employment on the open market in an uncoordinated or piecemeal manner. The latter would likely escalate uncertainty for all concerned, result in increased numbers of residents seeking provision, at short-notice, from the Essex County Council's heavily-subscribed free service, increasing the risk and cost of compulsory redundancies and making for a less efficient use of the agreed funding for implementation.

The choice of Helpline over other interested third-parties for this transfer offers the following advantages:

- the creation of a service for the whole of North East Essex that will deliver upon the aims and objectives of the North East Essex Health and Wellbeing Alliance for an integrated health service approach that enables people to be looked after in their own homes, reducing pressure on the emergency services and reliance on the heavily-subscribed free services provided through Essex County Council;
- the creation of a service that benefits from economies of scale in the interest of financial sustainability, with no ongoing financial liability falling to Tendring District Council, but with the ability for the Council to retain a level of influence and scrutiny over the way in which the service is provided – through its role as a partner to the Health and Wellbeing Alliance;
- continuity for Careline's existing and remaining service-users with no substantive changes to their terms and conditions (including fees) resulting from the transfer to Helpline;

- retention of opportunities for existing Careline staff through a TUPE or other similar arrangement that protects their existing local government terms and conditions – minimising the risk and cost of any compulsory redundancy;
- increased resilience to future recruitment and retention problems, with the ability for Helpline to draw upon a wider pool of local employees to ensure service coverage and maintaining its high-quality two-person response and lifting service; and
- alignment with the direction of travel around Devolution and local government reorganisation which will likely see the sharing and merging of resources between the neighbouring authorities of Tendring and Colchester with a view to achieving efficiencies and economies of scale.

The current review of the Council’s Out-of-Hours, CCTV and Sheltered Housing monitoring services has identified complex inter-relationships between these services and those provided elsewhere across the Council which have required more time for consideration of potential future long-term options. It is however recommended, that outsourcing these services to Colchester Helpline offers the best long-term solution – particularly given the direction of travel around Devolution and future local government reorganisation and it is advised that this is delivered as part of the arrangement with Colchester Helpline to transfer Careline service-users and staff.

ALTERNATIVE OPTIONS CONSIDERED

As previously presented in reports to Cabinet in July 2024 and November 2024, five alternative options for the future of the Careline service have been under consideration with the Cabinet’s preference for Option 2 (withdrawal from the market) explained and supported within each of those reports. The different options are revisited as part of this February 2025 report with updated financial assumptions that take into account the Council’s decision in October 2024 to terminate the YourStride contract. All options, with the exception of preferred Option 2 still show a budgetary shortfall (albeit a substantially reduced one) that would require ongoing public subsidy.

The Council could choose to continue running Careline with the current number of staff and focus only on serving Tendring residents and accept the need for ongoing subsidy. This would however have to be with the intention that the subsidy could be reduced over time through increasing the customer base and continuing with efforts to improve efficiency. However with a smaller and less resilient team, concerns about recruitment and retention of staff within in an increasingly competitive market are all the more acute and by the time the service is able to increase its customer base to a level that might achieve a degree of profitability, it is highly likely that local government reorganisation will be taking place – and there would be little sense Colchester and Tendring offering separate, but almost identical services that would need to merge by default.

Therefore, as a variation on the Cabinet’s preferred Option 2, this report considers further opportunities to transfer all or part of Careline to one or more alternative trusted providers within a defined transition period – following the consideration of proposals put forward by a number of third-party providers who, as part of last year’s consultation exercise, expressed an interest. Of the three proposals considered through this report, it is recommended that Colchester’s Helpline service is best placed for such a long-term solution and a managed transfer (for the advantages set out above), but with the other providers still having a potentially important role in supporting the Council, through temporary contracts, through the transition period.

For the Out-of-Hours, CCTV and Sheltered Housing monitoring services, there are various options for their long-term future that could include retention in-house, outsourcing to a private call-centre or a hybrid approach. It is recommended however that outsourcing to Colchester Helpline as part of the arrangement to transfer Careline service-users and staff provides the most logical option and will support the viability and efficiency of a combined service in the context of future local government reorganisation.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Careline service was established in 1987 and provides a high-quality service that provides monitoring and response/lifting for approximately 1,500 individual service users in Tendring, in addition to many sheltered housing residents.

A revised Corporate Plan and Vision was approved by Full Council at its meeting on 28 November 2023. One of the six included themes is Financial Sustainability and Openness, with a commitment to continue to deliver effective services and get things done whilst looking after the public purse; that means carefully planning what we do, managing capacity and prioritising what we focus our time, money and assets on. In the Plan and accompanying Vision, the authority has made a commitment that tough decisions will not be shied away from, but will be taken transparently, be well-informed, and based upon engagement with our residents.

The recommendations set out in this report reflect the consideration of updated financial assumptions for alternative options for the future of Tendring Careline that in-turn reflect the prudent decision taken by the Council in October 2024 to terminate the YourStride contract. They also reflect Officers’ consideration of third-party proposals for taking on all or part of the Careline service if it were decided that the current service will cease which, in turn, takes into account financial, equality and other factors.

The recommendations, at their heart, seek an approach that delivers positive outcomes for the quality of service to Tendring residents, employment security for staff and efficient and best

value use of public money and Council budgets. This comes at a time of financial constraint and when central government is promoting collaborative working and the potential reorganisation of local government to achieve economies of scale.

OUTCOME OF CONSULTATION AND ENGAGEMENT (including with the relevant Overview and Scrutiny Committee and other stakeholders where the item concerns proposals relating to the Budget and Policy Framework)

The Best Value Duty relates to the statutory requirement for local authorities and other public bodies defined as best value authorities in Part 1 of the Local Government Act 1999 (“the 1999 Act”) 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*”.

In practice, this covers issues such as how authorities exercise their functions to deliver a balanced budget ([Part 1 of the Local Government Finance Act 1992](#)), provide statutory services and secure value for money in all spending decisions.

The Council, as a best value authority is also required, pursuant to [section 3 of the 1999 Act](#), to consult on the purpose of deciding how to fulfil the Best Value Duty. This is the stage at which consultation will best assist the authority in deciding how to make arrangements to secure continuous improvement, however, a consultation exercise was conducted in 2024 with the service users, next of kin and key stakeholders providing them with information about the reasons for the proposed option for the Council to cease providing telecare/lifting/response provision and available options and alternative service providers.

The results of that consultation were reported, in full, to the Cabinet on 15 November 2024 which revealed a majority preference (72%) amongst existing service users of Option 1: continuing with Tendring Careline and remaining in the market, which would require on-going financial support – with only 10% in favour of the Cabinet’s preferred approach Option 2: to cease the telecare, response and lifting service. Less than half (48%) of service users indicated that they would be prepared to pay more for the service if it were to continue. 60% of responders indicated a willingness to move to a trusted alternative, if the Council was minded to cease the service; but if that were the case, the vast majority (80%) would require support through a transition.

The recommendations within this report propose a course of action that respects and responds positively to the consultation feedback. Whilst the proposal is to proceed, in principle, with the Cabinet’s preferred option of ceasing the telecare, response and lifting service in its current form, it provides for the smooth transfer of service-users and staff to a trusted alternative provider on similar or existing terms and conditions with minimum bespoke support required (unless individuals specifically opt-out) and no noticeable change in the specification of service, as well as an improvement in quality provided through Colchester Helpline’s two-person response. This approach is designed to maximise continuity, achieve stability and minimise

uncertainty.

The recommendations also respond positively to the consultation feedback in the sense that they follow consideration of third-party proposals, submitted through that consultation, for taking on all or part of the service. Informal consultation with affected staff following the Cabinet's decision in November 2024, with support from the Council's Union representatives, has indicated understandable disappointment at the prospect of ceasing the service in its current form, but encouragement for exploring the possibility of transferring service-users and staff to a trusted alternative provider, with Colchester Helpline being the general preference given its similarity to Tendring Careline and its current operation within Tendring.

Updated Customer Terminations

In November 2024, it was reported to the Cabinet that since the start of the consultation, 126 customers had left the Careline service. Since that report, a further 77 customers have left. Through the termination of the YourStride contract, which will have come to an end on 20 February 2025, there are a further 9,500 customers (mostly from outside of the Tendring District) that are no longer served by Tendring Careline.

On commencement of the 12-month review of Careline in 2023, the Council has not been taking on any additional service users – while the long-term future of the service remained in question. This has resulted in lost opportunity for income which will have had a bearing on the updated financial assumptions, it has also impacted upon the reputation of Careline as it has not been in a position to assist and service prospective new service-users and nor has it been in a position to recommend any particular third-party as a trusted alternative provider.

The recommendations in this report seek confirmation that in seeking to transfer existing service users to Colchester's Helpline service, other prospective service users can now be positively signposted to Helpline – as a trusted alternative provider, not to the exclusion of other third-party private providers operating in the market (who will have no doubt already benefited from Tendring District Council's non-participation in taking on new customers since 2023), but in a way that helps to minimise the risk of vulnerable Tendring residents not being able to access the telecare service they require.

This approach is considered to be a reasonable response to the 2024 consultation which clearly revealed a general preference for stability, continuity of service, minimal fee increases and assistance for any transfer to an alternative provider.

Updated Staff Headcount

In November 2024, it was reported that staff numbers had reduced by 14% since the start of the consultation (from 46 to 40). Since November, there have been a further 16 staff losses (leaving just 24 full and part-time staff remaining in post) and the Council has needed to continue to call upon third-party provision. Whilst the termination of the YourStride contract will have impacted mainly on the number of calls to the service handled by the call-handling staff, some of the critical staff losses have also been amongst the responding and lifting staff which impacts upon the Council's ability to respond to service users in a timely manner, the quality of service, and

likelihood of needing to call upon the emergency services for assistance.

On commencement of the 12-month review of Careline in 2023, the Council has not been taking on any additional staff – while the long-term future of the service remainder in question. This has increased the pressure on existing staff, resulting in a number of vacancies within the service not being filled and increased reliance on third-party and casual assistance.

Whilst the level of third-party support can be reduced to an extent following the termination of the YourStride contract and associated reduction in anticipated call-numbers, it is anticipated that there could be further staff losses during any transition period recommended within this report – for which it is proposed temporary support and cover from third-party providers will still need to be called upon – both for call handling and response/lifting.

The staff are thanked for their continued dedication under difficult circumstances and have been reminded throughout the review process that the Cabinet’s preference, in principle, to cease the service in its current form is in no way a reflection on the quality of their work or their level of dedication. It is hoped that the recommended approach set out in this report will give greater clarity to staff in terms of the direction and that they will know that they are valued and will be supported going forward with the aim of keeping compulsory redundancy to a minimum.

Update on third-party contracts

At the time of the Cabinet report in November, Tendring Careline was serving 14 external contracts of varying sizes generating various levels of income. As reported previously, the decision was taken to terminate the largest of these (YourStride) which will have come to an end on 20 February 2025 and another smaller contract has since been terminated by the customer. The 12 remaining contracts serve mainly a number of almshouses and private sheltered housing schemes and smaller personal alarm watch (PAW) providers – but it would be the intention, if the Cabinet agrees the recommendations in this report, to review and potentially put all of those customers on notice of termination – allowing them time to find alternative providers during the proposed transition period, albeit notifying them of the Council’s arrangement to transfer services to Colchester Helpline as a trusted provider.

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	<ul style="list-style-type: none"> ✓ Significant effect on two or more wards ✓ Involves £100,000 expenditure/income ✓ Is otherwise significant for the service budget
		And when was the proposed decision published in the Notice of forthcoming decisions for the	8 January 2024

		Council (must be 28 days at the latest prior to the meeting date)	
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Best Value

In practice this covers issues such as how authorities exercise their functions to deliver a balanced budget (Part 1, Local Government Finance Act 1992), provide statutory services and secure value for money in all spending decisions.

As a best value authority the Council is also required, pursuant to s.3 of the Local Government Act 1999 , to consult on the purpose of deciding how to achieve the Best Value Duty. This is the stage at which consultation will best assist the authority in deciding how to make arrangements to secure continuous improvement.

Therefore, a consultation exercise was conducted with the service users and other key stakeholders, when they were provided with information about the reasons for the proposed option for the Council to cease providing telecare/lifting/response provision and available options and alternative service providers.

Best Value - The general duty

- (1) A best value authority must 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 rationale behind the requirement is to consult when proposals are at a formative stage. If consultation is to be meaningful, it needs to be undertaken at a point where the mind of the decision-maker is still open to change and can, therefore, be influenced by the responses to the consultation. A decision-maker can consult upon a preferred option and even a decision in principle, provided that its mind is genuinely open. The outcome of the consultation was taken into account by the Cabinet at its meeting in November 2024.

Legal status of Careline and contractual position of service-users

Tendring Careline is an in-house discretionary service aimed at allowing service users to remain living independent in their homes. It is not a state entity, Local Delivery Vehicle, company or other legal entity in its own right. Therefore, any contracts with individual service-users and third-party customers or suppliers are with Tendring District Council which, in turn, has the right legally to determine how those contracts are handled.

The recommendations within this report are therefore not (and cannot be) to 'sell' or outsource Careline to another provider as an entity in its own right, but to transfer each of the individual service-users' supply or service contracts with Tendring District Council to one preferred alternative provider of a similar service i.e. Helpline – which is owned by Colchester City

Council and run through its arms-length company Colchester Commercial (Holdings Ltd), part of Amphora Trading Limited. This is on the basis that Helpline has been identified as a suitable body to take over these contracts due to the advantages set out elsewhere within this report, whilst still offering the option for service users to 'opt-out' of an automatic transfer if they do not wish for their contract to pass to Helpline.

Taking this approach, as opposed to terminating all of the Council's 1,500 or so individual service-user contracts and leaving those residents to separately find alternative provision in the open market, with or without support, would help address the risk that some vulnerable residents might not find the support they need, that many may seek assistance from the over-subscribed free service provided by Essex County Council (for which there is a long waiting list) and that a significant amount of Council resource is used to provide direct support to up 1,500 individuals, which would not be an efficient use of that resource. There is also a greater risk of compulsory redundancy for any staff for which appropriate redeployment cannot be found.

Instead, the proposed approach of an automatic transfer of all service-user contracts to a single alternative trusted provider of the same or a similar service, offers continuity for those service-users and keeps to a minimum the risk of vulnerable residents not finding an suitable alternative provider, as well as minimising the risk of any claim against the Council if any service-user finds themselves unknowingly left without provision.

For the purposes of third-party contracts, as explained above, the recommendation is to review and serve notice to terminate the remainder of those contracts - albeit notifying them of the Council's arrangement to transfer services to Colchester Helpline as a trusted provider

The Indicative Transition Plan contained within this report sets out, in broad terms, the measures that would be employed to ensure all service users are notified and advised of the changes to the way in which their contracts will be served going forward and how opportunities will be given to 'opt out' of a transfer to Helpline. If the recommendations in this report are agreed, Officers will work in collaboration with Colchester Helpline to produce a more detailed transition plan for the practical achievement of the proposed transfer.

The Government's "English Devolution" White Paper was published on 16 December 2024. The White Paper does not solely address devolution matters; it also references local government reorganisation. The Government expects all two-tier areas and smaller or failing unitaries to develop proposals for reorganisation. Those existing Councils are to be replaced with new unitary councils (which the Government says should have 'as a benchmark' a population of 500,000 or more). Further to this, the report references a letter of the same date (16 December) from the Minister of State for Local Government and English Devolution to Leaders of Councils in two-tier areas (and adjoining unitary councils). This letter included proposals to postpone elections scheduled for May 2025 to May 2026 (initially) where one or other of the following scenarios exist:

- Areas who are minded-to join the Devolution Priority Programme, where they will be

invited to submit reorganisation proposals to Government by Autumn 2025.

- Areas who need reorganisation to unlock devolution, where they will be invited to submit reorganisation proposals to Government by May 2025.

Locally, in the week 6-10 January 2025, Essex County, Thurrock and Southend-on-Sea City Councils met separately as 'Upper Tier' Authorities to consider the separate but related matters of (1) devolution, (2) local government reorganisation and (3) whether to request deferral of elections to their respective Councils from May 2025 to May 2026 (initially). Following those meetings, the County Council, alongside Southend-on-Sea City Council and Thurrock Council, are writing to the Minister to request participation in the Devolution Priority Programme (devolution and local government reorganisation), and to request the postponement of elections scheduled for May this year in the County Council and Thurrock Council areas. There are no scheduled elections to Southend-on-Sea Council for May 2025.

Earlier this month, it was announced in Parliament that Greater Essex has been accepted as part of the Priority Programme. There is a tight timescale, but the underlining themes are to ensure capacity remains in local government through unitary structures prioritising the delivery of high quality and sustainable public services to citizens. The new structure must improve local government and service delivery and should avoid unnecessary fragmentation of services. Opportunities to deliver public service reform should be identified, including where they will lead to better value for money and any proposals should show how councils in the area have sought to work together in coming to a view that meets local needs and is informed by local views.

Employment Law and TUPE arrangements

To run Careline, the Council currently employs 24 members of staff on full-time and part-time permanent contracts, across a range of call-handling, physical response, managerial, supervisory and administrative roles – with the majority of those staff being call-handlers. Where organisations are looking to merge or transfer services, TUPE arrangements can apply, allowing for an automatic transfer of staff to new employment with a different employer with protection of existing terms and conditions and employment rights. The applicability of TUPE depends on how the proportion of work carried out by employees under their existing duties corresponds with the work they could be expected to carry out, within a similar role, with the other organisation.

The work of Tendring Careline and Colchester Helpline is either identical or otherwise very similar in many respects. If the Cabinet agrees with the recommendations in this report, Officers would continue detailed exploration with the Directors of Colchester Helpline to fully determine the extent to which TUPE transfer arrangements will apply to TDC's remaining Careline staff and/or whether other similar arrangements that allow the transfer of staff on the same, or similar, terms and conditions can be put in place. Officers would, throughout, take specialist/legal advice as appropriate in consultation and liaison with Trade Union representatives. Staff would be consulted on and given the opportunity to opt out of any

arranged transfer.

The overarching objective at all times will be keep the risk and potential cost of compulsory redundancy to a minimum; and supporting staff at all times with the aim of facilitating the transfer to Helpline of as many employees as possible to serve the expanded Helpline service.

It is important to note that the authority also employs several casual workers within the Careline service. Therefore, their individual contract arrangements must be reviewed and considered in the context of any potential TUPE transfer.

As it currently stands, with the recommended transfer to Colchester Helpline of service users, Careline staff and the Out-of-Ours and CCTV monitoring services, there is a strong likelihood that TUPE could apply – thus enabling a smooth transfer of staff to serve the expanded Helpline service. Officers will continue to liaise closely with HR counterparts in Colchester City Council and Colchester Helpline to establish the legal position.

Once the Heads of Terms are negotiated the legal powers to support the agreement and transfer can be set out in detail, as there are a number of pieces of legislation which allow public authorities to work together and share services and resources.

YES	The Monitoring Officer confirms they have been made aware of the above and any additional comments from them are below:
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The report has been prepared with thorough involvement and consultation with the Monitoring Officer and once the Heads of Terms are negotiated the full and final structure for the proposal can be supported by legal powers. However, it is clear from the Government's White Paper on Devolution and accepting Greater Essex onto the Priority Programme for Local Government Reorganisation that this proposal meets the expectations of public sector resources coming together to deliver high quality services for the residents.

The legal agreements for the model of transfer will need detailed consideration and the timescale for the programme should reflect the complexity of the proposal and sufficient resources allocated to ensure the Council has capacity to deliver the Cabinet's decisions.

FINANCE AND OTHER RESOURCE IMPLICATIONS

Updated financial assumptions for Options 1-5

The report to Cabinet of 26 July 2024 set out the financial performance of the Careline Service which identified that in 2023/24, the Council would have to subsidise the service by £403,000 for that financial year; with a forecast subsidy for 2024/25 totalling £521,000. The five options for the future of the Careline service set out within the July 2024 report (and referred to again within the November 2024 report) were accompanied by financial analysis – with options costed based on each aspect of the service, including staffing, working patterns, service contracts,

Out-of-Hours and the Telecare Services Association (TSA accreditation).

The Council's decision in October 2024 to terminate the YourStride contract (as detailed in the November Cabinet report) and the end of that contract on 20 February 2025 is projected to have a significant impact on the financial performance of the service, if it was to carry on into the future. It results in a significant reduction in total revenue income to the service but an even more significant reduction in anticipated calls and the requirement for permanent and/or casual call-handling staff, system costs and administrative time. The net result of this change is considered to be positive in financial terms because the cost of serving the YourStride contract was exceeding the income being generated which, in part, justified the urgent decision to bring that contract to a close. This is based on forecasting ahead to 2025/26 and beyond, with 2024/25 currently presenting a net positive position due to the income growth from the Yourstride contract but with the lack of capacity and limitations imposed by the terms and conditions negotiated to fully meet the service requirements of that growth.

To enable the Cabinet to make an informed decision about the future of the Careline service in February 2025, the financial assumptions have been revisited and updated to provide an additional option for retaining Careline in its current form that reflects the decision to terminate the YourStride contract and which, in effect, is a combination of Option 3 (a reduction in shift patterns and staff) and Option 5 (termination of third party contracts). The significant reduction in staffing cost in the updated Option 3/5 would result from a rationalisation of the permanent staffing requirement and thus the baseline budgetary costs that would be required to effectively run a service that handles fewer calls. Because there are currently a significant number of vacancies in the current staffing structure, a reduction in the size of the structure would not necessarily result in any redundancy costs.

The updated financial assumptions for Options 1-5 along with the combined Option 3/5 are detailed in Appendix 1 to this report and are summarised, showing changes from the July 2024 Cabinet report to now, below:

- **Option 1** – Maintain current position (*remain in the market, which will require on-going financial support*);
- **Option 2** – Provide an Out-of-Hours Council service only (*leave the market, focussing on the Council's core business and ceasing telecare and response/lifting*);
- **Option 3** – Reduce shift pattern to 6 hourly shifts (*remain in the market, staffing changes required, which will require on-going, additional financial support*);
- **Option 4** – Remove the responder/lifting service (*remain in the market, removal of one element of the service, which will require on-going, additional financial support*); and
- **Option 5** – Termination of third-party contracts (*remain in the market and service Tending District Council residents only via the Careline scheme, which will require on-going, additional financial support*) and cessation of the TSA accreditation.
- **Option 3/5** – Combination of Options 3 and 5 (reduction total staff numbers and shift patterns as well as the termination of all third party contracts).

Table 1: Updated financial analysis of Options

Option	Potential Budget Required (£)	Potential Cost Pressure Required (£)	Potential One-off Costs required (£)	Alternative Providers in the Market	Comments/ Considerations	
1	Jul24 Report	487,538	262,468	286,830	Yes	Unchanged from July 2024 figures. Recruitment/retention challenges would remain along with challenges of a competitive market.
	Feb25 update	487,538	262,468	286,830		
2	Jul24 report	151,934	(72,956)	746,000	N/A	Unchanged from July 2024 figures.
	Feb25 update	151,934	(72,956)	746,000		
3	Jul24 report	350,303	125,413	306,830	Yes	Reduction in one-off costs from July 2024 figures. Recruitment/retention challenges would remain along with challenges of a competitive market.
	Feb25 update	350,303	125,413	286,830		
4	July24 report	425,577	200, 687	378,395	Yes	Reduction in one-off costs from July 2024 figures. Recruitment/retention challenges would remain along with challenges of a competitive market.
	Feb25 update	425,577	200,687	358,395		
5	July24 report	403,435	178,545	286,830	Yes	Unchanged from July 2024 figures. Recruitment/retention challenges would remain along with challenges of a competitive market.
	Feb25 update	403,435	178,545	286,830		
3/5	Feb25	<u>274,692</u>	<u>49,802</u>	<u>286,830</u>	Yes	Significant net reduction in costs but budgetary shortfall remains. Recruitment/retention challenges would remain along with challenges of a competitive market.

The Option 3/5 scenario of retaining Careline and running it purely for Tendring customers with fewer staff and no external third-party contracts leaves a total projected budgetary requirement for future years of just under **£275,000** (net of fee-generated income and other income) which would still be above the agreed 2024/25 budget level of just under £225,000 – thus representing a projected ongoing cost pressure of circa £50,000 for 2025/26 and onwards that would need to be met. This is without the identified additional one-off cost requirement of just under £287,000 for necessary system upgrades.

A revised 2025/26 cost estimate of £275,000 plus a one-off cost of £287,000 (**a total net cost of circa £560,000**) marks a significant improvement on the £774,000 that would have been required under the original Option 1 scenario of retaining Careline with the full staffing structure required to serve the YourStride and other third-party contracts (noting that the one-off costs could be spread over one or two years). However, these figures still represent a substantial level of public subsidy needed to maintain a service that is provided, in a more financially profitable manner and at comparable prices, by other providers in the open market.

Whilst over time the service could strive to achieve further efficiencies and compete for new business to expand its customer base, it would likely take a number of years to reach a level by which subsidy is eliminated and a profit might be achieved – by which time the market will have become even more competitive, local government reorganisation is likely to have taken place and authorities will have already merged.

Furthermore, and perhaps more importantly, reductions in staff through the deletion of vacancies, whilst achieving a reduction in budgetary cost, does not resolve the inherent challenges around recruitment and retention of staff in an increasingly competitive market. For example, different permutations of the level of staff and other resources required could be made, which would require additional budgetary provision over and above the £50,000 mentioned above. However, the recruitment and retention of those differing levels of staff would remain very challenging at the levels required to maintain a 24/7 service that Careline is inherently required to provide.

Having a smaller pool of staff impacts significantly on resilience with an increased risk and likelihood of staff shortages during difficult-to-cover periods. This could have a critical impact on service provision which is more avoidable with larger teams, as would be created by transferring staff and expanding the Colchester Helpline Service to serve the wider North East Essex geography.

This key underlying factor is therefore seen as a primary determinant in terms of considering the future of the service and the recommended option of working with a third party that seeks to provide the necessary response that allows the continuation of service for existing users along with potential new customers.

In both July 2024 and November 2024, the Cabinet indicated its preference for Option 2 and an additional £300,000 was set aside for transitional costs which would include contacting service users and/or their next of kin to explain the impact of the change and provide information about alternative providers; exploring redeployment options for affected staff; and the termination period for Careline customers as per their contracts with the Council. An additional amount of £446,000 was also agreed to support other potential one-off costs. The updated February 2025 figures for Option 2 show no change, on the basis that it would be assumed that the YourStride contract would have been terminated, along with all other third-party contracts before ceasing the Careline service – although the recommendations in this report indicate a way in which this

one-off funding can potentially be utilised in an efficient way through the achievement of a smooth transition to an expanded Colchester Helpline service – as described elsewhere in this report.

In recognition that transfer of service-users and staff to the expanded service could take a number of months to complete, the recommendation provides for the revised projected cost-pressure for the whole of the 2025/26 financial year, funded as necessary through the aforementioned implementation budget already agreed by Cabinet and/or any carry-forward of the expected net favourable variance at the end of 2024/25 as discussed below.

Current budgetary performance

In November 2024, the report to Cabinet commented on the actual 'in-year' budgetary performance of Careline during the 2024/25 financial year. Based on the historic performance of the service, a sum of £296,000 was included within the 2024/25 budget to meet the on-going increased subsidy of the service whilst the review was undertaken. It also commented on the difficulty in estimating the actual net cost of extending the timescales for the review of Careline by three months into 2025/26 and moving the final implementation date from end of March 2025 to end of July 2025.

In terms of the financial position to date in 2024/25, and as mentioned earlier, there continues to be a reduced 'call on' this funding due to a period of increased income from the YourStride contract (prior to its termination) alongside reduced employee costs, which reflect on-going recruitment and retention issues. Although this may still look positive from a purely financial perspective, as set out elsewhere, it is not sustainable from a service provision position. It has however allowed some funding to be 'freed up' to support the potential additional cost of the proposed extension to the timescales into 2025/26.

Cost implications for the recommendation

As indicated above, continuing to provide the Careline service in its current form albeit on existing reduced staff levels and with no external third-party contracts to serve (Option 3/5) shows total ongoing annual subsidy of circa £275,000 (including a circa £50,000 budgetary cost pressure) along with a £287,000 one-off cost for digitisation and modernisation. Whilst there could be an opportunity to re-establish and expand Careline's business base to increase income, it would likely take a number of years to achieve a no-subsidy/profitable position – within which time it is expected that local government reorganisation may have already taken place.

In terms of the costs associated with ceasing the existing service through a managed transfer of service-users and staff to Colchester Helpline, as recommended, the one-off implementation budget of £746,000 that has already been agreed by the Cabinet could be used to cover associated transitional costs. The recommended approach offers the opportunity to make the most effective and efficient use of this funding – in particular by minimising the potential cost of

compulsory redundancy and the amount of resource needed to support a large number of individual service users to find alternative provision across a range of providers. If the Cabinet agrees the recommendations in this report, Officers would (with appropriate delegated powers) look to utilise the fund selectively with a view to keeping expenditure to a minimum.

It may be prudent to utilise a proportion of the fund to facilitate the digitisation and equipment upgrade for service users currently on outdated analogue equipment before it becomes a formal requirement and expectation of government in January 2027. This may be for TDC and Colchester Helpline to cooperate to achieve during the transition period and could take the form of a financial contribution to Helpline that could be offset against the Council's rental expectations for Helpline's use of Barnes House as an outpost for responders and/or the potential fee payable for outsourcing Out-of-Hours and CCTV to Helpline over the remainder of 2025/26 as discussed elsewhere in this report. Such an arrangement might assist in achieving a smooth transition, particularly having regard to the likelihood of future local government reorganisation and achieving best value for residents across a wider geography.

Given the on-going challenges associated with staff retention and recruitment, the use of external support has been essential to maintain the continuation of service throughout the current year. The cost of utilising such support from third-party private providers to ensure service continuity through the transition period would be required, which can be covered, in part through salary savings in the 2024/25 financial year and in part through the implementation budget, albeit with salary savings remaining subject to the outturn process at the end of March 2025.

Ongoing liabilities

The cost to the Council and to Tendring tax-payers of subsidising the Careline service at a time when other similar providers are operating on commercially viable basis within the market is clearly a concern for the ongoing financial sustainability of the Council – and one of the factors that supports the recommendation within this report to withdraw the existing service from the market. With that in mind, it will be important to ensure that exiting the market, as proposed, does not leave the Council with any long-term or ongoing financial, legal or other liabilities.

The recommended approach set out in this report is designed to ensure Tendring District Council can end the provision of the current Careline telecare, response and lifting service with customer contracts and staff transferring to Helpline. The intention would be for all customer and supplier contracts related to the provision of Careline ended, as necessary, within the 2025/26 financial year; funded as necessary through to termination utilising the one-off implementation budget.

The approach recommended is designed to minimise any risk of ongoing financial liability to the Council and passing all responsibility to Colchester Helpline for as many service-users and staff as possible – whilst retaining a degree of influence and scrutiny of service provision, as a partner to the North East Essex Health and Wellbeing Alliance; and thinking ahead to possible

local government reorganisation, where the merging of such services across the relevant authorities would have been a key strand of work.

Based on the current position and the proposed way forward, it is expected that all associated costs can be met from within existing budgets e.g. anticipated net underspends from 2024/25 that could be carried forward into 2025/26, the on-going base budget in 2025/26 and the one-off money previously set aside by Cabinet. Updates can be provided during 2025/26 as part of separate reports or as part of the regular financial performance reports as necessary.

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

There are no significant comments over and above those set out within the report. However, it is noted that the potential costs of the proposals, including the potential outsourcing of the CCTV and Out of Hours Service, can be met through existing budgets supported by flexibility within the proposed negotiations with Colchester Helpline.

It is also noted that the underlying principle of the proposed way forward is not necessarily a financial one, with the resilience of the service a key determinant given the on-going challenges of staff recruitment and retention. It is also noted that the proposals provide for an efficient use of existing budgets such as the one-off amount of £0.746m. Key value for money factors have therefore been recognised as part of the exploration of working with third party providers along with the transfer of financial risk / liabilities as necessary.

USE OF RESOURCES AND VALUE FOR MONEY

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;</p>	<p>Full financial information was presented to the Cabinet in July 2024 for the five options and has been updated for this February 2025 report to take into account changes arising, mainly as a result of terminating the YourStride contract. The proposal of a smooth transition of service-users and staff to Helpline offers the opportunity to make most efficient use of the one-off implementation budget and minimise any ongoing liabilities.</p>
<p>B) Governance: how the body ensures that it makes informed decisions and properly manages its risks; and</p>	<p>This is a Key Decision (of which notice was published on 8 January 2025). A range of options for the service have been considered in the Cabinet reports from July 2024, November 2024 and February 2025.</p>

<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>Full financial information was presented to the Cabinet in July 2024 for the five options and this has been revisited and updated for the February 2025 to reflect the impact of terminating the YourStride contract and a reduction in staff numbers. The recommended approach in this report would see financial liabilities transfer to another third party who will be in a position to deliver economies of scale in the provision of an expanded service for the whole of North East Essex. This approach aligns with government thinking around the achievement of economies of scale and the opportunities presented through local government reorganisation.</p>
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MILESTONES AND DELIVERY

If the Cabinet is minded to agree with the recommendations in this report, next steps are proposed in line with the following Indicative Transition Plan which, through more detailed discussions and collaboration with the Directors at Colchester Helpline, will evolve into a detailed and mutually agreeable programme. Key stages, for indicative purposes, are summarised and set out as follows:

Milestone Description	Planned Date
<p>Notification to service users, other third-party customers, staff and other interested stakeholders of the Cabinet's decision, outlining the intention and potential timetable for transfer to Colchester Helpline.</p>	<p>24 February 2025.</p>
<p>Notice of termination of remaining third-party contracts.</p>	<p>28 February</p>
<p>Enter into contract(s) with preferred third-party provider(s), as necessary, for on-call call handling and/or response/lifting support for the transition period.</p>	<p>3 March 2025</p>
<p>Commence negotiation of heads of terms for the legal agreement and detailed transition plan and preparation of detailed transition plan with Colchester Helpline which will address, amongst other requirements, the achievement of the following processes and milestones:</p> <ul style="list-style-type: none"> • confirmation of arrangements and agreement, in writing, of all associated obligations – including financial contributions and/or Barnes House accommodation; 	<p>21 March 2025</p>

- notification to service users, other third-party customers, staff and other relevant stakeholders confirming arrangements for transfer to Helpline – including the ability to ‘opt out’ of the transfer;
- deadline for service-user opt-out notification;
- contact with opted-out service users with details of other third-party providers and encouragement to seek alternative arrangements – with the offer of support;
- start of transfer of Careline Customer contracts to Colchester Helpline;
- end/termination of any remaining third-party customer contracts;
- confirmation of arrangements for transfer of staff to Colchester Helpline;
- completion of transfer of Careline staff to Colchester Helpline;
- establishment of Helpline outpost at Barnes House;
- transfer Out-of-Hours, CCTV and Sheltered Housing monitoring to Colchester Helpline;
- notification to Sheltered Housing Tenants of tenancy agreement changes;
- transfer of remaining ‘opted out’ service users to other third party providers or final notification of remaining customers that the TDC Careline service has ended;
- completion of transfer of Careline Customer contracts to Colchester Helpline; and
- termination of all remaining third-party supplier contracts.

Should any Cabinet decision be called in for scrutiny, all timescales may need to be adjusted accordingly which could result in an approximate addition of between four and six weeks.

The Trade Union will continue to be updated at all times on the review process including the potential impacts on staff and service users. It has offered support throughout the process.

ASSOCIATED RISKS AND MITIGATION

The main risks associated with the recommended approach in this report are highlighted as follows:

Further staff losses

The review of the Careline service and the subsequent extension of time to consider alternative options have unfortunately and understandably had a negative impact on the morale of staff operating at all levels within the service and uncertainty over the future has already resulted in a significant number of staff leaving and their posts remaining vacant – placing additional pressure on the staff that remain, and requiring ongoing support from third-party providers.

Whilst the recommendation to Cabinet and the decision it is being asked to take bring some clarity in respect of the future of the Careline service, some uncertainty for staff will still remain around how the transfer to Colchester Helpline will be achieved. There is a significant risk that some staff would prefer to find alternative work than wait for clarity around the process for transfer and that there could be further staff losses in the short-term that could impact on the Council's ability to provide the service in an effective way to its service-users during the transition period.

The mitigation measure proposed in this report is that the Council does enter into contractual arrangements with one or more third-party providers to ensure on-call casual cover for periods of staff shortage. It could be that Helpline, or the other providers that made submissions are amongst the companies that could provide this support for call-handing and/or response and lifting – but others could be called upon as necessary.

Drop in quality of service

Loss of staff and/or difficulties in ensuring cover over the transition period does present a risk that the quality of service to the Council's 1,500 individual service users, sheltered housing residents and other third-parties under contract could suffer – particularly in relation to physical response and lifting, if staff are not available. As above, the recommendation provides for third-party support being drawn upon during the transition period – but there is a risk of higher reliance on the emergency services while service-users are in the process of transferring to Helpline or finding other alternative providers.

Confusion or miscommunication to service users and the public

It will be important to have a very clear communication plan sitting alongside the transition plan

to ensure service-users and the wider general public are clear on what is happening to Careline and how the transfer to Helpline is proposed to work. Many service-users are vulnerable older people who could find the transition confusing or who rely on their next of kin to advise or make decisions on their behalf.

Whilst the recommended approach in this report is designed to minimise the confusion by facilitating a smooth transition of service-users to one preferred and trusted alternative provider, the Council will still need to give those service-users the ability to opt-out of that arrangement with clear guidance on what happens if that is the case.

The Council will need to work closely with the local press and media to ensure that no confusion or miscommunication is caused by any announcements on the future of Careline or reporting of those announcements. Whether Essex County Council election in May 2025 take place or not, there is heightened risk that the future of Careline and the experience of service-users transferring to Helpline becomes a political issue that might cause some negative press and public confusion. To manage that risk, all efforts will be made to ensure that ECC Division Members and TDC Members are briefed on key decisions around Careline and the implementation of the transition plan.

Reputational impact

Tending Careline has been the subject of review for more than 18-months in which time the Council has not been taking on any new service-users and has not been filling any staff vacancies that have arisen. The Council has reported publicly that the service has needed to be heavily subsidised at a time when other third-party providers have been able to offer similar services on the open market at competitive prices and in a profitable manner. The Council has also had to report that it has been servicing unviable contracts with third-party private suppliers that have been costing the tax-payer money and placing unmanageable pressure on the service and its staff.

In recent months, the Council has been losing staff and losing customers from Careline and has had to put urgent measures in place to address some of the issues faced, including the termination of the YourStride contract. The 2024 consultation exercise revealed that the uncertainty around the future of Careline was causing some concern amongst service-users; residents and staff and colleagues from Essex County Council and the North East Essex Health and Wellbeing Alliance have raised concern about the impact of the Careline review and the increase in the number of concerned residents seeking access to ECC's, already oversubscribed free service.

The Cabinet's decision in November to take additional time before confirming any final decisions on the future of Careline may have added to the uncertainty in some quarters, but has undoubtedly assisted in addressing the concerns raised by partners and has enabled time for positive discussions with Colchester Helpline and other third-party providers about the means of a smooth transition toward a potential exiting from the market. It has also allowed time for the

implications of the YourStride termination to be factored into updated financial assumptions for different options.

The recommendations in this report, if agreed by Cabinet, will not be welcomed by all with an interest in the future of Careline; and there will be some who would still prefer to see Careline continue. However, the recommended approach is considered to be a logical and justifiable response that addresses the outcome of last year's consultation.

Delay in negotiating/agreeing terms for the transfer

The recommendations in this report include delegated authority to the Portfolio Holder for Partnerships (in consultation with the Leader of the Council and Portfolio Holder for Finance and Governance; Director for Planning and Community; Monitoring Officer; s151 Officer; and Head of People) to progress the preparation of a detailed transition plan in collaboration with Colchester City Council and Colchester Helpline, including the associated legal agreement and specific tasks and timescales. If, for whatever reason, necessary negotiation and agreements do not progress in a positive, reasonable and timely manner, the achievement of the proposed transfer to Colchester Helpline could be delayed or prevented. In those circumstances, Officers will report any concerns to Members as expediently as possible and, if necessary, report back to Cabinet with advice and revised recommendations.

EQUALITY IMPLICATIONS

Section 149 of the Equality Act 2010 places a statutory duty (The Public Sector Equality Duty, "PSED") on the Council in the exercise of their functions and is applicable when making decisions to have due regard to the needs to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful.
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

The protected characteristics are age, disability, gender assignment, pregnancy and maternity, marriage and civil partnership, race, religion or sexual orientation. The Acts states that notably, 'marriage and civil partnership' is not considered a relevant protected characteristic for advancing equality of opportunity (b) and fostering good relations.

Equality Impact Assessments ("EqIA") were conducted for each of the five options provided within the Cabinet report of 24 July 2024 and these have been updated and attached as Appendix 2. The updated Equality Impact Assessment identifies that the proposals outlined may

potentially affect both service users and staff, particularly in relation to disability and age. It was also identified that it would be crucial to address any associated impact through any proposed transitional arrangements, with the corresponding costs specified in the financial analysis within the July 2024 report. Several key principles will need to guide the approach, as follows:

- Feedback from service users as part of the consultation.
- The use of data to determine support for individual service users.
- To regularly review and update the Equality Impact Assessments as required.
- To ensure clear Communication to both Service Users and staff.

In proposing the route towards a smooth transition involving the transfer of as many service-users and staff as possible to a single trusted provider for the advantages set out elsewhere in this report – the above principles have been taken into account.

The recommended approach is a direct and positive response to the consultation feedback that takes into account the preference amongst service-users for continuity and certainty, a general willingness to transfer to an alternative trusted provider if necessary, a limited appetite amongst most to pay higher fees and the need for support to be provided through any transition.

The data held by the service enables the Council to have informed discussions with Helpline about the needs of and locations of existing service users and staff required to make an expanded service for North East Essex work in as smooth a way as possible.

The proposed approach aims to keep, to a minimum, the risk of vulnerable people being left unintentionally unable to access telecare and response services by pursuing an uncoordinated or piecemeal approach to finding alternative providers. A smooth transition of service-users to one trusted alternative provider, with links through Colchester City Council to the North East Essex Health and Wellbeing Alliance supports the objectives of that Alliance for an integrated health system approach that enables people to be looked after in their own homes, reducing pressure on the emergency services and reliance on the over-subscribed free services provided through Essex County Council – for which there is a long waiting-list.

Communication to service-users and staff will be key to delivering a successful transition, and the recommended approach has a stronger prospect of maintaining clear information and a clear narrative than would otherwise be the case for an uncoordinated or piecemeal approach to ceasing the service and signposting service-users to alternative providers.

Of note, as part of the recent consultation, the following question was asked:

Do you consider that you have a Protected Characteristic* as defined in the Equality Act (2010) that adversely affects your daily life?

**Age, gender reassignment, being married or in a civil partnership, being pregnant or on maternity leave, disability, race including colour, nationality, ethnic or national origin, religion or belief, sex, sexual*

orientation

The answer options were 'yes', 'no' and 'prefer not to say'. Of those who answered this question, 40% responded 'yes'. This further emphasises the importance of ensuring that an effective transition plan and associated support is developed to ensure that all service users and next of kin receive that support in a way which is suitable and, so far as possible, personalised, to meet their needs.

SOCIAL VALUE CONSIDERATIONS

Social Value is defined through the Public Services (Social Value) Act 2012 and requires all public sector organisations (and their suppliers) to look beyond the financial cost of a contract and consider how the services they commission and procure might improve the economic, social, and environmental well-being of an area.

This is not relevant to the proposed recommended Option 2, as the Council will not be commissioning or procuring services. It will however be facilitating a smooth transfer of service-users and staff to a single trusted alternative provider in Colchester Helpline whilst still offering an 'opt-out' for individuals so they have the ability to choose directly from a number of other alternative providers on the open market, who are experienced and competitive in delivering telecare services.

As set out elsewhere in this report, there are significant advantages to the approach recommended in this report – in particular the social value associated with an approach that supports the objectives of the North East Essex Health and Wellbeing Alliance for an integrated health system approach, continuity and security for existing Careline service users, opportunities for job retention and better value for money for tax-payers.

The approach aligns with the central government desire for local authorities to achieve better economies of scale in the provision of efficient services to the public and, with the possibility of local government reorganisation within the current parliament, it aligns with the logic of working closely with neighbouring authorities to combine services and achieve those economies of scale.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

Ceasing Careline's telecare and response and lifting services will reduce Tendring District Council's contribution to climate emissions as it will no longer require a fleet of vehicles for that purpose and will reduce the organisations use of petrol vehicles for the provision of services. However, naturally any third-party that takes on service-users and staff and seeks to grow its customer base within Tendring will have a carbon footprint.

By expanding its reach into Tendring, Helpline will need to expand its fleet and mileage in access Tendring residents on response. Furthermore, it is not Helpline practice to have as

many staff operating from home as Tendring Careline – and so there may be increases in vehicle movements getting staff to and from work.

Fundamentally however, by being a partner with Colchester City Council and the NHS through the North Essex Health and Wellbeing Alliance, the transfer for service-users and staff to Helpline does allow the Council to retain some influence in discussions about carbon emissions across Council and health services, including the sustainable use of property and use of cleaner vehicles. The Council would retain no influence over such matters whatsoever if all service users were moved to different open-market providers in an uncoordinated or piecemeal manner.

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	N/A
Health Inequalities	The service enables residents to maintain independent lives and there are a number of other providers offering comparable services. A focus of the North East Essex Health and Wellbeing Alliance is supporting communities in having more active and healthy lifestyles and moving towards a more integrated health system approach. The opportunity to explore the opportunity of a combined Careline service for North East Essex has the potential to support these aims and objectives and is therefore recommended to Cabinet as the approach to achieving its preferred Option 2.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	<p>Since the legislation came into force in January 2023, public authorities must assess whether they are providing subsidies within the definition of the Act, which equates to financial assistance conferring an economic advantage to one enterprise over another.</p> <p>The October 2024 decision to terminate the YourStride contract addressed a specific instance where the Council had been subsidising a third-party contractor – as referred to in the November 2024 Cabinet report.</p>

	<p>Whilst the approach recommended in this report proposes the transfer of service-users and staff to a third-party, for the sound reasons set out in this report, it is not a proposal to fund or subsidise a third-party – with the exception of the financial contribution proposed for the digitisation of service-users’ equipment (which would be a cost incurred by the Council in any event if it were to continue the service).</p> <p>The proposed approach may identify a preferred enterprise (i.e. Colchester’s Helpline Service provided by Amphora), but the reasons for this are clearly set out in this report and this approach is not to the exclusion of other third-party providers who will be called upon to support the Council through the transition period, on commercial terms, and who can offer service to any customers that choose to opt out of an automatic transfer to Helpline.</p>
Area or Ward affected	All

PART 3 – SUPPORTING INFORMATION

BACKGROUND

On 26 July 2024, the Cabinet was presented with the findings of a 12-month review of the Council’s Careline service along with five potential options for its future, each with different financial, equality and other implications. At that meeting, the Cabinet resolved to agree, in principle, a preferred option (Option 2) to cease the telecare and lifting/response provision of the Careline Service in its entirety, including service delivery under third-party contracts - with remaining service provision solely relating the Council’s Out-of-Hours and CCTV service. The Cabinet agreed however that consultation would be carried out with customers, residents and other stakeholders before any firm decisions were taken.

That consultation was carried out based upon the need to balance best value principles with the needs of existing customers, who now had a wider range of options available on the open market, at more comparable rates than the Council could continue supplying the service for.

The results of the consultation carried out in between 19 August and 30 September 2024 were reported to the Cabinet at its meeting on 15 November 2024. Having considered those results, the Cabinet confirmed that it still wished to continue, in principle, with preferred

Option 2; but that a final decision would not be taken until February 2025 to allow time for Officers to give further consideration to proposals submitted by third parties through the consultation, indicating an interest in potentially taking on all or part of the Careline service.

Accordingly, this report provides an update on the exploration of those third-party proposals as well as an updated recommendation for a final Cabinet decision on the future of Careline informed by updated financial analysis and with an indicative transition plan (as reported above).

EXPLORATION OF THIRD-PARTY PROPOSALS

In line with the Cabinet's decision in November 2024, Officers have been exploring proposals from third-party providers of telecare, response and lifting services that expressed an interest in taking on all or part of the service if it were decided that the service would be ceased.

This exploration of proposals has been approached, not with the view to procuring a third-party for the purposes of outsourcing the service, or part of that service and thus paying revenue to that body; but to seek an appropriate and trusted third-party willing to expand its existing business to take on service-users and staff through a managed transition that will relieve the Council of current costs and liabilities whilst providing security and continuity for service-users and staff that are able to transfer into that business. This is therefore not a formal procurement tender process, but an exploration of which third-parties are interested and which could be best placed to fulfil that role.

Three propositions were received before the Cabinet's agreed deadline of 16 December 2024 including that from Colchester City Council's 'Helpline' (provided through Amphora). All three have provided support for Tendring Careline service-users in one form or another; or are otherwise active in providing direct services to residents in Tendring on a commercial basis.

The two other third-party private providers use the same call-handling technology and software as Tendring Careline and would be very well placed to support Careline in handling calls on an immediate, casual or temporary basis during times of staff-shortage, with the ability to operate remotely and from home, as do many Tendring staff, utilising that technology. Helpline, in contrast, uses different call-handling technology and software and is less well placed to provide any immediate, casual or temporary assistance for call monitoring, but its strengths are in the quality, resilience and robustness of its response and lifting service – with two staff on every response, positive average response times, and with all existing staff trained to do both call handling and response.

Furthermore, Helpline is owned by Colchester City Council which, in turn, is in a partnership with Tendring District Council and the NHS as part of the North East Essex Health and Wellbeing Alliance and there are advantages of the Helpline proposal, over the others, in offering the full transfer of existing Careline users on similar or existing terms and conditions

to Helpline and the potential transfer staff through a 'TUPE' or other arrangement that could protect local government terms and conditions. This approach would enable the expansion of Helpline to create of a combined service for the whole of North East Essex with a commitment to delivering quality service coverage for residents in every corner of the Tendring District. This would align neatly with the aims and objectives of the Alliance for an integrated health system approach that enables people to be looked after in their own homes, reducing pressure on the emergency services and reliance on the heavily-subscribed free services provided through Essex County Council – for which there is a long waiting-list.

The other providers, to their credit, also offer the potential to take on service-users and staff through a formal arrangement to provide a quality service; but because they are wholly owned private companies falling outside of the public-sector Alliance partnership, there can be less assurances and less local authority influence over the long-term standard of service and effective deployment of staff resources to provide continuity and familiarity to service-users at a local level. It should however be noted that one of the interested providers only offer a call-handling service whereas the other, like Helpline, offers both call-handling and response. These private companies and others like them do play an extremely important role providing telecare, response and lifting services in Tendring, with an increasingly ageing population; and will have benefited from the opportunities to sign up new customers in the period since the start of the Council's Careline review when TDC stopped taking on new service users.

However, in the interest of ensuring a smooth transition for Careline's existing service-users, continuity of terms and conditions and opportunities for staff retention whilst best supporting the aims and objectives of the North East Essex Health and Wellbeing Alliance, it is recommended that the Helpline proposition offers the best permanent solution – albeit the other two providers that made submissions, and potentially other private providers have the potential to provide valuable immediate, casual and temporary support under contract during any transition period, particularly for call-handling.

An enlarged Helpline service would be achieved in a financially sustainable way through economies of scale with no ongoing financial liability for Tendring District Council, but with the retention of some influence and oversight over the quality and coverage of the service through the Alliance partnership. Furthermore, with the strengthening of relationships between local authorities in the run-up to, and following the publication of the Government's Devolution White Paper and ongoing emergence of details of potential local government reorganisation, there is a logic in reinforcing the role of the North East Essex Health and Wellbeing Alliance and exploring opportunities to achieve economies of scale across local authority lines when they present themselves.

The principal recommendation within this report therefore is that the Council does work with Colchester City Council as part of the Alliance to achieve a managed transfer of Tendring Careline service users and Careline staff to an expanded Colchester Helpline service, at which point Careline's telecare, response and lifting service in its current form will cease.

It is proposed however that the Council separately enters into contracts with one or more third-party providers (which could include the three considered above) to provide temporary support for both call handing and response/lifting over the transition period in order to maintain continuity of service for remaining service-users at a time when the Council could lose further staff. This will follow on from a quotation exercise carried out by Officers aimed at ensuring best value for money.

OUT-OF-HOURS, CCTV AND SHELTERED HOUSING

As well as handling calls from Careline customers, the operating staff also cover the Council's Out-of-Hours and CCTV service. Since the July 2024 Cabinet report, the preferred Option 2 has envisaged ceasing the telecare, response and lifting element of the Careline service whilst retaining the Out-of-Hours and CCTV service, however Officers have now gained a better understanding of some of the complex practical implications of taking that approach for services across the Council.

The Council deals with approximately 550 out-of-hours calls a month on average unrelated to the Council's Careline Service, but which can cover a wide range of matters from sheltered housing to emergency planning. At present it is the call-handling staff within Careline that handle the initial contact, referring callers to particular on-call Officers within relevant services as necessary. However, some out-of-hours calls can raise unusual and complex matters and it might not always be possible to get hold of on-call Officers straight away. Therefore, Careline staff with their familiarity of the Council, the district and its residents can sometimes deal with out-of-hours issues over an extended period, providing added value in making follow-up calls to assist in finding a resolution and making accurate and useable notes for the services to pick up the following morning.

However, because out-of-hours calls make up a relatively low proportion of total calls received through Careline, retaining an out-of-hours service within the Council would only require a small number of staff, working shifts to ensure sufficient coverage, handling a very low-number of calls. Given existing difficulties in recruiting and retaining staff to work unsociable hours, the statutory duties around sheltered housing and the need at all times for the Council to work as efficiently as possible and make best use of resources to give best value to Tendring residents, there are serious questions about retaining a small team for solely out-of-hours purposes represents the most effective approach. However, there would equally be concerns in out-sourcing out-of-hours coverage to a third-party and maintaining the quality of care that Careline currently offers thanks to its knowledge of the organisation and the district.

With the prospect of local government reorganisation however, the potential to work with Colchester City Council to align services and achieve economies of scale gives heightened justification for exploring, in more detail, the possibility of transferring or effectively outsourcing the Out-of-Hours and CCTV service to Colchester within the transition period for

the merging of Careline with Helpline.

Helpline is likely to offer the most cost-effective solution, but unlike for Careline telecare, response and lifting services, Out-of-Hours would be provided as an outsourced 'paid for' arrangement. However, with local government reorganisation, the merging of these services is likely to happen by default and there is a logic in seeking to achieve the transfer of Out-of-Hours/CCTV as part of the transfer of Careline to Colchester Helpline. This will assist in achieving viability and economies of scale for a combined service and supports the proposal for transferring staff. The transfer of Out-of-Hours, CCTV and Sheltered Housing Monitoring to Colchester Helpline through an outsourcing arrangement therefore also forms part of the recommendation in this report.

PREVIOUS RELEVANT DECISIONS

26 July 2024: Cabinet: Report of the Partnerships Portfolio Holder - A.8 - Tendring's Careline Service Review Decision: RESOLVED that Cabinet –

(a) notes the outcome of the review of the service as set out in the Portfolio Holder's report (A.8) and its appendices and agrees the decision, in principle, to adopt Option 2, that is to cease the telecare and lifting/response provision of the Careline Service, in its entirety, including service delivery under third-party contracts and that the remaining service provision will solely relate to the Council's Out-of-Hours and CCTV service;

(b) approves the necessary consultation to be undertaken with customers, residents and key stakeholders. This consultation to be based upon balancing best value principles with the needs of the Council's existing customers, who now have a wider range of options available on the open market, at more comparable rates than the Council can continue to supply the service for;

(c) delegates the format and design of the consultation to the Leader of the Council and the Portfolio Holder for Partnerships, in consultation with the Assistant Director (Partnerships) and the Assistant Director (Governance);

(d) agrees the Communication and Engagement Plan with an overriding objective to encourage and support active engagement with services users to understand the principles of Option 2 and the alternative providers available, as well as understanding why Option 2 is the preferred option;

(e) requests that the outcome of the consultation be reported back to the Cabinet in either October or November 2024, for a decision as to the future provision of Careline Services (telecare/lifting/response service), which will include a detailed transition plan as necessary; and

(f) subject to the associated funding being agreed as part of report item A.9 elsewhere on the

agenda, sets aside a total budget of £0.746m to meet the potential implementation costs.

Reasons for Decision: Cabinet was satisfied that:-

(i) given the changing market context, the recommendations of the Portfolio Holder were based on what was considered to be the best option for both service users and the Council;

(ii) several other providers on the open market offered a like for like service, at a comparable price. Furthermore, Essex County Council provided a free of charge service, if a resident was referred to them through a statutory provider, such as Adult Social Care or a health care provider; and

(iii) it was also important to highlight the continuing capacity challenges the Authority faced in meeting the needs of a range of service users, including those supported by third party contractual arrangements.

25 October 2024: Decision by the Leader of the Council: A decision by Leader of the Council and Corporate Finance & Governance Portfolio Holder on 25 October 2024: Termination of Tendring District Council's Supply of Services Agreement with AE Partners Ltd (trading as 'YourStride') in respect of services provided by the Council's Careline staff

Decision:

(a) following consultation with the Section 151 and Monitoring Officers, to make an urgent decision, on behalf of the Cabinet, to authorise immediate notice being served on AE Partners Ltd giving 16 weeks prior notification to terminate the Supply of Services Agreement between them and the Council;

(b) that the Directors for Governance and of Planning and Communities be authorised to take the necessary administrative steps to enable this decision to be implemented as soon as possible and without further delay to the Council; and

(c) notification of such decision will be reported to Members accordingly.

15 November 2024: Cabinet: Report of the Partnerships Portfolio Holder – A.11. Tendring District Council's Careline Service Review: Results of consultation and next steps Decision: RESOLVED that Cabinet –

(a) notes the outcome of, and feedback from, the recent customer, resident and stakeholder consultation on the future of Tendring Careline – that was based upon balancing best value principles with the needs of our existing customers, who now have a wider range of options available on the open market, at more comparable rates than the Council can continue supplying the service for;

(b) notes the decision to terminate the third-party contract with AE Partners Ltd (YourStride) which, irrespective of the Cabinet's resolution in respect of (d) below, will reduce the pressure

on the capacity of Tendring Careline – which, for some months, has been dealing with a growing and increasingly unmanageable volume of calls from residents outside of Tendring; and bring about a cost saving to the Council;

(c) authorises the Director of Planning and Communities, in consultation with the Leader of the Council and the Portfolio Holder for Partnerships, to review and if necessary, vary or terminate other third-party contracts at suitable timely junctures as part of the move towards the fulfilment of any final preferred approach;

(d) confirms that, having considered the contents of this report, it still wishes to continue, in principle, with the preferred option (Option 2) of ceasing the telecare and lifting/response provision of the Careline Service, in its entirety, including service delivery under third-party contracts with remaining service provision solely relating to the Council's Out-of-Hours and CCTV service – albeit subject to (e) below;

(e) authorises the Director of Planning and Community, in consultation with the Leader of the Council and the Portfolio Holder for Partnerships, to explore further the third-party proposals that were submitted to the Council through the consultation;

(f) subject to (e) above, requests that third parties be invited to put forward a formal detailed proposal for further exploration within one month of this decision (i.e. by close of business on Monday 16th December 2024) as the starting point for Tendring District Council's consideration;

(g) requests that the Portfolio Holder for Partnerships reports to Cabinet in February 2025 to provide an update on the opportunity explored in line with (e) above in respect of the third-party proposals, as well as an updated recommendation for a final Cabinet decision on the future of Careline informed by updated financial analysis and with a detailed transition plan;

(h) subject to (g) above, acknowledges that there may be additional costs arising from the change in timescales set out in this report, and requests that the financial impact is included within the report to Cabinet in February 2025; and

(i) authorises the Director of Planning and Community in consultation with the Leader of the Council and the Portfolio Holder for Partnerships, to assess different options for the continued provision of the Out-of-Hours and CCTV service and to implement any necessary changes, as necessary, following the Cabinet's final decision on the future of Careline.

Reasons for Decision: Cabinet was satisfied that:-

(i) given the changing market context, the recommendations of the Portfolio Holder were based on what was considered to be the best option for both service users and the Council;

(ii) several other providers on the open market offer a like for like service, at a comparable

price. Furthermore Essex County Council provides a free of charge service, if a resident is referred to them through a statutory provider, such as Adult Social Care or a health care provider;

(iii) it was important to highlight the continuing capacity challenges the authority faces in meeting the needs of a range of service users, including those supported by third-party contractual arrangements;

(iv) feedback from the recent customer, public and stakeholder consultation presented alternative approaches that warranted more detailed and proper consideration for which additional time needed to be incorporated into the programme and next steps in order for that consideration to take place; and

(v) it was necessary to factor in the full implication of terminating the YourStride contract when carrying out any further work along with any changes that might need to be made to other third-party contracts.

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

Cabinet Report 26 July 2024

Cabinet Report 15 November 2024

APPENDICES

1. Updated financial analysis
2. Updated Equality Impact Assessment (EqIA)

REPORT CONTACT OFFICER(S)

Name	Gary Guiver
Job Title	Director for Planning and Community
Email	gguiver@tendringdc.gov.uk

A.8 APPENDIX 2: Updated Equality Impact Assessments

A review of the Careline service has been carried out and multiple options have been considered. The table below summarises the impact each option could have on service users, staff and the Council. This is updated from the version presented to the Cabinet in July 2024 to include assessment of the recommended approach in the February Cabinet report (transfer of service-users and staff to and expanded Colchester Helpline service) and the alternative option (3/5) referred to in the report for retaining the Careline service with fewer staff and no external contracts.

General actions for all Options

- Monitor service user feedback and satisfaction surveys.
- Monitor staff morale and provide support for staff who require it.
- Conduct meetings with staff and management to explain the process going forward and provide an update on the review conducted so far.
- Union engagement in the process.
- Employee Assistance Programme offered to all staff.
- Regular communication with service users.

Title of Activity	Type & Purpose of Activity	How will the activity impact on people?	Who will be affected by Activity	Impact on Protected Characteristics	Evidence	Impact on people's health and well being	Specific Actions for this Option
Option 1 – Maintain Current position	Maintain current position – no changes are made to the current structure or duties performed.	It is intended that the service will continue without changes, therefore, no consultation would be required for this option, as there is no effect on the service provided.	No one will be affected since there will be no changes to the service.	All areas are neutral.	The Careline service users provide their personal circumstances and medical history to current records held on service users and staff. This would not be affected by continuing with the service.	There would be a minimal impact on people's health and wellbeing.	No addition to general actions above.

Dated 15/05/25

Title of Activity	Type & Purpose of Activity	How will the activity impact on people?	Who will be affected by Activity	Impact on Protected Characteristics	Evidence	Impact on people's health and well being	Specific Actions for this Option
<p>Option 2 – provide Out of Hours service only</p>	<p>Provide an Out-of-hours service only. This option also includes continuation of CCTV monitoring.</p>	<p>There are 1,500 service users who use the call monitoring and responding/lifting service. Less staff would be required to undertake the reduced service. By changing to out-of-hours only 1,500 Careline users, would be impacted as they would need to switch to an alternative provider. All third party contracts would need to be terminated and services transferred to an alternative provider, ensuring a smooth transition from one provider to another.</p>	<p>Service users and staff.</p>	<p>Negative impact on some service users due to their disability and age. Service users lack of support from next of kin, friends, or neighbours' family members. Known ill health or dementia. Potential negative impact on some staff due to their age/disability, due to ability to be redeployed into a suitable alternative role. There is a neutral impact on other protected characteristics.</p>	<p>Current records held on service users enable the team to identify who might need additional help during the consultation process and when transferring to an alternative provider. Service Users - Breakdown in age ranges Up to 60 = 80 61-70 = 190 71-80 = 500 81-90 = 800 Over 90 = 400 Staff encouraged to contact Careline managers, HR or the union for support.</p>	<p>This option could potentially impact service users by causing stress and anxiety, having to change service providers. Impact on staff morale during the reduction of the Careline service, to out of hours only, due to potential loss of income. If Option 2 is still the preferred option, following consultation, HR support would include a focus on redeployment opportunities.</p>	<p>In addition to the general actions above, identify service users who might need additional support, including those who have no next of kin. Identify service users who might need additional help transferring to an alternative provider and support. Make sure to provide staff with effective and robust support. An additional fund (£300k) has been included in the budget to support the transition. Monitor the contact made with service users to ensure everyone has the right information provided to make an informed choice of alternative provider based on their personal needs and circumstances.</p>

Title of Activity	Type & Purpose of Activity	How will the activity impact on people?	Who will be affected by Activity	Impact on Protected Characteristics	Evidence	Impact on people's health and well being	Specific Actions for this Option
Option 3 – change in working pattern	Option 3 of the Careline review is to change the working pattern of staff and return to 6 hourly shifts for both control operators and responders. Reduce need to pay for breaks, as only working 6 hours per shift.	Reducing the working pattern may help address the current difficulties in covering shifts. Easier to locate replacements - shifts will be less hours when cover is needed.	Staff.	All areas are neutral, apart from potential negative impact on some staff due to their disability e.g. mental health. Protected pay in place for 1 year. Reduced at 25% every 3 months. Financial impact on staff after protected pay has ended.	Current staff records enable the team to identify whether staff with a history of mental health may need additional support during the process. Staff encouraged to contact Careline managers, HR or the union to discuss any concerns.	This option could potentially have a financial impact on staff, which in turn could cause stress and anxiety.	In addition to the general actions above, ensure all staff are provided with effective and robust support. Managers and HR will offer support if any staff are experiencing stress and anxiety.
Option 4 – Removal of responder and lifting service.	Option 4 is the removal of the responder/lifting service.	The responder /lifting element of the service would no longer be provided. Careline would offer a Telecare only service. If medical assistance was required, Careline would either call an ambulance or notify the next of kin or nominated contact.	Service users. Staff.	Negative impact on some service users due to their disability and age. Some service users who rely on this element of the service to remain in their home would have to consider changing to another provider or being removed to a care facility. Potential negative impact on some staff due to their age and disability. Redeployment of responder staff would need to be considered or	Current records held on service users enable the team to identify who might need additional help during the consultation process and if transferring to an alternative provider. Current records on staff enable the team to identify whether staff may need additional support through the process. Staff encouraged to contact HR, Union or Managers if they are concerned	This option could potentially impact service users by causing stress and anxiety. This option could Potentially have a Financial impact on staff, which in turn could cause stress and anxiety.	In addition to the general actions above, identify service users who might need additional support and assistance during the consultation process, including those who have no next of kin. Make sure to provide staff with effective and robust support. To provide alternative employment within TDC if appropriate. Redundancies are a last resort.

				staff would need to be absorbed into other duties within the Careline service if appropriate. The other protected characteristic groups would have a neutral impact.	about the proposed changes to service delivery.		Identify staff who might need additional support during the process. Encourage staff to contact HR, Union or managers if concerned. An additional fund (£300k) has been included in the budget to facilitate the smooth transition for staff and service users.
Title of Activity	Type & Purpose of Activity	How will the activity impact on people?	Who will be affected by Activity	Impact on Protected Characteristics	Evidence	Impact on people's health and well being	Specific Actions for this Option
Option 5 – Termination of third party contracts and cessation of the TSA accreditation.	Option 5 is to terminate all third party contracts and cessation of the TSA accreditation.	Careline customers could be affected by Option 5, as this would mean the removal of the responding TSA accreditation. Users would need to be consulted on this to inform them of their options to transfer to an alternate provider if they wish to.	Service users. Staff.	Negative impact on some service users due to their physical and mental capacity and age. Lack of support from family, friends, neighbours care facility. The other protected Characteristic groups would have a neutral impact.	Current records held on service users enable the team to identify who might need additional help during the consultation process and when transferring to an alternative provider.	This option could potentially impact service user by causing stress and anxiety having to change service providers.	In addition to the general actions above, identify service users who might need additional support and assistance during the consultation process, including those who have no next of kin. An additional fund (£300k) has been included in the budget to enable this process to be supported for those individuals that require additional help and support.

Title of Activity	Type & Purpose of Activity	How will the activity impact on people?	Who will be affected by Activity	Impact on Protected Characteristics	Evidence	Impact on people's health and well being	Specific Actions for this Option
<p>Recommended approach – Transfer to Colchester Helpline</p>	<p>Transfer of Careline service-users and staff to expanded Colchester Helpline Service along with out of hours service. Termination of third-party contracts.</p>	<p>No practical disruption to the service provided to existing Careline service-users and no changes to terms and conditions. They would however need to be given the opportunity to opt-out of the transfer. Those who choose to opt out, may require support in finding alternative providers. All third party contracts would need to be terminated and services either transferred or signposted to an alternative provider (which could potentially be Colchester Helpline), ensuring a smooth transition from one provider to another.</p>	<p>Service users. Staff.</p>	<p>All areas are neutral.</p>	<p>The Careline service users provide their personal circumstances and medical history to current records held on service users and staff. This would transfer to Colchester Helpline which will expand its reach to serve those residents and take on Careline's current staff.</p>	<p>For Careline service users, there would be a minimal impact on people's health and wellbeing, with potential improvement in quality of service owing to Colchester Helpline's policy of have two responders on every visit. This option could potentially impact service user served through terminated third-party contracts by causing stress and anxiety having to change service providers.</p>	<p>As identified in indicative transition plan within Cabinet report. Notification to service-users and staff of intended transfer, and option given for people to opt out. Detailed transition plan to be agreed with Colchester. Termination of remaining third-party contracts. Support and advice provided for service-users and staff who opt out of the transfer. Support and advice provided to all staff through the transition period.</p>

Title of Activity	Type & Purpose of Activity	How will the activity impact on people?	Who will be affected by Activity	Impact on Protected Characteristics	Evidence	Impact on people's health and well being	Specific Actions for this Option
<p>Alternative Option 3/5 – Maintain Careline service with no external contracts and reduced staff numbers.</p>	<p>Combination of Options 3 and 5 involving terminating all third-party contracts and reducing the size of the permanent staffing structure to reflect current staff numbers.</p>	<p>Reduced number of calls and pressure on call-handling staff following termination of third-party contracts. Lower staff numbers will however make the service less resilient to staff loss or staff shortage, which could have an impact on quality and speed of response to service-users.</p>	<p>Service users. Staff.</p>	<p>Negative impact on some service users due to their physical and mental capacity and age. Lack of support from family, friends, neighbours care facility. The other protected Characteristic groups would have a neutral impact.</p>	<p>Current staff records enable the team to identify whether staff with a history of mental health may need additional support during the process. Staff encouraged to contact Careline managers, HR or the union to discuss any concerns.</p>	<p>This option could potentially impact service user served through terminated third-party contracts by causing stress and anxiety having to change service providers.</p>	<p>In addition to the general actions above, identify service users who might need additional support and assistance during the consultation process, including those who have no next of kin. An additional fund (£300k) has been included in the budget to enable this process to be supported for those individuals that require additional help and support. In addition to the general actions above, ensure all staff are provided with effective and robust support. Managers and HR will offer support if any staff are experiencing stress and anxiety.</p>