



CABINET

DATE:	Friday, 17 February 2017
TIME:	10.30 am
VENUE:	Essex Hall, Town Hall, Clacton-on-Sea, CO15 1SE

MEMBERSHIP:

Councillor Stock	- Leader of the Council
Councillor C Guglielmi	- Deputy Leader of the Council / Enforcement and Community Safety Portfolio Holder / Finance, Revenues & Benefits Portfolio Holder / Corporate Services Portfolio Holder
Councillor Ferguson	- Tourism and Culture Portfolio Holder
Councillor Honeywood	- Housing Portfolio Holder
Councillor McWilliams	- Leisure, Health and Wellbeing Portfolio Holder
Councillor Talbot	- Environment Portfolio Holder
Councillor Turner	- Commercialisation Portfolio Holder
Councillor Watling	- Planning and Regeneration Portfolio Holder

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Meeting papers can be provided, on request, in large print, in Braille, or on disc, tape, or in other languages.

For further details and general enquiries about this meeting, contact Ian Ford on 01255 686 584.

DATE OF PUBLICATION: WEDNESDAY, 8 FEBRUARY 2017

AGENDA

1 **Apologies for Absence**

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

2 **Minutes of the Last Meeting (Pages 1 - 8)**

To confirm and sign the minutes of the last meeting of the Cabinet held on Friday 20 January 2017.

3 **Declarations of Interest**

Members are invited to declare any Disclosable Pecuniary Interests, or other interests, and the nature of them, in relation to any item on the agenda.

4 **Announcements by the Leader of the Council**

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

5 **Announcements by Cabinet Members**

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

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

There are none on this occasion.

7 **Matters Referred to the Cabinet by a Committee**

There are none on this occasion.

8 **Report of the Leader of the Council - A.1 - North Essex Garden Communities Peer Review (Pages 9 - 14)**

To provide Cabinet with information on the outcome of the Peer Review of the Garden Communities project led by Lord Kerlake, and to note the partnership's public response and the next steps in responding to the recommendations of the Review.

9 **Report of the Interim Corporate Services Portfolio Holder - A.2 - Performance Report - Quarter Three - October to December 2016 (Pages 15 - 38)**

To present the Performance Report for the period October to December 2016.

10 **Report of the Interim Finance and Revenues & Benefits Portfolio Holder - A.3 - Corporate Budget Monitoring Report for the Third Quarter of 2016/17 (Pages 39 - 72)**

To provide an overview of the Council's actual financial position against the Budget as at the end of December 2016.

11 Joint Report of the Deputy Leader of the Council and the Leisure, Well-being and Partnerships Portfolio Holder - A.4 - Brightlingsea Swimming Pool (Pages 73 - 76)

To advise Cabinet of the proposal submitted by Brightlingsea Town Council in respect of the future of the Brightlingsea Swimming Pool.

To consider the offer in the light of the financial implications and to determine whether to accept the offer and the impact of such an acceptance.

12 Management Team Items

There are none on this occasion.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Cabinet is to be held in the Essex Hall, Town Hall, Clacton-on-Sea, CO15 1SE at 10.30 am on Friday, 17 March 2017.

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

Notice of Intention to Conduct Business in Private

Notice is hereby given that, in accordance with Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, Agenda Item No. 12 is likely to be considered in private for the following reason:

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

Information for Visitors

ESSEX HALL **FIRE EVACUATION PROCEDURE**

There is no alarm test scheduled for this meeting. In the event of an alarm sounding, please calmly make your way out of any of the fire exits in the hall and follow the exit signs out of the building.

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

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Your calmness and assistance is greatly appreciated.

**MINUTES OF THE MEETING OF THE CABINET, HELD ON FRIDAY 20 JANUARY 2017
AT 10.33 AM IN THE ESSEX HALL, TOWN HALL, CLACTON-ON-SEA**

PRESENT:

Councillor N R Stock
Councillor G V Guglielmi

Councillor T M Ferguson
Councillor P B Honeywood
Councillor L A McWilliams
Councillor M J Talbot
Councillor N W Turner

PORTFOLIO:

Leader of the Council (Chairman)
Deputy Leader of the Council, Portfolio Holder for
Enforcement and Community Safety and Interim Portfolio
Holder for Finance and Revenues & Benefits
Portfolio Holder for Tourism and Culture
Portfolio Holder for Housing
Portfolio Holder for Leisure, Health and Well-being
Portfolio Holder for Environment
Portfolio Holder for Commercialisation

Group Leaders Present by Invitation:

Councillors I J Henderson (Leader of the Labour Group) and M E Stephenson (Leader of the UKIP Group)

Also Present: Councillors Parsons and Steady

In Attendance: Chief Executive (Ian Davidson), Corporate Director (Corporate Services) (Martyn Knappett), Head of Finance, Revenues & Benefits & Section 151 Officer (Richard Barrett), Head of People, Performance and Projects (Anastasia Simpson), Committee Services Manager (Ian Ford), Communications Manager (Nigel Brown) and Deputy Management and Members' Support Manager (Lizzie Ridout)

126. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor M J Hughes (the Portfolio Holder for Corporate Services), G F Watling (the Portfolio Holder for Planning and Regeneration) and Councillor J A Broderick (Leader of the Holland-on-Sea Residents' Group).

The Leader of the Council informed Members that Councillor Hughes was seriously ill and in hospital. He expressed his best wishes to Councillor Hughes and his wife, Jane, for a speedy recovery to full health.

127. MINUTES OF THE LAST MEETING HELD ON FRIDAY 16 DECEMBER 2016

It was **RESOLVED** that the minutes of the last meeting of the Cabinet, held on Friday 16 December 2016, be approved as a correct record and signed by the Chairman.

128. DECLARATIONS OF INTEREST

There were none at this time though later in the meeting under Minute 137 below:

- (1) Councillor G V Guglielmi declared a non-pecuniary interest in the subject matter of that item insofar as his wife (Councillor V E Guglielmi) was a Trustee of TeenTalk; and
- (2) Councillor I J Henderson declared a non-pecuniary interest in the subject matter of that item insofar as his wife (Councillor J Henderson) was an appointed Observer on behalf of Harwich Town Council of the activities of TeenTalk.

In addition, under Minute 138 below, Councillor G V Guglielmi declared a non-pecuniary interest in that item insofar as he was the Ward Member for Mistley.

129. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

The Leader of the Council referred to the recent serious flood warning event at Jaywick and informed Cabinet that he would be make a statement on this at the meeting of the Council on Tuesday 24 January 2017.

130. ANNOUNCEMENTS BY CABINET MEMBERS

The Commercialisation Portfolio Holder (Councillor Turner) informed Cabinet that the first public consultation event on the proposed cliff stabilisation scheme between Clacton Pier and Holland-on-Sea had recently been held at The Kingscliff Hotel in Holland-on-Sea. He was pleased to report that members of the public had offered much support for the proposals.

131. MATTERS REFERRED TO THE CABINET BY THE COUNCIL

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

132. MATTERS REFERRED TO THE CABINET BY A COMMITTEE

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

133. LEADER OF THE COUNCIL'S ITEMS

There were none on this occasion.

Cabinet Members' Items – Report of the Interim Portfolio Holder for Finance, Revenues and Benefits

134. ANNUAL TREASURY STRATEGY FOR 2017/18 (INCLUDING PRUDENTIAL AND TREASURY INDICATORS) (Report A.1)

There was submitted a report by the Interim Portfolio Holder for Finance, Revenues and Benefits (Report A.1), which sought the Cabinet's approval for the Annual Treasury Strategy for 2017/18 (including Prudential and Treasury Indicators) for consultation with the Corporate Management Committee.

It was reported that the Local Government Act 2003, and supporting regulations, required the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act), which set out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments, "having regard" to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice.

It was noted that the Treasury Strategy had been prepared in light of advice received from the Council's Treasury advisers and reflected the latest codes and guidance.

Accordingly, it was moved by Councillor G V Guglielmi, seconded by Councillor Turner and:

RESOLVED that the Annual Treasury Strategy for 2017/2018 (including Prudential and Treasury Indicators) be approved and be submitted to the Corporate Management Committee for review.

135. FINAL GENERAL FUND REVENUE BUDGET AND CAPITAL PROGRAMME 2017/2018 (Report A.2)

There was submitted a report by the Interim Portfolio Holder for Finance, Revenues and Benefits, which sought the Cabinet's approval of the final budget proposals for 2017/18 (including Council Tax proposals) for recommendation to Council on 7 February 2017.

It was reported that, at its meeting held on 16 December 2016, Cabinet had considered the Revised Financial Baseline 2017/2018 and associated detailed budget proposals for 2017/2018, which presented a budget "gap" of £0.603m.

It was noted that Cabinet's budget proposals were subject to consultation with the Council's Corporate Management Committee, which had met on 19 December 2016 and 5 January 2017 to consider these and the Committee's comments were provided within the report, along with the response from the Interim Portfolio Holder for Finance, Revenues and Budgets.

It was further reported that, since the Cabinet's meeting on 16 December 2016, additional changes had been required, primarily as a result of new or revised information becoming available, which included the Government's Financial Settlement announcements. These had been included in the final budget proposals, as set out in the report, which together reduced the budget 'gap' to £0.558m. It was noted that this figure may change as further adjustments could be required as part of finalising the budget for presenting to Council on 7 February 2017, with a delegation included in the recommendations to reflect this.

Cabinet was informed that, following the Government's confirmation that Councils could increase their Council Tax by £5 instead of being limited to just 2%, the budget now reflected this change which in percentage terms equated to an increase of just under 3.3%.

It was further noted that the remaining budget 'gap' of £0.558m had been met by taking both the 2016/2017 position and 2017/2018 together across a two-year budget cycle. The favourable variance in 2016/2017 totalled £0.801m, which therefore more than offset the £0.558m required in 2017/2018, with the balance of £0.243m being a net contribution to the Building for the Future Reserve across both years.

It was reported that the above reflected the continuing challenging position of identifying the necessary savings whilst balancing, wherever possible, the aim of protecting services, a position that would be increasingly difficult to maintain going into 2018/2019.

Taking all of the changes into account, the Council Tax requirement had been revised to £7.229m, which was based on a £5 increase for this Council's services in 2017/2018 with a Band D Council tax of £157.64.

The Council's annual budget and the district and parish elements of the Council Tax would be considered by Full Council on 7 February 2017 with approval of the 'full' Council Tax levy for the year to be considered by the Council Tax Committee on 22 February 2017.

Cabinet was made aware that, in line with legislative requirements, the Council's

statutory Section 151 Officer had confirmed the robustness of the estimates along with the adequacy of reserves.

The report also set out proposed changes to Career Track and the Public Conveniences Maintenance Contract and also proposed to set aside funding from one-off budgets such as the New Homes Bonus to support the delivery of key priorities.

Accordingly, it was moved by Councillor G V Guglielmi, seconded by Councillor Turner and:

RESOLVED that:

1. if the financial position changes prior to Council considering the budget on 7 February 2017, the Corporate Director (Corporate Services), in consultation with the Interim Portfolio Holder for Finance, Revenues and Benefits, be authorised to adjust the budget, including the use of Reserves;
2. in consultation with the Leader of the Council and the Interim Portfolio Holder for Finance, Revenues and Benefits, the Corporate Director (Corporate Services) reports directly to Council in respect of the formal draft resolutions necessary to implement the Cabinet's budget proposals, along with any late information or notifications received from the Department for Communities and Local Government etc. as may necessarily affect the budget;
3. the Corporate Management Committee be thanked for the work it has undertaken and continues to take in supporting the development of the budget and that the comments of the Interim Portfolio Holder for Finance, Revenues and Benefits, in response to those of the Committee, as set out in the report, be agreed;
4. in respect of the proposals for the Career Track Service to seek to become a registered apprenticeship training provider:
 - (i) delegation be given to the Corporate Director (Corporate Services) to undertake the necessary activities to implement the revised delivery model;
 - (ii) delegation be given to the Head of Finance, Revenues and Benefits Services to undertake the necessary budget adjustments within the overall approved net budget to reflect the revised delivery model;
5. in respect of the proposals to bring the maintenance of Public Conveniences in-house:
 - (i) delegation be given to the Corporate Director (Operational Services) to undertake the necessary activities to facilitate and implement the in-house delivery model;
 - (ii) delegation be given to the Head of Finance, Revenues and Benefits Services to undertake the necessary budget adjustments within the overall approved net budget to reflect the in-house solution; and
6. in respect of supporting the delivery of Council priorities, the budget be amended to reflect the setting aside of amounts from one-off budgets as set out in Table 3 of the report.

That, subject to the above, Cabinet **RECOMMENDED** to **COUNCIL** that:

- (a) following the consideration of the comments from the Corporate Management Committee and the responses from the budget consultation activities undertaken, the following final budget proposals be made (based on a £5 increase in a Band D Council Tax for district services):
 - i) that the detailed budgets, as per Appendix A to the report, be approved, which provides for a Council Tax Requirement for 2017/2018 of £7.229m (£6.855m for 2016/2017) (excluding parish precepts);
 - ii) that the Council agrees and formally approves:
 - a) the specific recommendations, calculations and other matters in respect of the Council's requirements – Appendix C to the report; and
 - b) the Council Tax for this Council's services – Appendix F to the report.

Cabinet Members' Items – Joint Report of the Portfolio Holder for Housing and Interim Portfolio Holder for Finance, Revenues and Benefits

136. HOUSING REVENUE ACCOUNT BUDGET PROPOSALS – REVISED BUDGET 2016/2017 AND ORIGINAL BUDGET 2017/2018 (Report A.3)

There was submitted a report, which set out, and sought the Cabinet's approval to:

- (i) a Revised Housing Revenue Account (HRA) Budget for 2016/2017 and Original HRA Budget for 2017/2018, including the movement in HRA balances;
- (ii) the level of fees and charges for 2017/2018; and
- (iii) The five-year HRA Capital Programme

In addition to the above, Cabinet was requested to note the 1% reduction in rents along with an update on the various housing related issues and challenges faced by the Council following recent announcements by the Government and other public sector partners.

Accordingly, it was moved by Councillor G V Guglielmi, seconded by Councillor Honeywood and:

RESOLVED that:

- 1. the 2017/2018 Scale of Charges, as detailed at Appendix B to the report, be approved;
- 2. the 1% reduction in actual rents and formula rents in 2017/2018, in line with the Government's imposed restrictions on rent-setting policy, be noted;

3. subject to 1 and 2 above, the Housing Revenue Account revised estimates for 2016/2017 and original estimates for 2017/2018, as set out at Appendix A to the report, along with the HRA Capital Programme and the movement in HRA Balances and Reserves, as set out at Appendices C and D to the report respectively, be approved; and
4. in respect of 2016/2017, the corporate financial system be amended accordingly to reflect these changes, along with any amendments arising from revised financial reporting requirements.

Cabinet Members' Items – Report of the Portfolio Holder for Leisure, Well-being & Partnerships

137. INTOUNIVERSITY (Report A.4)

Councillor G V Guglielmi declared a non-pecuniary interest in the subject matter of this item insofar as his wife (Councillor V E Guglielmi) was a Trustee of TeenTalk.

Councillor I J Henderson declared a non-pecuniary interest in the subject matter of this item insofar as his wife (Councillor J Henderson) was an appointed Observer on behalf of Harwich Town Council of the activities of TeenTalk.

There was submitted a report by the Portfolio Holder for Leisure, Well-being and Partnerships (Report A.4), which informed Cabinet about a joint £1.2 million investment over five years by Anglia Ruskin University and IntoUniversity. A new IntoUniversity learning centre would open in Clacton-on-Sea in September 2017 and together with its associated programmes for both children and young people in primary and secondary schools, would support educational attainment and aspirations of young people within the District of Tendring.

Cabinet was aware that the Council's Corporate Plan 2016-2020 put Community Leadership at the heart of everything the Council undertook and within that context, education and the raising of educational attainment and aspirations within the Tendring District had been, and continued to be, a priority.

It was reported that the Council had signed a Memorandum of Understanding (MOU) with Anglia Ruskin University (and Essex County Council [ECC]) on 10th June 2014. As well as raising attainment levels and aspirations, the parties had agreed to work together in collaboration to share information, experience, materials and to develop effective working practices. This had included the University supporting the work of the Tendring Education Improvement Group, exploring opportunities for supporting teacher development and training in Tendring schools and developing employability with young people in Tendring.

Cabinet was informed that the MOU with Anglia Ruskin University had been reviewed in February 2016, through a joint meeting with the University, ECC and this Council. The Council's Leisure, Wellbeing and Partnerships Portfolio Holder and Head of People Performance and Projects had attended this meeting and had provided feedback about this Council's education initiatives and workstreams and how the Council was using its influencing role to support school attainment and raise aspirations across the District.

Members were advised that IntoUniversity and Anglia Ruskin University had recently formed a partnership to launch a new IntoUniversity centre in the District of Tendring to serve at least 900 children and young people, commencing in Autumn 2017. IntoUniversity and Anglia Ruskin University were jointly investing a total of £1.2 million into development of the new centre which would ensure that the project could

run for at least 5 years. IntoUniversity offered long term support to young people, and to date no centre that has been opened had subsequently been closed.

It was felt that that this joint initiative was an excellent example of community leadership and partnership working, with Anglia Ruskin University supporting the Tendring District directly to enhance educational standards and aspirations. With investment over five years, the partnership aimed to have a significant positive impact on the futures of children and young people across the District.

Having considered the information submitted, it was moved by Councillor McWilliams, seconded by Councillor G V Guglielmi and:

RESOLVED that the contents of the report be noted.

138. DETERMINATION OF A NOMINATION TO REGISTER AN ASSET OF COMMUNITY VALUE: ST MARY'S CHURCH HALL, NEW ROAD, MISTLEY, MANNINGTREE, CO11 1ER (Report A.5)

Councillor G V Guglielmi declared a non-pecuniary interest in this item insofar as he was the Ward Member for Mistley.

There was submitted a report by the Portfolio Holder for Leisure, Well-being and Partnerships (Report A.5) which sought Cabinet's decision on whether St Mary's Church Hall, Mistley met the criteria set out in the Localism Act 2011 and the Assets of Community Value (England) Regulations 2012, following its valid nomination as an Asset of Community Value by the Mistley Thorn Residents' Association. No other criteria were pertinent to the decision.

The Cabinet was informed that the Officers, taking the evidence provided into account, were of the opinion that the building nominated did meet the criteria set out in Section 88 of the Localism Act 2011 and, accordingly, were recommending that the building should be listed as an Asset of Community Value.

Having considered the report, the valid nomination and the advice of Officers, it was moved by Councillor McWilliams, seconded by Councillor G V Guglielmi and:

RESOLVED that Cabinet agrees that St Mary's Church Hall, New Road, Mistley, Manningtree, CO11 1ER meets the definition of an Asset of Community Value, as set out in Section 88 of the Localism Act 2011, and that the building be added to the Council's list of Assets of Community Value.

139. MANAGEMENT TEAM ITEMS

There were none on this occasion.

140. EXCLUSION OF PRESS AND PUBLIC

It was moved by Councillor Stock, seconded by Councillor Turner and:

RESOLVED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 16 on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraph(s) of Part 1 of Schedule 12A, as amended, of the Act.

141. EXEMPT MINUTE OF THE LAST MEETING HELD ON FRIDAY 16 DECEMBER 2016

The exempt minute of the last meeting of the Cabinet, held on Friday 16 December 2016, was approved as a correct record and signed by the Chairman.

DATE AND TIME OF NEXT SCHEDULED MEETING

The next scheduled meeting of the Cabinet was due to take place on Friday 17 February 2017 at 10.30 a.m. in the Essex Hall, Town Hall, Station Road, Clacton-on-Sea.

The meeting was declared closed at 11.46 a.m.

Chairman

Key Decision Required:	No	In the Forward Plan:	No
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CABINET

17 FEBRUARY 2017

REPORT OF LEADER OF THE COUNCIL

A.1 NORTH ESSEX GARDEN COMMUNITIES PEER REVIEW

(Report prepared by Martyn Knappett)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide Cabinet with information on the outcome of the Peer Review of the Garden Communities project led by Lord Kerslake, and to note the partnership's public response and the next steps in responding to the recommendations of the Review.

EXECUTIVE SUMMARY

In October 2016 the Leaders and Chief Executives of Tendring District, Colchester Borough, Braintree District and Essex County Councils asked Lord Kerslake to lead a Peer Review to look at the local authorities approach to delivering Garden Communities in North Essex.

The Brief was agreed by the North Essex Garden Communities Shadow Delivery Board at its meeting on 3rd November 2016 and included the following:-

- Are we ambitious enough (place shaping)
- How do we maintain quality and pace of build development
- Are we maximising our position with Government in terms of support and funding
- Are we positioned to exploit any commercial income streams which could come from the development
- What's the best vehicle for managing the opportunity
- Do we have the capacity and capability to oversee the developments effectively

The members of the review team were selected on the basis of their relevant experience and expertise. The Members included:

- **Lord Bob Kerslake**, Chairman of Peabody, Chairman of the IPPR London Housing Commission and Chairman of King's College Hospital NHS Foundation Trust
- **Lord Jamie Borwick**: Chairman of Countryside Properties (Bicester) Ltd, developer of the Kinsmere scheme of 2,600 houses in Bicester and an investor in property in the UK.
- **Trudi Elliott CBE**, Chief Executive of the Royal Town Planning Institute
- **Eugene Dreyer**: founder of ystudio ltd, masterplan and design consultancy.
- **Malcolm Sharp MBE**, Planning and Local Government consultant advising on all aspects of delivering planning services
- **Graham Hughes**, Executive Director of Economy, Transport and Environment at Cambridgeshire County Council

The Review Team reviewed a range of background documents provided by the Garden

Communities project team and visited the proposed locations. They met with the lead Directors of the four Councils who explained the background and the reasoning behind the approach the Councils are taking towards the proposals. The Directors also submitted a self-assessment against the six questions. The Review Team subsequently spoke with the Councils' planning teams, key advisors, landowners, developers and officials at the Department for Communities and Local Government (DCLG) to clarify and explore specific areas of interest in more depth. The review was able to take account of evidence submitted by local groups, including CAUSE, although in the time available it was not possible for the Review Team to engage directly with local communities.

The Review Team presented its findings to the Leaders and Chief Executives of the four Councils in early December 2016. In late January 2017 the report of the Peer Review was published. The partnership of the four Councils has also produced a response to the Peer Review report and recommendations and both documents have been published on the Council's website.

An Action Plan is also being developed by the Garden Communities Project Team.

RECOMMENDATION(S)

It is recommended that Cabinet notes:-

- a) the outcomes of the North Essex Garden Communities Peer Review Report;
- b) the key points of the North Essex Garden Communities' partnership public response; and
- c) that both documents have been published in full on the Council's website and can be accessed via the following links:

[North Essex Garden Communities Peer Review](#)
[Councils Response to Peer Review](#)

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The proposed Garden Community project is consistent with the overall approach behind the Corporate Plan. It is community leadership on a very significant scale which involves the Council (with its partners) intervening in the development of entire new communities in a way which will secure infrastructure early in the development, high quality and environmentally friendly development and the prospect of a financial return to the Council and the community in the long term.

FINANCE, OTHER RESOURCES AND RISK

The Peer Review was undertaken at no cost to the local authorities. There are no direct financial implications related to this report.

The NEGC Programme Team maintains a Risk Register. The recommendations of the Peer Review, along with those set out in the public response and the proposed Acton Plan will be added to the register. Risk management will continue to be considered by the

partnership as the programme is developed.

LEGAL

Areas of search for three new garden communities were contained within the Local Plan Preferred Options consultations of all three local planning authorities in 2016. Specific sites and boundaries have not yet been determined but will be refined through the Local Plan decision-making process.

OTHER IMPLICATIONS

There are no specific implications from this report in relation to safeguarding, equalities, or diversity.

A press release regarding the high level outcomes of the Peer Review was issued before Christmas.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

1. Background

1.1. A Peer Review process was supported by the North Essex Garden Communities (NEGC) Shadow Delivery Board in November 2016. This review was led by Lord Kerslake. Lord Kerslake is the Chair of Peabody, Chair of the IPPR London Housing Commission and Chairman of King's College Hospital NHS Foundation Trust. He was formerly Chief Executive of Sheffield City Council and Head of the Civil Service.

1.2. In addition to Lord Kerslake, the review team comprised the following members:-

- Lord Jamie Borwick, Chairman of Countryside Properties (Bicester) Ltd, developer of the Kinsmere scheme of 2,600 houses in Bicester and an investor in property in the UK;
- Trudi Elliott CBE, Chief Executive of the Royal Town Planning Institute;
- Eugene Dreyer: founder of ystudio ltd, masterplan and design consultancy;
- Malcolm Sharp MBE, Planning and Local Government consultant advising on all aspects of delivering planning services; and
- Graham Hughes, Executive Director of Economy, Transport and Environment at Cambridgeshire County Council.

2. The Brief

2.1. The Review Brief agreed by the Shadow Delivery Board at its meeting on 3rd November included the following:-

- Are we ambitious enough (place shaping);
- How do we maintain quality and pace of build development;
- Are we maximising our position with Government in terms of support and funding;

- Are we positioned to exploit any commercial income streams which could come from the development;
 - What's the best vehicle for managing the opportunity; and
 - Do we have the capacity and capability to oversee the developments effectively?
- 2.2. A Self-Assessment was undertaken by the lead Directors from the partnership in advance of the review commencing.

3. Review Process

- 3.1. Members of the Review Team met with the lead Directors from the partnership on 9th November 2016. This meeting involved a tour of the three Garden Community proposed locations and a presentation. Lord Kerlake then met with the four authorities' Leaders and Chief Executives on 10th November 2016.
- 3.2. Following these initial meetings, follow up sessions were held between members of the Review Team and various members of the project team to discuss specific issues including Local Plan process and infrastructure.

4. Review Report

- 4.1. A copy of the final report prepared by Lord Kerlake has been published on the Council's website.
- 4.2. In summary, the report commended the partnership on the following:-
- The Councils' ambition for this project is impressive;
 - This is an excellent example of co-operation between Councils;
 - Considerable progress has been made; and
 - The initiative could be of strategic national importance.
- 4.3. In terms of the key challenges, the report recommends the following items for action:-
- There are significant differences between the three sites which have implications for the pace of delivery. So the councils should look at the phasing of the development and be prepared to differentiate their strategy for each site.
 - The timetable for the Local Plan is ambitious given the scale and complexity of the garden communities. The Councils should take action to ensure local plans can have the best chance of being found 'sound' in an appropriate timescale.
 - The project team needs to build capacity and increase its development expertise in order to deliver the Councils' ambitions.
 - The Councils are committing to a significant level of exposure and should explore ways to spread their risk that do not sacrifice their ambitions for these communities.
 - The Councils should maintain some flexibility on the delivery model for each site.
 - The three sites for these communities are dependent on some major infrastructure commitments. It is important to be very clear about these dependencies.
 - The Councils will need to raise the profile of North Essex Garden Communities with government - and be clear what they need from government - to deliver development on this scale. Councils acknowledge the project has not been sufficiently on the radar of senior government officials

and ministers.

- The Councils need to be able to articulate a strong strategic narrative for these developments.

4.4. The report concludes with the following recommendations:-

- Develop a clear, differentiated strategy for each site.
- Resource up accordingly. You need a full time Director and a dedicated project team.
- Explore development partners and finance partners.
- Build a much stronger, high level conversation with government.
- Revisit the delivery timetable.
- Revisit the Local Plans timetables with the aid of the 'PAS toolkit' to ensure the Plans are likely to be found 'sound' and discuss implications with The Planning Inspectorate and Highways Agency.
- Clarify the position on local plan timetabling with DCLG.

5. Partnership Response

5.1. The Review Report has been placed on each of the partner Council's websites. To accompany the review, the partnership has prepared a response, which, in summary, sets out the following in relation to the recommendations:-

- **Develop a clear, differentiated strategy for each site** - Work is already underway on individual 'concept framework' for each of the potential new communities, and we will continue to engage with local bodies and various groups and residents to bring out the individual characteristics of each proposed location. This initial stage is expected to be complete by the end of March and will be followed by further consultation on the ideas. We recognise there is a need to strengthen the narrative across North Essex within which this Garden Communities programme would fit. We welcome the initial exploration by the review team of an example of how such a strategic narrative could be framed. We will be looking to advance this work over the early part of this year.
- **Resource up accordingly. You need a full time director and a dedicated project team** - We have secured substantial funding from Government for this project and have each added additional sums. While recognising the substantial cost of developing this programme it is paramount that we apply the right resources at each stage to deliver quality schemes. It is recognised that at this next stage a dedicated director and more resource within the programme team is likely to be required and this is being taken forward.
- **Explore development and finance partners** - There have been initial conversations with a range of partners and it is envisaged that the Local Delivery Vehicles, who will be responsible for developing the plans for the individual communities, will want to continue these with a view to identifying the right partners which share the long term buy-in and are committed to achieving our shared vision. While the current delivery strategy involves a Local Delivery Vehicle structure for each community, there is flexibility within this approach to allow different delivery strategies should they be considered appropriate. In addition, and in part due to the unique nature of each of the negotiations with the respective landowners, the programme team representing each of the council partners are open to other delivery strategies and opportunities across the three communities.
- **Build a much stronger, high level conversation with government** – We welcome

the acknowledgement that the project is potentially of national significance and recognise that success depends upon the delivery of Page 11 of 37 timely infrastructure. This is something we have committed to, and the recognition that we should be doing more to engage Government at the highest levels in order to get government resources to help deliver on a significant part of their national housing strategy is supported.

- **Revisit the delivery timetable** - It is recognised that individual schemes will deliver at a different pace over time, although one advantage of this work is it should allow 'smoothing' of delivery rates across North Essex over coming years. The North Essex Garden Communities (NEGC) body has been set up specifically to monitor delivery and ensure that action is taken by the Delivery Vehicles to achieve their timetables.
- **Revisit the Local Plans timetables to ensure the Plans are likely to be found 'sound' and discuss implications with The Planning Inspectorate** - We have quickly moved to review Local Plan timetables as suggested by the review, and rescheduled the timetables to allow more time to collect the appropriate evidence and to carry out the necessary analysis. We are committed to ensuring the best position is presented at Inquiry to enable the Planning Inspector to find our Local Plans sound. We have formally now scheduled respective Local Plans so that consultation on the Submission Draft Local Plans will be in June 2017.
- **Clarify the position on local plan timetabling with DCLG** - Conversations have been held with DCLG and the Planning Inspectorate and these will continue over coming months. Focused discussions with the DCLG Local Plans team will continue to ensure that both the Planning Inspector and DCLG are aware and supportive of the proposed Local Plan timings.

6. Action Plan

- 6.1. In addition to the public response, a more detailed Action Plan is being prepared by the partnership.

7. Next Steps

- 7.1. Following further consideration of the final Peer Review report and the Action Plan, the partnership will prepare an Annual Plan setting out key deliverables and milestone dates.

APPENDICES

Background Papers:

- The Department for Communities and Local Government (DCLG) prospectus entitled "Locally-led Garden Cities".

Key Decision Required:	No	In the Forward Plan:	No
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CABINET

17 FEBRUARY 2017

A.2 PERFORMANCE REPORT – QUARTER THREE REPORT OCTOBER – DECEMBER 2016

(Report prepared by Anastasia Simpson & Katie Wilkins)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present the Performance Report for the period October – December 2016 (Quarter Three).

EXECUTIVE SUMMARY

The Performance Report 2016/17 sets out the detailed actions and targets for the delivery of the Council's priorities for the coming year.

Current Performance

Three of the indicators and projects highlighted in the report are deemed 'non measurable' as Tendring's role is that of influence only. Of the 14 indicators and projects where performance is measured, 10 (71%) are on, or above, their expected target and 4 (29%) are not currently in line with the expected performance. Explanations of the performance and the supporting data are included in each topic.

This report was presented to members of Corporate Management Committee on the 13th February 2016. Any feedback from Corporate Management Committee will be presented to a future meeting of the Cabinet as a separate reference report.

RECOMMENDATION

That Cabinet considers the Performance Report for the period October – December 2016 (Quarter Three).

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The report shows the high-level projects that are being undertaken to deliver key objectives for the Council. Each project shows details of the objective, how it is being delivered and an update on progress. Furthermore, milestones detail the timeframe that is being worked to, along with the added benefit of any slippage being highlighted.

The performance indicators show key areas of performance in detail, how each is progressing, along with charts and tables to present the ongoing position.

FINANCE, OTHER RESOURCES AND RISK**Resources**

The priorities highlighted within the Performance for the period October – December 2016 (Quarter Three) can be delivered within the Council's existing budgets.

Risk

These priorities are all within the current TDC risk framework.

LEGAL

The actions proposed in this report are within the Council's legal powers.

OTHER IMPLICATIONS

None.

APPENDICES

Appendix A: Performance Report for the period October – December 2016 (Quarter Three).

Tendring
District Council



**PERFORMANCE
REPORT
Q3 DECEMBER
2016**

Page 17



**INVESTORS
IN PEOPLE**

Gold

APPENDIX A



Introduction

The following pages include the Council's Corporate Plan 2016 - 2020 and Our Priorities and Projects for 2016. There is a clear linkage between our aspirations, detailed in the Corporate Plan, and Our Priorities and Projects. This performance report details our performance against these key projects and targets, as well as headline performance in dealing with complaints and our staff's absence rate. Each project has an exceptions area where departments can highlight areas of performance outside of normal boundaries, which are monitored within their own departmental arrangements.

Projects and Performance Indicators (PI) targets sit under the following headings:-

PROJECTS

	Council and Community		Health and Housing		Employment and Enjoyment
■ ✓	Project—Transforming the way we work Page 4 and 5	■ ✓	Project—Jaywick Community Development Page 8	■ ✓	Project—Local Plan Page 11
■ !	Project—Financial Self Sufficiency Page 6	■ ✓	Project—Cliff Stabilisation (Protecting our Coastline) Page 9	■ ✓	Project—Economic Development Delivery Page 12
Page 18	Project—Improved Broadband (Influencing) Page 7		Project - Health and Wellbeing (Influencing) Page 10	■ ✓	Project—Maximising Tourism and Leisure Opportunities Page 13 and 14
				■ ✓	Project—Enhancing Leisure Facilities Page 15
				■ ✓	Project—Garden Community Page 16

TARGETS

■ ↑	PI—Fly Tipping Page 17		Miscellaneous Indicators
■ !	PI—Missed Bins Page 18	-	PI - Sickness and Authorised Covert Surveillance Page 20
■ !	PI—Recycling Rate Page 18	■ ✓	PI—Complaints Page 21
■ !	PI—Handling of Planning Applications Page 19		
	PI—5 Year Housing Land Supply Approvals (Influencing) Page 19		

Current Position - Within the Index and on each page, for each project and target, a colour icon is placed as a quick visual identifier regarding the current position.

- ! for performance below or behind target,
- ✓ for performance on target; and
- ↑ for performance ahead of target.

Corporate Plan 2016-2020

Our Council Our Community

What we will achieve:

- Deliver high quality affordable services
- Balance our budget
- Good governance
- Transform the way we work
- Make the most of our assets
- Engagement with the community
- Support the vulnerable
- Support rural communities
- Effective partnership working

Health and Housing

What we will achieve:

- Promote healthier lifestyles and wellbeing
- Support improved community health
- Deliver a quality living environment
- Local regeneration
- Council house building

Community Leadership

Employment and Enjoyment

What we will achieve:

- Support business growth
- Enable better job prospects
- Facilitate improved qualification and skills attainment
- First rate leisure facilities
- Attractive events programme

Our Vision

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

Our Values

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

Our Challenges

- Poor health
- Pockets of high unemployment
- Low economic activity
- Reducing budgets while delivering key services
- Poor infrastructure

Our Opportunities

- Clear vision for economic growth and prosperity
- Our coast
- Tourism, culture and sport
- Sea, road and rail connectivity

Our Priorities and Projects 2016

Chief Executive

- Financial strategy - £3.5m savings by 2019
- Electoral review
- Community Safety Hub
- Improved broadband
- Economic development delivery
 - Harwich incubation units
 - Business support fund
- Coastal regeneration
- Working with other Councils

Head of Planning

- Local Plan completion
- Strategic Planning
- Planning enforcement
- Garden Community - masterplanning

Community Leadership

- Delivery of high quality, affordable services
- Working positively with others

Corporate Director (Corporate Services)

- Transforming the way we work
 - Balanced budget
 - IT improvement programme
 - Workforce planning
 - Efficient use of office accommodation
 - Service reviews
- Elections and referendum
- Garden Community – legal and finance

Corporate

Director (Life Opportunities)

- Jaywick new build and community development
- Cliff stabilisation
- Seafront projects
- Waste contract renewal
- Maximising tourist opportunities through events
- Enhanced leisure facilities
- Improving customer access to services

Transforming the way we work (Council and Community)

“Develop firm costed proposals and project plan/timetable, for Members to agree, and deliver on time and budget”

Martyn Knappett – Corporate Director

Enforcement & Community Safety Portfolio Holder



Milestone	Target Date	Progress
Customer interface and document handling and postal process changes – M Westall		
Produce a delivery strategy to modernise the customer interface	August 16	Completed.
Recruit temporary staff to address back scanning of archives	December 16	Cannot be addressed until IDOX is fully up and running.
Deploy centralised post processes	To be determined	Initial stages completed. Contingent on document management as above.
Office Rationalisation – A White		
Initiate process to review options and identify preferred option(s) to evaluate and cost.	Summer 16	Cabinet selected a preferred option to develop into a full business case on 16 December 16.
Portfolio Holder working party to identify preferred options/savings proposals and recommend to Cabinet.	Oct/Nov 16	Working party meetings were held on 1, 16 and 30 September 16. A preferred option was selected for Cabinet consideration as above.
Dispose of Clay Hall	Autumn 16	Sale completed on 28 July 16.
Develop detailed delivery plan and seek additional approvals as required.	Spring 17	Cabinet determined the preferred option as above. Detailed planning and budgeting (including commissioning of specialists to assist) to generate a full business case by target date.

Transforming the way we work (Council and Community)

“Develop firm costed proposals and project plan/timetable, for Members to agree, and deliver on time and budget.”

Martyn Knappett – Corporate Director

Enforcement & Community Safety Portfolio Holder



Milestone	Target Date	Progress
Programme of works for delivery of £1.5m IT investment – J Higgins		
Page 22 Wi-Fi Networks, server upgrades and virtualisation to be completed.	On-going. Virtualisation - July 17 WiFi - March 17	Our virtualisation programme is approx. 80% complete e.g. we have 130 virtual servers and only 34 physical servers (pre-virtualisation we had 140 physical servers). We are balancing completion of the virtualisation programme with the need to divert resources and prioritise this years 2017-18 Public Services Network (PSN) re-certification process. We are currently formalising a security remediation plan acceptable to central government. Following acceptance (and re-certification) we can then re-prioritise completion of this project work together with completion of the virtualisation programme. Estimated completion July 17. WiFi Network improvements (additional physical installation works) have re-commenced following the end of Town Hall Christmas Panto season - estimated phase 2 WiFi improvements completion March 17. Related Microsoft Direct Access software trials and testing of new security arrangements for seamlessly accessing our Wi-Fi network remain ongoing and officers are pleased to report extremely positive results and comments from participants.
Mobile hardware issued.	Ongoing	The strategic investment programme laptop roll-out is complete. Please see previous comments reference testing new software Microsoft Direct Access trial during November 16 - January 17. We are also currently testing a Members' standard tablet build and will follow this work up with recommendations to Cabinet reference Member IT support (estimated March 17)
IDOX Document management implemented	Full deployment previously scheduled for 30 November 16. New estimated date 31 May17.	Following the delayed training, Tendring IT resources are using new 'in house' category change expertise working with Planning Enforcement as a pilot service. Resource is also focussed on opening the new centralised scanning post centre during February. The team are also revising their current corporate roll-out plan for service by service roll-out with a target completion date of July 17.
Citrix software rolled out to all mobile users	Citrix laptops deployed to 280 staff 31 March 16 (original request was for 252)	Completed.
MS Lync rolled out to all users	Managed service by service take-up completion date revised to 30 June 17	The Cisco telephony system and telephone number translations for the new MS Skype system have been completed. During December new 'Session Border Controller (SBC) software was purchased/ installed to provide the parallel working. Skype continues to be tested by the IT team with the first service users training and go live scheduled for w/c 16 January 17 subject to final SBC programming works.

Financial Self Sufficiency (Council and Community)

“Investigate opportunities to generate a self-sufficiency approach to the funding of the Council’s overall budget.”

All Corporate Directors

Finance and Revenues and Benefits Portfolio Holder



Delivery Mechanism: Portfolio Holders/Services have identified some potential savings as detailed below.

Current activities that have been identified / being explored to deliver the necessary savings			
Current Savings Activity	Estimated / Potential Saving	Savings Identified	Comments
Office Transformation	£120,000	£20,000	
Changes to CAROS	£40,000	£10,000	
Open Space / Playgrounds Efficiencies	£72,000	£42,000	
Reduction in the number of Public Conveniences	£100,000	£60,000	
Decommission / Transfer Brightlingsea Pool	£60,000	£60,000	
Income from Commercial Property	£26,000	£26,000	
New Scanning / Postal Processes	£20,000	£20,000	
Reduction in the Coast Protection Maintenance Budget	£30,000	£30,000	
Reduction in the Number of Members	£60,000	£0	
Totals	£528,000	£268,000	

Update: The Financial Baseline for 2017/18 was reported to Cabinet on 5 August 16. A number of budget reductions have been identified, via Portfolio Holder led working parties with the outcomes included in the 2017/18 budget, reported to Cabinet on 16 December 16.

Savings Target over period 2017/18 to 2019/20	£4.8m
Savings target 2017/18 at Start of Year	£1.9m
Changes included in Financial Strategy (Cabinet 5.8.16)	(£0.3m)
Changes included in Financial Strategy (Cabinet 16.12.16)	£1.0m
Current Savings target 2017/18	£0.6m

Milestone	Actual to Date	Progress
Increase in Business Rates Rateable Values	(£165,778)	Reduction compared to position at end of March 16
Increase in Council Tax Base	£3,667,401	Increase compared to position at end of March 16



Improved Broadband (Influencing Role)

(Council and Community)

“To ensure as many properties as possible across Tendring have access to improved broadband services”

Ian Davidson – **Chief Executive**

Finance and Revenues and Benefits Portfolio Holder

Delivery Mechanism: To work with Superfast Essex and commercial partners to secure additional improvements and upgrades to broadband infrastructure across the District, and to influence developers through the planning process to ensure that new developments are connected to superfast services.

Update: Work with the Superfast Essex Team to establish the cost of securing 100% superfast connectivity is still taking place.

Milestone	Target Date	Progress
Attend Superfast Essex Board Meetings	Quarterly	A meeting took place on the 14 December 16. The next meeting scheduled will take place on 16 March 17.
Prepare report on additional costs required to reach up to 100% coverage for Cabinet	September 16	A requirement to wait on updated information on the programme from Superfast Essex means that the report to Cabinet has been delayed. A senior representative of the Superfast Essex Team provided an update briefing at a meeting held on 3 October 16. Financial information expected in February 17. Target date to be revised when this information is available.
Ensure planning condition on broadband connections is attached to planning applications for new housing or commercial developments	Ongoing	Development Control Policy prepared and operational.
Influence investment plans Superfast Essex programme to ensure optimum coverage in Tendring	Ongoing	A public consultation launched by Superfast Essex ran until the 12 October 16, this was to ensure that the remaining white Next Generation Access (NGA) areas were correctly defined.



Jaywick Sands Community Development (Health and Housing)



“To increase the stock of new affordable/Council homes.”

Paul Price – Corporate Director

Housing Portfolio Holder

Delivery Mechanism: Bring forward at least one development at Jaywick – work with Essex County Council (ECC) and other potential partners to develop options for residential and other development. Develop options for housing company and lead on set up of company. Work with planning to develop urban design layout utilising Dutch experience for Jaywick.

Update: This month’s progress comments are noted next to each individual milestone in the table below.

Milestone	Target Date	Progress
Development vehicle/mechanism agreed —may be linked to garden settlement delivery vehicle	Funding workshop to be held with Housing Finance Institute (HFI) by August 16 to identify funding mechanisms - delivery vehicle to be determined following funding agreement.	Funding workshop held June 16 with 2 possible funding partners, follow up meetings have been held and way forward was presented to CCT at a meeting in September 16.
Acquire further key development sites, both greenfield and brownfield to ensure viable development proposals can be delivered	Deliverability dependant upon vendors but target to complete by August 16	An agreement was reached to purchase a further key site and meeting held with ECC to explore purchase of a further site.
Put in place development pipeline based on outputs from funding workshop and collaborative work with ECC and residents	Have development pipeline with key deliverables / timelines in place by Autumn16	Agreement at September CCT meeting to run parallel with development and renewal work streams. Financial modelling now being undertaken with HFI and Centros financial advisors.
Commence development of one of the three identified preferred development sites	Outline plans in place by December 16 for one of the sites	Awaiting response from Government mechanism to resolve potential state aid issue on Starter homes site to enable project to commence. Plans have been drawn up for 10 starter homes with a view to be on site in Summer 17.



Cliff Stabilisation (Protecting our Coastline)

(Health and Housing)



“To protect 5km of coastline and 3,019 properties and businesses from coastal erosion for the next 100 years”

Paul Price – *Corporate Director*

Commercialisation Portfolio Holder

Delivery Mechanism: Appoint consultant, via Environment Agencies government led framework, to undertake detailed geomorphological assessment of the cliff frontage and prepare detailed design of measures to improve performance and stability of those areas of the coastal slope identified as in the greatest need.

Update: Tendring District Council (TDC) continue to work with Mott MacDonald to develop a solution to coastal cliff instabilities.

Milestone	Target Date	Progress
Seek expression of interest	June 16	3 expressions of interest received.
Tender documents	August 16	Tenders sent out 24th August 16.
Appoint Consultant	October 16	Contract awarded to Mott MacDonald in November 16.
One-day exhibition on a new £5 million scheme to stabilise cliffs along the Clacton to Holland coastline	January 17	
Completion of Ground Investigation	April 17	
First Design Workshop	May 17	
Completion of Outline Design	July 17	



Health & Wellbeing (Influencing Role)

(Health and Housing)

“To seek to influence and assist partners in the delivery of improved health and wellbeing outcomes for residents and visitors to the area”

Paul Price– *Corporate Director*

Leisure, Health and Wellbeing Portfolio Holder

Delivery Mechanism: By holding meetings to work with partners to identify shared opportunities to help drive improvements.

Update: This month’s progress comments are noted next to each individual milestone in the table below.

Milestone	Target Date	Progress
To hold meetings of the Local Health and Wellbeing Board on a four monthly basis.	The next meeting is scheduled to be held on 9 February 17	The last meeting was held on the 20 October 16 with presentations from Gt Bentley Primary School and Dig4 Jaywick.
<p>The Public Health Improvement Coordinator (appointed in April 16) will develop projects via working with health partners to improve the health and wellbeing of those in the area.</p>	Project Plan developed and reported to Cabinet 9 September 16.	<p>The parkrun has now started with in excess of 150 participants at the first event and in excess of 100 participants at both of the next two events which helps to encourage physical activity. A detailed summary of the parkrun with statistics will be presented at the next Committee Leadership and Partnership (CLAP) meeting on 20 February 17, but the updated figure for average attendance each week is currently 100 participants.</p> <p>Making Every Contact Count (MECC) training took on 29 September 16. Unfortunately, due to facilitator absence the 27 October 16 session was cancelled. The facilitator has now returned is in the process of organising another training date. The officer is working with Provide (the current service provider) in order to evaluate the training and ensure the training meets the needs of local authority staff.</p> <p>In November the breast feeding lead at Anglia Community Enterprise delivered a training session to the Food team to help promote breast feeding friendly premises as the officers undertake their routine work by providing basic advice and promotion. The Food team have begun to roll out the breastfeeding initiative in Tendring.</p> <p>The Public Health Improvement Co-ordinator will also give an update on MECC and the Breastfeeding Initiative at the 20 February 17 CLAP meeting.</p>

Local Plan (Employment and Enjoyment)

“Ensure a robust Local Plan is adopted within the timeframe stipulated”

Catherine Bicknell – Head of Planning Planning & Regeneration Portfolio Holder



Delivery Mechanism: Elements of the evidence base will be updated to inform the Plan. The timetable will coincide with that of Colchester Borough Council and Braintree District Council, as far as possible, to support the Councils' duty to co-operate.

Update: The consultation responses were reported to the Local Plan Committee on 3 November 16.

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Milestone	Target Date	Progress
Issues and options consultation	Complete	Legal Requirement.
Agree preferred options for consultation	June 16	Agreed.
Preferred options consultation	July/September 16	Consultation period now closed.
Report consultation outcomes to Local Plan Committee	November 16	Completed at Local Plan Committee 3 November 16
Submit deposit draft Plan to Secretary of State	January 17	



Economic Development Delivery

(Employment and Enjoyment)



“To deliver against the objectives of the Council’s Economic Development Strategy. The Council’s approach focuses on the development and delivery of projects already in the pipeline and on those linked to the opportunities afforded by: Offshore Renewables in Harwich; the A120 Growth Corridor; and links with the University of Essex and it’s Knowledge Gateway.”

Ian Davidson – **Chief Executive**

Planning & Regeneration Portfolio Holder

Delivery Mechanism: Projects and other interventions will be developed and delivered in-house and in partnership with the Council’s key public and private sector partners.

Update: The Council facilitated a business breakfast at Harwich International Port on 1 November 16. The event, which was well attended, focussed on generic improvements in manufacturing processes and the commercial opportunities afforded by offshore wind and the decommissioning of oil and gas platforms in the Southern North Sea. The event was scheduled to take place as part of National Offshore Wind Week (31 October to the 3 November 16) during which RWE/Innogy also announced its decision to locate its Operations and Maintenance Base for the Galloper Wind Farm at Harwich International Port.

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Milestone	Target Date	Progress
Secure land and buildings to facilitate the delivery of an Innovation Centre in Harwich	16 December 16	Whitworth's (appointed contractor) draft report received and follow-up meetings with Whitworth and associated contractors have taken place – awaiting revised final draft report, which is expected in mid-January 17. Heads of Terms (parameters for lease negotiations) detailing the Council's occupation of Mermaid House exchanged with Trinity House, and negotiations are on-going. External advice has been sought on any State Aid implications. The Cabinet report seeking authorisation to proceed will be delayed until such time that the above referenced outstanding details have been settled.
Secure £500,000 external funding in support of the Council’s inward investment and growth agenda	31 March 17	To date £250k in Capital Funding has been secured via ECC in support of the Council’s Small and Medium sized Enterprise (SME) Growth Fund and a Funding Agreement has been approved and signed. A further £350k in Capital Funding has been earmarked by ECC at Outline Business Case in support of the proposed Harwich Innovation Centre. Full Business Case to be submitted to ECC in Jan/Feb 17.
Work with the University of Essex and Colchester Institute to identify the growth opportunities in Care & Assisted Living	31 March 17	Ongoing. This work is embryonic and officers are working to establish whether or not there are any tangible growth opportunities associated with this sector.

Maximising Tourism and Leisure Opportunities

[Back to Top](#)

(Employment and Enjoyment)



“To deliver our key events to a high standard, working with partners to showcase the District and encourage tourism and inward investment. These high-profile events should contribute towards the Council’s aspiration to stage a year round programme.”

Paul Price– **Corporate Director**

Tourism and Culture Portfolio Holder

Delivery Mechanism: The Clacton Air Show will be delivered by the Council’s Tourism and Events Team, with support from our partners in the emergency services and private and voluntary sectors. Tendring are the primary organiser of the Tour de Tendring. Beat the Street is a partnership with Essex County Council (ECC) and Mayflower 400 will involve working with private and voluntary sector partners, together with the other key destinations involved in the Mayflower story.

Update: Significant progress has been made in the delivery of key District events, as outlined in the section below:

Milestone	Target Date	Progress
Tour de Tendring and Clacton Beach Festival	May 16 and June 16	Now complete for 2016, preparation has began for 2017 events.
Beat the Street	July 16	The Beat the Street programme attracted 10,065 participants from across the district, travelling some 35,863 miles. 20 schools signed up for the event which ran for 8 weeks prior to the school summer holiday. A full evaluation of the scheme and the information will be published as soon as it has been received from Active Essex.
Clacton Air Show	August 16	The 25th Clacton Airshow attracted record numbers, estimates to be in the region of 250,000 over the two days. A very positive debrief has been held with all the key partners and a presentation was made to Service Development and Delivery Committee in November 16. A strategy on programme sales will be a key focus for 2017.
Princes Theatre	December 16: Delivery of Annual Pantomime March 16: Deliver two events/ exhibitions	The annual pantomime was the most successful in the Theatres history, with almost 12,500 people attending. This is marginally higher than the previous record set in 2014. 2017/2018 the number of weddings booked is now 11, total revenue income at present is £21,887.30. As previously reported, two successful wedding fayres have been held in the Princes theatre.

Maximising Tourism and Leisure Opportunities Continued... [Back to Top](#)

<p>Mayflower 400: Series of events and projects to build up to the celebrations in 2020</p>	<p>Produce Harwich promotional film</p> <p>Harwich Tourism Group events</p> <p>Mayflower replica on Harwich roundabout</p> <p>June 16: Play an active role and influence the National Mayflower Compact group of Destinations</p> <p>August 16: Complete a Mayflower 400 Delivery Plan</p> <p>November 16: Deliver key event to launch</p> <p>Harwich: Mayflower 400</p>	<p>Filming for the Harwich promotional film has taken place and the editing is now progressing, in consultation with the Tourism Group, which includes; representatives from the Private, Public and Voluntary Sectors. The film will be complete by the end of January 17, for launch in later February 17. This will compliment the 'Historic Harwich' brand and website which is already complete.</p> <p>The Tourism Team have been working with ECC Highways to install a skeletal replica of the Mayflower on the first roundabout after Harwich International Port. This is currently being constructed, with ECC Highways leading on this element. It is envisaged that the project will be complete by Spring 17 and not December 16 as previously reported.</p> <p>The Council is representing Tendring at a national level to ensure Harwich's involvement in the Mayflower story is recognised. An 'Illuminate' event to highlight the forthcoming anniversary was held in November 16 and was considered a great success. The latest meeting took place in Leiden in early October and a reception for dignitaries and international commercial business was successfully held at the US Embassy on 14 September 16. The next meeting is taking place in January in Southampton. A Heritage Lottery Bid will be submitted for the national Mayflower Trail in February 17. A local delivery group has been put together and met for the second time in December. A discussion took place about aspirational projects/events for 2020 and it was agreed to allow more time from each partner to submit ideas - to be presented at the next meeting.</p> <p>An Action Plan has been completed in draft form, which is now being worked up to include deliverable actions in the build up to 2020. The formation of a localised Mayflower Sub Group met for the first time in September 16 and now group members are in the process of adding their own action points prior to completion - and have been added to the document. This will be discussed with the national group at the Southampton meeting.</p>
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Enhancing Leisure Facilities (Employment and Enjoyment)

On
Target

“To complete the refurbishment of Frinton and Walton Swimming Pool (Walton on the Naze Lifestyles) and deliver increased attendances and lower operating subsidy.”

Paul Price– **Corporate Director**

Leisure, Health and Wellbeing Portfolio Holder

Delivery Mechanism: The refurbishment of Walton on the Naze Lifestyles was project managed by the Council’s Building Services Team and delivered by an external contractor. The business plan targets are delivered by the facility management team and operational management.

Update: This month’s progress comments are noted next to each individual milestone in the table below.

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Milestone	Target Date	Progress
Complete refurbishment	May 16	The newly refurbished building was open to the public in May 16.
Official opening of the facility	June 16	The official opening and media launch of the newly refurbished facility took place successfully on 17th June 16. The event received positive local publicity.
Deliver Year 1 Business Plan targets		
Increase membership sales by 150%	March 17	Prior to the refurbishment, there was a total of 98 pre paid members at the facility. At the end of October, that has risen to 345, which is an increase of 252%.
Increase overall attendances by 6%	March 17	Attendances have also increased by 16% when compared with the previous year. There have been 77,810 visits to date, which is 10,745 more than in 2015/16 (1 April to 31 October inclusive). Note: This has not changed since the end of November, due to the current closure after a positive test for Legionella Bacteria in early December 16. The facility is currently scheduled to re-open in mid February 17 after all remedial works are complete.

Garden Community (Employment and Enjoyment)



“Innovative joint work with Colchester Borough Council (CBC), Braintree District Council (BDC) and Essex County Council (ECC) to develop a number of communities in North Essex based on Garden City principles.”

Martyn Knappett – Corporate Director

Leader

Catherine Bicknell – Head of Planning

Delivery Mechanism: Selection of locations to be part of the Local Plan process. Funding made available (£1.2million) by Central Government to support the work. Leader and Chief Executive sit on Shadow Delivery Board which oversees the project. Corporate Director and Head of Planning Services sit on senior officer Steering Group and Legal, Finance and Planning Officers participating in topic work streams. Close collaboration on Local Plan process re Garden Communities approach – a shared Chapter 1 of the Plan and specific requirements of any proposed Garden community proposals across North Essex. Looking to form Local Delivery Vehicles (LDVs) (potentially Companies) to progress each Garden Community Area allocated in the Local Plan. LDVs to take a key role in bringing forward development quickly and to a high quality.

Update: Commission to develop Concept Framework for the North Essex Garden Communities has been awarded and work commenced on the 6 October 16. This will map out site boundaries, access points and key land uses for garden communities with the engagement of residents and other stakeholders. Comprehensive report was submitted to Cabinet on the 25 November 16 and Full Council on the 29 November 16 to seek agreement to proceed with forming North Essex Garden Communities Ltd to oversee the overall North Essex project and a separate Local Delivery Vehicle to progress the project on the Tendring/Colchester Border and to seek support in principle to funding project subject to satisfactory business cases and the funding options available at the time. Decisions made to proceed. A Peer Review of the Project was carried out by Lord Kerslake and the outcomes will be published on 20 January 17. A key recommendation, which coincided with strong advice from the lawyers advising the project was that in order to ensure the Local Plan is robust and has a strong likelihood of being adopted, the date for submission of the Plan to the Planning Inspectorate should be moved back. All three Councils who are Planning Authorities have agreed to adjust their submission dates to June 17. As a result the time available to complete the land owner agreements has been extended as well.

Milestone	Target Date	Progress
Agreement of Preferred Options stage of Local Plans including a common Chapter 1 by Tendring District Council, Colchester Borough Council and Braintree District Council. Identify preferred areas across the three Council areas for Garden Community developments and a robust planning framework for Garden Communities.	June 16	Tendring District Local Plan Preferred Options for consultation agreed including a common Chapter 1 for strategic issues.
Draft legal agreement with land owners completed	October 16 (Amended to April 17)	Now anticipated April 17
Report to Cabinet / Full Council to recommend formation of North Essex Garden Communities, LDV's and in principle funding.	December 16	Reports agreed by Tendring District Council TDC / BDC / CBC / ECC Cabinets and by the Full Councils of TDC / BDC / CBC in November / December 16.

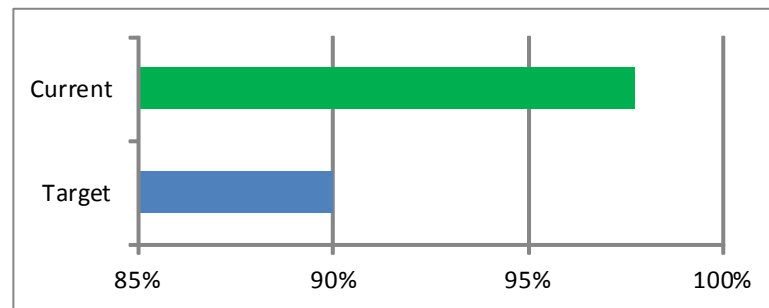
TARGETS

Fly Tipping (Health and Housing)

To ensure that 90% of all reported incidents of fly tipping are removed within 72 hours of notification.



Monthly Performance Data



Data does not include asbestos fly tipping which is outsourced to a specialist contractor (PHS) and is not subject to 72 hours clearance.

ECC have agreed to cover the additional costs incurred by WCAs in clearing fly-tips, which can be directly attributed to the recent operational changes at the sites' In providing this support there is an expectation that if increases are noted the WCA will work with ECC to make the necessary investigations and take action against the perpetrators.

Month	A	M	J	J	A	S	O	N	D	J	F	M
No. of incidents	123	104	97	106	112	150	106	122	90			
No. r'mvd <72hrs	119	98	92	98	104	137	103	116	88			
Performance (%)	96.7%	94.2%	94.8%	92.4%	92.8%	91.3%	97.1%	95.0%	97.8%			

Missed Bin Collection

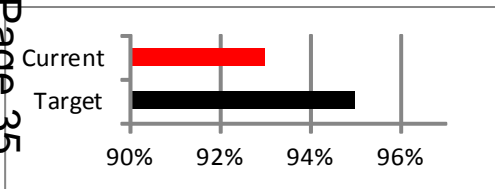
(Health and Housing)

To ensure that 95% of missed bins are collected within 24 hours of being notified.

With approximately 65,000 homes in Tendring, and each property having two bins collected per week, there is over half a million bins collected per month in Tendring.

Monthly Performance Data

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Month	A	M	J	J	A	S	O	N	D	J	F	M
Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Performance	97%	93%	96%	96%	96%	95%	96%	96%	93%			

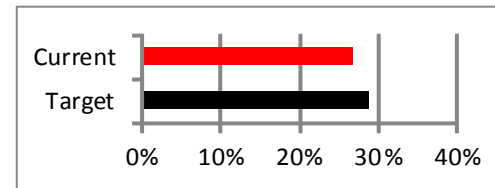
Recycling Rate

(Health and Housing)

Ensure that waste and recycling is disposed of in the most environmental and economically advantageous manner— 29% of household waste sent for reuse, recycling or composting.

Recycling data minimum of 1 month behind.

Monthly Performance Data

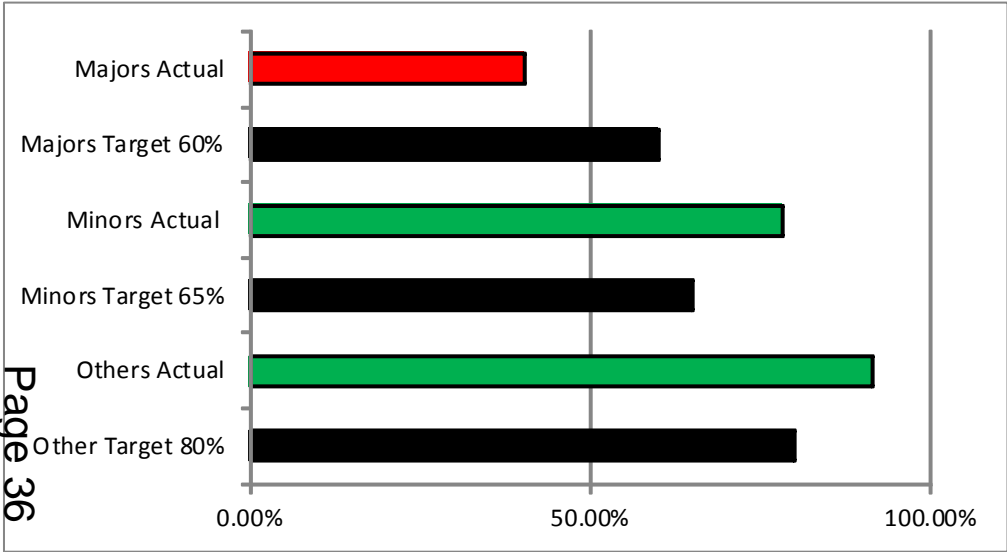


Month	M	A	M	J	J	A	S	O	N	D	J	F	M
Target (%)	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%
Performance	28.9%	28.9%	28.4%	28.4%	27.2%	27.2%	27.2%	26.2%	26.9%				

Handling of Planning Applications

(Health and Housing)

Cumulative performance 2016/17



CUMULATIVE % TOTALS : April 16–March 17

Major : 40.3%

Minor : 78.4%

Others : 91.5%



5 YEAR HOUSING SUPPLY (Influencing Role)

The housing supply is 3 YEARS AS AT 31.03.2016

A significant number of additional dwellings have been approved recently, either by the Council or through appeals that have been allowed. These permissions will assist in moving the housing supply position closer to the necessary 5-year supply required under paragraph 47 of the National Planning Policy Framework (NPPF). The Council is in the process of reviewing the housing supply position including a thorough assessment of the deliverability of individual sites in liaison with relevant site owners and developers as well as an update to the windfall figure. The Authorities Monitoring report will be reported to the Local Plan Committee on 19 January 17 and this reports that the housing land supply was 3.0 years at 31 March 16. Another report to the same committee estimates that the housing land supply will be around 4.4 years at 31 March 17 and this will be checked after 31 March and reported to the committee in May/June 17.

PLANNING APPEALS

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
No. Lodged	3	6	3	3	9	6	5	7	6			
No. Decided	5	4	1	5	4	5	2	10	3			
No. Allowed	3	3	1	4	0	4	0	5	2			
% Allowed	60%	75%	100%	80%	0%	80%	0%	50%	67%			
% Cumulative Total	60%	67%	70%	60%	50%	55%	52%	51%	59%			

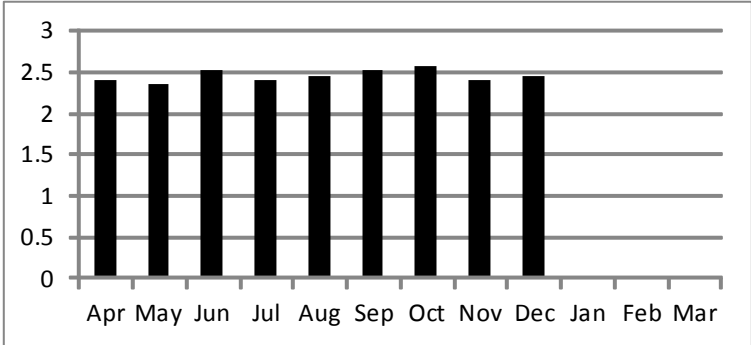
Exception: Increased number of applications received and level of complexity has resulted in a 'behind target' position for 'Major' applications.

Sickness (Council and Community)

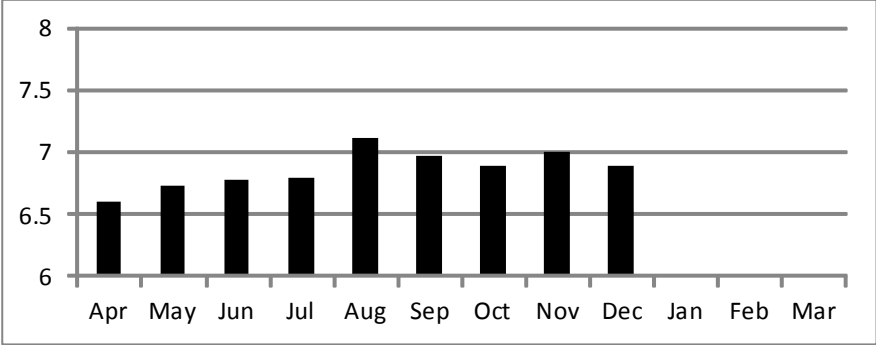
To measure the sickness absence rate of the Council. *Objective: To measure the rate of sickness absence at TDC.*

Mth	S/T	L/T
Apr	2.40	6.59
May	2.35	6.73
Jun	2.50	6.77
Jul	2.39	6.79
Aug	2.45	7.11
Sep	2.51	6.96
Oct	2.57	6.88
Nov	2.39	6.99
Dec	2.44	6.88
Jan		
Feb		
Mar		

Short-term Sickness Absence



Long-term Sickness Absence



Note: Data displayed as both Short-Term (under 28 days) & Long Term (28 days & over).

Notes: - Staff sickness absence is monitored by the HR Committee, who undertake a detailed analysis of all reported figures.

The 2016 CIPD (Chartered Institute of Personnel and Development) national report regarding absence management, reported national absence levels in Local Government at 10.5 days per employee.

Authorised Covert Surveillance (Council and Community)

Record of number of approved surveillances under the Regulation of Investigatory Powers Act 2000 (RIPA).

It is important to note that this does NOT apply to all enforcement activity and therefore, it is likely that nil or low returns will be recorded. Council's officers in the course of investigating frauds and certain regulatory criminal offences within the district may be required to undertake covert monitoring operations to gather evidence to present to a court. In doing so those officers must comply with the relevant legislation i.e., the Regulation of Investigatory Powers Act 2000 (RIPA) and the associated regulations and codes of practice. RIPA provides a strict authorisation mechanism for public authorities to undertake covert surveillance in compliance with the Human Rights Act 1998. Lawful interference with Article 8 (right to respect for private and family life) rights is only permissible, if it is necessary and proportionate to do so, therefore can only be undertaken in accordance with the Council's Policy and Procedures, approved by an Authorising Officer and the Magistrates' Court. The Council is required to report the number of authorisations granted on an annually basis to the Office of Surveillance Commissioners.

Type of Surveillance	Number of Approved Authorisations											
	Monthly											
	A	M	J	J	A	S	O	N	D	J	F	M
Directed Surveillance	0	0	0	0	0	0	0	0	0			
Covert Human Intelligence Source	0	0	0	0	0	0	0	0	0			

Complaints (Council and Community)

To measure the number of complaints received and handling of them within the prescribed time limits.

Objective: To measure the standard of performance in responding to complaints against the TDC standards.

Target: 100% within the specified timeframes for each stage of complaint.



Stage 1
Complaints
Performance
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	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
No.	10	8	1	7	7	11	15	3	9			
% Time	80%	100%	100%	100%	100%	100%	100%	100%	100%			

Stage 2
Complaints
Performance

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
No.	1	2	3	1	1	1	1	2	0			
% Time	100%	100%	100%	100%	100%	100%	100%	100%	100%			

Notes: There were no Ombudsman complaints for December 16.

Key Decision Required:	Yes	In the Forward Plan:	Yes
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**CABINET
17 FEBRUARY 2017**

REPORT OF FINANCE, REVENUES AND BENEFITS PORTFOLIO HOLDER

A.3 CORPORATE BUDGET MONITORING REPORT FOR THE THIRD QUARTER OF 2016/17 (Report prepared by Richard Barrett)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide an overview of the Council’s actual financial position against the budget as at the end of December 2016.

EXECUTIVE SUMMARY

- The Council’s financial position against the approved budget has been prepared for the period to the end of December 2016.
- The information set out in this report is now based on the 2016/17 revised budget presented to Council on 7 February 2017.
- The position to the end of December 2016, as set out in more detail in the Executive Summary attached, shows that overall the actual General Fund Revenue position is behind the profiled budget by **£2.949m**. After allowing for significant one-off budgets such as the Fit for Purpose Budget where commitments or decisions are still to be made, the position is revised to **£0.532m** ahead of the profiled budget (behind profile by £1.701m at the end of the previous quarter). A considerable element of this variance is due to the timing of expenditure and income although some emerging or continuing issues have been identified which have been set out below.
- In respect of other areas of the budget such as Housing Revenue Account, Capital Programme, debt recovery, treasury activity and LCTSS / Council Tax and Business Rates there are no significant issues that have been identified to date over and above the comments provided later on in this report.
- As in previous years, it is recognised that a number of smaller variances within services emerge over the course of the year that would not necessarily be specifically highlighted or discussed within the Corporate Budget Monitoring reports. Although a significant number of budgets have been revised as part of the financial strategy process, it is still possible that a range of smaller variances may remain at the end of the year and contribute to the overall position. Also a number of budgets that relate to schemes / initiatives or earmarked for specific purposes may not be fully spent by the end of the year and may be subject to end of year processes such as carry forward requests and therefore remain committed. However at this stage and after taking into account the current position and information available it is anticipated that any adverse issues will be offset by favourable variances elsewhere within the budget at the end of the year.

RECOMMENDATION(S)

That the financial position as at the end of December 2016 is noted;

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Effective budgetary control is an important tool in ensuring the financial stability of the authority by drawing attention to issues of concern at an early stage so that appropriate action can be taken. Financial stability plays a key role in delivering the Council's corporate and community aims and priorities.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

The financial implications are considered in the body of the report.

Risk

A number of variances will be subject to change as the year progresses although at this stage it is expected that any adverse position can be managed within the overall budgets. The budget position will be monitored and reviewed as part of both the future budget monitoring arrangements and Financial Strategy Processes.

LEGAL

The Local Government Act 2003 makes it a statutory duty that Local Authorities monitor income and expenditure against budget and take appropriate action if variances emerge.

OTHER IMPLICATIONS

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

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

There are no direct implications arising from this report.

PART 3 – SUPPORTING INFORMATION

GENERAL FUND REVENUE

The Council's financial position against the approved budget has been prepared for the period ending 31 December 2016.

The information set out in this report is now based on the 2016/17 revised budget presented to Council on 7 February 2017.

The position to the end of December 2016, as set out in more detail in the Executive Summary attached, shows that overall the actual position is behind the profiled budget by **£2.949m**. (£5.807m at the end of the second quarter)

After allowing for significant / one-off budgets such as the Fit for Purpose Budget where commitments or decisions are yet to be made, this position is revised to **£0.532m** ahead of the profiled budget with further details as follows:

Variance as set out in Executive Summary	(£2.949m)
Less Variances to date for Significant / One-off Budgets	
Fit For Purpose	£1.217m
Contingency	£0.240m
New Homes Bonus	£1.130m
Local Plan	£0.894m
Variance Excluding Significant / One-off Budgets	£0.532m

After further excluding the variance for employee costs of **£0.316m**, which is covered separately below, the remaining net variance is **£0.848m**. (£0.956m at the end of the second quarter)

As set out in the appendices, a considerable element of the variance to date is due to the timing of expenditure and income or where commitments / decisions have yet to be made.

Appendix B provides further narrative around variances with the following drawing out the significant issues identified to date:

EXPENDITURE BUDGETS

a) Expenditure Budgets Behind Profile

➤ Salaries / Employee Costs

Overall employee expenses are behind profile by **£0.316m**. (£0.745m at the end of the second quarter)

Although the budget has been adjusted as part of the revised budget process, the position against employee costs continues to reflect a favourable financial position. To some extent this reflects a cautious approach to budgeting for the second half of the year where the full establishment cost would have been calculated less an assumption for vacancies.

A number of vacancies continue to be held pending restructures or implementation of restructures along with services challenging themselves as to how they deliver their services rather than recruit on a like for like basis. Salary costs are an area of the budget that remains under on-going review and any necessary changes will be reflected in future reorganisations and /or the financial strategy process going into 2017/18.

INCOME BUDGETS

Additional details around the Council's most significant areas of income are set out in **Appendix H** with additional comments below:

a) Income Budgets Ahead of Profile

A number of income budgets are ahead of the profile at the end of quarter 3. The following area of income is worth highlighting:

➤ Parking Fees - £0.125m (£0.113m at the end of the second quarter)

Total income received by the end of December is already **£0.031m** ahead of the full year income budget. The income receivable in the fourth quarter has been historically lower due to seasonal factors but a favourable variance is expected to remain at the end of the year which at the present time is expected to negate the need to call money

down from the Parking Reserve to support the residents parking scheme. If this trend continues it may be possible to 'mainstream' the residents parking scheme into the base budget on an on-going basis without support from the Parking Reserve. This will be considered as part of the Financial Strategy process during 2017/18.

b) Income Budgets Behind Profile

Only a small number of income budgets are currently behind profile, the most significant of which relates to Leisure with further comments as follow:

- **Leisure Income - £0.113m** (£0.034m behind profile at the end of the second quarter)
Leisure Facility income continues to remain behind the budget, with a significant contributory factor being the temporary closure of Walton Pool whilst the Council responds to the identification of legionella at the centre. As has been the case in previous years, a commercial approach continues to be taken within the various centres which includes the control of expenditure to offset reduced income with the aim of delivering the service within the overall net budget at the end of the year.

OTHER BUDGETS

➤ **LCTSS / Business Rates**

Additional Information relating to the Local Council Tax Support Scheme (LCTSS) and Business Rates is included in **Appendix I**.

As mentioned in the last quarter's report, there were no significant issues to highlight, but attention was drawn to the overall rateable value relating to business rates suffering a downward trend in the first half of the year that reflected changes such as significant commercial properties being removed from the rating list. To date this position has been compounded by the timing of when properties eventually end up being reflected in the rating list and when payment is actually received which is skewing the position to date as set out in the Appendix. This matter will be reviewed as part of the year end processes, with the timing of the receipt of income potentially spanning across 2016/17 and 2017/18.

2016/17 BUDGET ADJUSTMENTS / ADDITIONAL COMMENTS

Unlike in previous quarters, no budget adjustments are proposed in this quarter which to a large extent reflects the fact that a number of emerging issues have already been addressed via the revised budget process. However one issue that will have an impact on the budget is the impact of the identification of legionella at Walton Swimming Pool. Although the impact on income has been highlighted earlier on in this report, there will be additional expenditure required as part of the overall activities currently underway to enable the centre to reopen.

Given the various parties involved, establishing liability for the costs incurred and loss of income will be a complex process which will also involve insurers / loss adjusters as appropriate. Given that the remedial work and negotiations between the various parties remain 'live' and on-going it is not possible to identify the budget adjustments required at the present time. However early indications suggest that the overall financial impact from the closure of the facility and necessary remedial works can be accommodated within the Council's overall budget (for example by using the favourable variance against employee budgets highlighted above). Once costs become clearer the necessary budget adjustments will be finalised and the necessary decisions will be sought to adjust the budget accordingly.

HOUSING REVENUE ACCOUNT – REVENUE

An overall position is set out in the Executive Summary with further details included in **Appendix C**. The HRA budgets set out in this report are based on the 2016/17 revised budget agreed by Cabinet on 20 January 2017.

As at the end of December 2016, the HRA is **£0.185m** behind the profiled budget (£0.283m behind profile at the end of the second quarter) with no significant issues to highlight to date as this largely reflects the timing of expenditure and income.

Although the overall impact for the year is still emerging, rental income is now running behind profile by **£0.100m** at the end of December 2016. Following an initial review, the reduced income is primarily due to the average period properties remain void being greater than in previous years. Although there is a mix of reasons that contribute to this position, a major issue is the condition of some properties when vacated by tenants which require significant remedial work before they are in a condition to relet. This is in addition to a number of long term voids in sheltered blocks whilst the wider review of this type of accommodation is undertaken. This matter will need to be monitored closely over the last quarter of the year and into 2017/18 with actions identified to see how the Council can practically respond to this issue.

Increased period of voids also increases the level of Council Tax payable on empty properties which is therefore having a secondary impact within the HRA.

CAPITAL PROGRAMME – GENERAL FUND

The overall position is set out in **Appendix D**.

As at the end of December 2016 the programme is behind profile by **£0.218m**. (behind profile by £0.052m at the end of the second quarter)

Where schemes are currently being delivered, relevant information is provided in the appendix. Given the lead in time to some schemes, some capital projects are subject to development and detailed procurement processes for example, with additional information planned on being provided in future budget monitoring reports as they progress. There are no significant issues to highlight at the present time with additional comments set out in **Appendix D**.

CAPITAL PROGRAMME – HOUSING REVENUE ACCOUNT

As at the end of December 2016 the programme is behind profile by **£0.206m** (£0.054m behind profile at the end of the second quarter)

This budget relates primarily to the on-going major repairs and improvements to the Council's own dwellings. There are no specific issues to highlight at this stage and the expectation is that expenditure / commitments will be broadly in line with the budget over the course of the year as work is progressed and procurement processes completed.

CORPORATE DEBT

A detailed analysis of the current position is shown in **Appendix E**.

There are no significant issues to highlight at the present time. Income will continue to be collected over the remainder of the year with recovery arrangements and action taken as

necessary.

TREASURY ACTIVITY

A detailed analysis of the current position is shown in **Appendix F**.

Apart from the issue set out below, there are no significant matters to highlight at the present time with investment and borrowing activity on-going in line with the Treasury Strategy and associated practices / requirements.

In preparation for the period that the offices were closed over Christmas, the Council's cash flows were adjusted wherever possible to accommodate the fact that no officer would be available for the three days over the Christmas break to carry out the day to day treasury function. The aim of adjusting the cash flows was to seek to keep the Council's current accounts below the overall **£1.000m** limit until officers returned to work on the 3 January. One element of the Council's cash flow that is not controllable and always difficult to forecast is the adhoc income that is paid electronically such as over the internet. Although 'headroom' was allowed for in the current account balances at the start of the Christmas break, more money was received from customers than anticipated that resulted in a maximum of **£1.256m** being held overnight in the bank, which is **£0.256m** more than the agreed limit of **£1.000m**. There was no increased risk to the security of the Council's deposits as the Council's bankers were not on any market / credit rating 'alerts' etc. which were reviewed as part of the approach taken to treasury management activities over the 2016 Christmas break.

Although arrangements for this year's Christmas break have yet to be agreed, it is proposed to seek to increase the amount of money that can be held in the Council's current accounts at any one time from **£1.000m** to **£1.500m** to accommodate a potential repeat of this situation in the future. This limit could apply just to the Christmas period rather than a general limit, and to reduce risk, if there was any market intelligence to suggest that it was not prudent to place a higher level of funding with our current account bankers then alternative options would have to be explored. This matter will therefore be revisited once the arrangements for 2017 Christmas break are agreed with proposals put forward to members to consider later in the year.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

Front Cover and Executive Summary

- Appendix A – Summary by Portfolio / Committee
- Appendix B – General Fund Budget Position by Department
- Appendix C – Housing Revenue Account Budget Position
- Appendix D – Capital Programme
- Appendix E – Corporate Debt and Housing Rents
- Appendix F – Treasury Activity
- Appendix G – Income from S106 Agreements
- Appendix H – Significant Fees and Charges
- Appendix I – LCTSS, Council Tax and Business Rates

Tendring District Council



Appendices Included:

Executive Summary	A summary of the overall position.
Appendix A	A summary of the overall position by Portfolio/Committee
Appendix B	An analysis by Department of all General Fund Revenue budgets.
Appendix C	An analysis of Housing Revenue Account Revenue budgets.
Appendix D	The position to date for General Fund and HRA capital projects.
Appendix E	Position on corporate debt and housing rents
Appendix F	Treasury activity.
Appendix G	Section 106 monies.
Appendix H	Position against significant fees and charges budgets
Appendix I	LCTSS, Council Tax and Business Rates

Corporate Budget Monitoring

December 2016

(The variance figures set out in these appendices that are presented in brackets represent either a net underspend to date position or additional income received to date)

Corporate Budget Monitoring - Executive Summary as at the end of December 2016

The tables below show the summary position for the General Fund, Housing Revenue Account, Capital, Debt and Treasury Activity.

General Fund - Summary by Department Excluding Housing Revenue Account

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
Office of the Chief Executive	4,076,000	1,055,031	1,033,459	(21,572)
Corporate Services	(19,376,320)	(5,106,754)	(6,223,831)	(1,117,077)
Operational Services	12,336,060	6,309,973	5,793,886	(516,088)
Planning	2,964,260	1,580,722	286,045	(1,294,678)
Total General Fund	(0)	3,838,973	889,558	(2,949,415)

Housing Revenue Account

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
Total HRA	(0)	(7,103,023)	(7,288,497)	(185,474)

Capital

	Full Year Budget £	Profiled Budget to Date £	Actual to Date £	Variance to Profile £
General Fund	13,256,650	1,756,318	1,538,739	(217,578)
Housing Revenue Account	7,024,010	2,228,882	2,022,693	(206,190)
Total Capital	20,280,660	3,985,200	3,561,432	(423,768)

Debt

	Arrears this month as % of Amount Collectable to date	Collected to Date (Against Budgeted Collection)
General Debt	9.12%	
Housing Rents	1.24%	
Council Tax		87.38%
Business Rates		85.21%

Treasury

	£'000
Total External Borrowing	46,456
Total Investments	57,143

Revenue Budget Position at the end of December 2016

Portfolio / Committee Summary

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £
Leader	2,250,000	0	0	0
Enforcement and Community Safety	232,310	1,131,752	1,022,048	(109,704)
Corporate Services	1,534,180	1,638,434	1,783,764	145,330
Commercialisation	2,002,950	115,971	(145,598)	(261,569)
Environment	5,278,980	2,822,834	2,757,966	(64,868)
Finance, Revenues and Benefits	(11,577,110)	(7,749,672)	(8,780,331)	(1,030,658)
Housing	14,859,780	5,506,302	5,041,015	(465,287)
Leisure, Health and Wellbeing	3,008,590	951,775	887,318	(64,457)
Planning and Regeneration	5,737,060	1,769,919	510,188	(1,259,731)
Tourism and Culture	657,140	109,206	158,044	48,838
Budgets Relating to Non Executive Functions	589,470	117,620	61,727	(55,893)
Net Cost of Services	24,573,350	6,414,140	3,296,141	(3,117,999)
Revenue support for Capital Investment	3,616,660	0	0	0
Financing Items	(1,988,510)	1,492,055	1,475,151	(16,904)
Budget Before use of Reserves	26,201,500	7,906,195	4,771,292	(3,134,903)
Contribution to / (from) earmarked reserves	(12,153,500)	0	0	0
Total Net Budget	14,048,000	7,906,195	4,771,292	(3,134,903)
Funding:				
Revenue Support Grant	(2,563,840)	(1,743,413)	(1,743,413)	0
Business Rates Income	(4,649,400)	(4,246,877)	(4,246,880)	(3)
Collection Fund Surplus	20,040	16,032	16,050	18
Parish Precepts	1,439,263	1,439,263	1,439,263	0
Income from Council Tax Payers (including Parish Precepts)	(8,294,063)	(6,635,250)	(6,635,250)	0
Total	(0)	(3,264,050)	(6,398,939)	(3,134,889)

Corporate Budget Monitoring - General Fund Budget Position at the end of December 2016

Department - Office of Chief Executive

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	711,610	532,170	501,334	(30,836)	179,440	
Premises Related Expenditure	25,990	23,358	24,144	786	2,633	
Transport Related Expenditure	25,380	19,175	16,312	(2,863)	6,205	
Supplies & Services	3,373,740	632,615	678,391	45,776	2,671,655	
Third Party Payments	870	0	0	0	870	
Total Direct Expenditure	4,137,590	1,207,317	1,220,180	12,863	2,860,803	
Direct Income						
Government Grants	(47,360)	(47,360)	(47,365)	(5)	(0)	
Other Grants, Reimbursements and Contributions	(62,550)	(61,575)	(83,396)	(21,821)	(975)	
Sales, Fees and Charges	(3,570)	(3,522)	(4,402)	(879)	(48)	
Rents Receivable	(52,940)	(39,829)	(51,558)	(11,730)	(13,111)	
Total Direct Income	(166,420)	(152,286)	(186,721)	(34,435)	(14,134)	
Net Direct Costs	3,971,170	1,055,031	1,033,459	(21,572)	2,846,669	
Net Indirect Costs	104,830	0	0	0	104,830	
Total for Office of Chief Executive	4,076,000	1,055,031	1,033,459	(21,572)	2,951,499	

Department - Office of Chief Executive

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Chief Executive and Member and Management Support	862,590	568,247	595,033	26,785	
Total for Regeneration	3,213,410	486,784	438,426	(48,358)	
Total for Office of Chief Executive	4,076,000	1,055,031	1,033,459	(21,572)	

Corporate Budget Monitoring - General Fund Budget Position at the end of December 2016

Department - Corporate Services

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	7,407,690	4,874,045	4,824,611	(49,434)	2,563,645	
Premises Related Expenditure	179,170	173,230	175,104	1,874	5,940	
Transport Related Expenditure	62,670	54,085	49,103	(4,982)	8,585	
Supplies & Services	8,626,460	4,659,679	1,854,413	(2,805,266)	3,918,731	
Third Party Payments	2,280	1,710	2,240	530	570	
Transfer Payments	55,291,550	36,087,000	39,757,141	3,670,141	19,204,550	
Interest Payments	89,860	43,440	43,454	14	46,420	
Total Direct Expenditure	71,659,680	45,893,189	46,706,065	812,876	25,748,441	
Direct Income						
Government Grants	(59,886,340)	(38,561,385)	(40,535,981)	(1,974,596)	(21,324,955)	
Other Grants, Reimbursements and Contributions	(1,526,870)	(1,014,782)	(949,826)	64,956	(292,884)	
Sales, Fees and Charges	(16,660)	(13,730)	(21,667)	(7,937)	(2,930)	
Rents Receivable	(44,440)	(26,705)	(6,780)	19,925	(17,735)	
Interest Receivable	(218,870)	(213,095)	(245,412)	(32,317)	(5,775)	
RSG, Business Rates and Council Tax	(14,048,000)	(11,170,245)	(11,170,231)	14	(2,877,755)	
Total Direct Income	(75,741,180)	(50,999,943)	(52,929,897)	(1,929,954)	(24,522,033)	
Net Direct Costs	(4,081,500)	(5,106,754)	(6,223,831)	(1,117,077)	1,226,408	
Net Indirect Costs	(3,141,320)	0	0	0	(3,141,320)	
Net Contribution to/(from) Reserves	(12,153,500)	0	0	0	(12,153,500)	
Total for Corporate Services	(19,376,320)	(5,106,754)	(6,223,831)	(1,117,077)	(14,068,412)	

Department - Corporate Services

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Corporate Director, PR and Electoral Services	505,830	276,821	285,334	8,512	
Total for Governance and Legal Services	58,020	371,202	390,722	19,520	
Total for Finance, Revenues and Benefits	1,208,270	1,714,703	3,281,097	1,566,394	The current position primarily relates to the timing of housing benefit payments and the subsequent receipt of the associated subsidy from the Government.
Total for Finance - Other Corporate Costs	4,563,090	287,604	(2,305,629)	(2,593,233)	The current variance primarily reflects the position against the Fit for Purpose, Contingency and unallocated New Homes Bonus budgets which remain subject to commitments and decisions.
Total for Finance - Financing Items	(12,125,040)	1,674,810	1,677,109	2,299	
Total for Finance - RSG, Business Rates and Council Tax	(14,048,000)	(11,170,245)	(11,170,231)	14	
Total for Property Services	60,480	163,717	175,067	11,350	
Total for People, Performance and Projects	344,850	523,318	543,749	20,431	

Department - Corporate Services

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
Total for IT and Corporate Resilience	56,180	1,051,315	898,950	(152,365)	This reflects the timing and lead in time for a number of IT initiatives and projects.
Total for Corporate Services	(19,376,320)	(5,106,754)	(6,223,831)	(1,117,077)	

Corporate Budget Monitoring - General Fund Budget Position at the end of December 2016

Department - Operational Services

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	8,077,970	5,993,198	5,895,285	(97,913)	2,058,272	
Premises Related Expenditure	3,306,330	2,350,305	2,013,682	(336,623)	956,025	
Transport Related Expenditure	601,920	345,916	310,091	(35,825)	256,004	
Supplies & Services	3,428,730	2,322,961	2,302,984	(19,978)	1,083,939	
Third Party Payments	4,507,140	2,747,563	2,744,777	(2,787)	1,759,577	
Transfer Payments	121,000	108,300	108,301	1	12,700	
Total Direct Expenditure	20,043,090	13,868,244	13,375,119	(493,125)	6,126,516	
Direct Income						
Government Grants	(147,450)	(92,850)	(92,855)	(5)	(54,600)	
Other Grants, Reimbursements and Contributions	(1,408,920)	(857,384)	(680,383)	177,001	(464,871)	
Sales, Fees and Charges	(7,819,370)	(6,218,812)	(6,404,424)	(185,612)	(1,600,158)	
Rents Receivable	(277,150)	(194,032)	(213,828)	(19,796)	(83,118)	
Total Direct Income	(9,652,890)	(7,363,078)	(7,391,490)	(28,412)	(2,202,747)	
Net Direct Costs	10,390,200	6,505,166	5,983,629	(521,537)	3,923,769	
Net Indirect Costs	1,945,860	(195,193)	(189,743)	5,449	2,141,053	
Total for Operational Services	12,336,060	6,309,973	5,793,886	(516,088)	6,064,822	

Department - Operational Services

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Corporate Director and Administration Operational Services	7,950	103,438	101,069	(2,368)	
Total for Public Realm	1,544,890	570,051	214,361	(355,690)	The variance to date primarily reflects the timing of expenditure on items such as utility bills and building repairs along with the favourable position relating to parking income with further details set out in the main body of the report.
Total for Environmental Services	4,875,240	2,553,972	2,618,857	64,885	The position includes a significant variance against recycling credit income. This is primarily due to the timing of invoices being raised and subsequent payment from ECC, as the income budget was reduced as part of the revised budget process for 2016/17 to take account of the level of recycling being achieved this year. However this is being reviewed in consultation with the service to confirm that the position can still be managed within the overall net budget in 2016/17.
Total for Coastal Protection	1,211,410	265,742	230,731	(35,011)	
Total for Customer and Commercial Services	175,670	427,995	392,383	(35,612)	

Department - Operational Services

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
Total for Sports and Leisure	3,135,840	83,858	24,291	(59,567)	Although an overall net favourable position is showing to date, please see main body of the report for further details in respect of Leisure Income.
Total for Housing	1,374,470	968,980	964,389	(4,591)	
Total for Building and Engineering	10,590	1,335,937	1,247,803	(88,134)	The current position reflects the timing of expenditure against budgets such as utilities and building repairs.
Total for Operational Services	12,336,060	6,309,973	5,793,886	(516,088)	

Corporate Budget Monitoring - General Fund Budget Position at the end of December 2016

Department - Planning

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	1,767,340	1,274,467	1,136,978	(137,490)	467,873	
Premises Related Expenditure	2,230	1,672	576	(1,097)	558	
Transport Related Expenditure	27,570	20,678	16,817	(3,860)	6,893	
Supplies & Services	1,819,110	1,336,778	368,199	(968,578)	482,332	
Total Direct Expenditure	3,616,250	2,633,595	1,522,570	(1,111,025)	957,655	
Direct Income						
Other Grants, Reimbursements and Contributions	0	0	(1,400)	(1,400)	0	
Sales, Fees and Charges	(1,403,830)	(1,052,872)	(1,235,125)	(182,253)	(350,958)	
Total Direct Income	(1,403,830)	(1,052,872)	(1,236,525)	(183,653)	(350,958)	
Net Direct Costs	2,212,420	1,580,722	286,045	(1,294,678)	606,698	
Net Indirect Costs	751,840	0	0	0	751,840	
Total for Planning	2,964,260	1,580,722	286,045	(1,294,678)	1,358,538	

Department - Planning

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Head of Planning and Customer Services	0	327,155	323,686	(3,469)	
Total for Planning and Development	1,163,070	141,990	(149,258)	(291,248)	Planning fee income continues to run ahead of the profiled budget even after utilisation of some funding to support additional capacity within the service during the year.
Page 5 Total for Planning Policy	1,631,360	1,073,882	121,115	(952,767)	As in previous quarters, the timing of expenditure against the Local Plan budget is associated with the various strands of work that are required to deliver this project that spans financial years. A major element of the process relates to the examination of the plan in public, where it is anticipated that a high level of expenditure will be incurred against this budget later in the year.
Total for Building Control	169,830	37,695	(9,499)	(47,194)	
Total for Planning	2,964,260	1,580,722	286,045	(1,294,678)	

Corporate Budget Monitoring - Housing Revenue Account Budget Position at the end of December 2016

Housing Revenue Account

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Next Quarters Profile £	Comments
<u>Analysis by Type of Spend</u>						
Direct Expenditure						
Employee Expenses	768,350	277,410	257,365	(20,045)	490,940	
Premises Related Expenditure	3,620,310	2,364,982	2,093,048	(271,933)	1,255,328	
Transport Related Expenditure	18,320	13,740	13,957	217	4,580	
Supplies & Services	428,660	285,109	228,855	(56,254)	143,551	
Third Party Payments	1,030	773	0	(773)	258	
Transfer Payments	17,000	12,750	11,416	(1,334)	4,250	
Interest Payments	1,533,470	725,020	725,024	4	808,450	
Total Direct Expenditure	6,387,140	3,679,783	3,329,664	(350,119)	2,707,357	
Direct Income						
Government Grants	(45,000)	0	0	0	(45,000)	
Other Grants, Reimbursements and Contributions	(8,000)	0	(8,726)	(8,726)	(8,000)	
Sales, Fees and Charges	(691,630)	(534,546)	(449,324)	85,222	(157,084)	
Rents Receivable	(13,663,150)	(10,248,260)	(10,160,111)	88,149	(3,414,890)	
Interest Receivable	(51,600)	0	0	0	(51,600)	
Total Direct Income	(14,459,380)	(10,782,806)	(10,618,161)	164,645	(3,676,574)	
Net Direct Costs	(8,072,240)	(7,103,023)	(7,288,497)	(185,474)	(969,217)	
Net Indirect Costs	9,336,130	0	0	0	9,336,130	
Net Contribution to/(from) Reserves	(1,263,890)	0	0	0	(1,263,890)	
Total for HRA	(0)	(7,103,023)	(7,288,497)	(185,474)	7,103,023	

Housing Revenue Account

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
<u>Analysis by Service/Function</u>					
Total for Finance, Revenues and Benefits	(10,298,890)	(9,250,207)	(9,178,916)	71,291	This reflects reduced income from void periods with further details set out in the main body of the report.
Total for Finance - Financing Items	4,872,660	0	0	0	
Total for Corporate Director and Administration Operational Services	569,530	26,409	25,482	(928)	
Total for Customer and Commercial Services	(63,090)	(84,000)	(76,832)	7,168	
Total for Housing	1,215,960	123,498	86,204	(37,294)	
Total for Building and Engineering	3,703,830	2,081,277	1,855,566	(225,710)	This position primarily reflects the timing of repairs and maintenance work to tenant's properties.
Total for HRA	(0)	(7,103,023)	(7,288,497)	(185,474)	

Corporate Budget Monitoring - General Fund Capital Programme Position at the end of December 2016

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
Expenditure					
Commercialisation Portfolio					
Replacement of beach hut supports - The Walings	11,620	0	0	0	
Clacton Seafront Improvements	3,330	0	0	0	
Coast Protection - Cliff Road Sea Wall	15,130	15,130	0	(15,130)	
Coast Protection - Clacton and Holland Works	2,540	2,540	48,121	45,581	
Venetian Bridge Clacton	165,240	15,530	15,515	(15)	Following the outcome of a recent tender process, various options are now being considered as the initial cost of the repairs will be considerably more than the budget.
New Beach Huts	64,600	0	0	0	
Beach Rake and Tractor	50,000	28,000	28,650	650	
Cliff Stabilisation Scheme	5,028,100	9,690	9,690	(0)	
Frinton Resurfacing Works	30,130	30,130	30,124	(6)	
Total for Commercialisation Portfolio	5,370,690	101,020	132,100	31,080	
Corporate Services Portfolio					
Joint HR and Payroll System	14,250	10,688	5,818	(4,869)	
Individual Electoral Registration - Scanning Equipment	10,830	9,300	9,265	(35)	
Total for Corporate Services Portfolio	25,080	19,988	15,083	(4,904)	

Corporate Budget Monitoring - General Fund Capital Programme Position at the end of December 2016

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
Enforcement and Community Safety Portfolio					
Westleigh House Demolish/additional parking provision	23,710	0	0	0	This scheme will be progressed as part of the wider office rationalisation project that is in progress.
Commercial Property Investment Fund	750,000	0	0	0	
Information and Communications Technology Core Infrastructure	86,780	31,000	32,283	1,283	
IT Strategic Investment	416,940	238,080	34,918	(203,162)	The issue has arisen due to a delay in the delivery of the corporate Skype for Business project as a result of technical issues. This, in turn, has had a knock-on effect on other projects. It is expected that these issues will be resolved by end of this month which will then enable progress to be made.
Inspire Annexe III New Burden set up	6,770	6,770	7,010	240	
New Committee Management System	10,500	10,500	10,100	(400)	
Enhanced Equipment replacement - Printing and Scanning	31,500	28,000	27,884	(116)	
Total for Enforcement and Community Safety Portfolio	1,326,200	314,350	112,195	(202,155)	

Corporate Budget Monitoring - General Fund Capital Programme Position at the end of December 2016

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
Environment Portfolio					
Cremator Replacement and Crematorium Car Park	24,990	24,990	(15,434)	(40,424)	
Brook Country Park	530	0	0	0	
Cranleigh Close, Clacton, landscaping works	13,650	6,990	6,990	0	
Environmental Health Database Migration	5,250	0	0	0	
Public Access Module to CAPS	56,000	0	0	0	
Playing Out Cemetery	179,710	4,190	4,190	0	
Lower Marine Parade D'Court Putting Green Enhancements	18,380	14,450	14,433	(17)	
Football Field & Play Area, Hare Green Rec, Gt Bromley	4,160	4,160	4,166	6	
Harold Lilley Playing Field, Little Clacton	2,370	2,370	2,369	(1)	
Crematorium Flower Court Extension	150,000	0	0	0	
Road Resurfacing, Kirby Playing Field	37,710	37,710	35,676	(2,035)	
Total for Environment Portfolio	492,750	94,860	52,390	(42,470)	

Corporate Budget Monitoring - General Fund Capital Programme

Position at the end of December 2016

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
Finance, Revenues and Benefits Portfolio					
Replacement of High Volume Printers	29,000	0	0	0	The existing machine is currently being maintained. This position is being monitored to identify if any further commitment is required against this budget.
Replacement of Northgate Unix Server	60,000	0	0	0	The existing equipment is currently being maintained. This position is being monitored to identify if any further commitment is required against this budget.
Audit management software	2,230	0	0	0	
Replacement debit and credit card payment facility	14,630	0	0	0	
Replacement Scan Stations	42,000	0	0	0	
Agresso e-procurement	84,000	0	0	0	
Total for Finance, Revenues and Benefits Portfolio	231,860	0	0	0	
Housing Portfolio					
Town Hall - replacement of fire alarm system	53,000	53,000	52,700	(300)	
Alteration of Redundant Cash Office	29,260	0	0	0	
Housing in Jaywick	500,000	0	0	0	
Private Sector Renewal Grants/Financial Assistance Loans	625,140	33,680	33,686	6	

Corporate Budget Monitoring - General Fund Capital Programme Position at the end of December 2016

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
Disabled Facilities Grants	2,646,600	1,036,400	1,036,405	5	
Private Sector Leasing	42,660	0	0	0	
Empty Homes funding	164,220	0	0	0	
Total for Housing Portfolio	4,060,880	1,123,080	1,122,790	(290)	
Leisure, Health and Wellbeing Portfolio					
Srinton & Walton Swimming Pool Re-Development	103,850	94,710	94,713	3	
Clacton Leisure Centre Air Handling Units	170,000	8,310	8,315	5	
Total for Leisure, Health and Wellbeing Portfolio	273,850	103,020	103,028	8	
Planning and Regeneration Portfolio					
Clacton Regeneration	42,340	0	1,153	1,153	
Regeneration Capital Projects	308,000	0	0	0	
SME Growth Fund Capital Grants	125,000	0	0	0	
Harwich Public Realm	1,000,000	0	0	0	
Total for Planning and Regeneration Portfolio	1,475,340	0	1,153	1,153	
Total Approved General Fund Capital Programme	13,256,650	1,756,318	1,538,739	(217,578)	

Corporate Budget Monitoring - Housing Revenue Account Capital Programme Budget Position at the end of December 2016

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual to date £	2016/17 Variance to Profile £	Comments
Improvements, enhancement & adaptation of the Council's housing stock	4,280,730	1,982,202	1,759,171	(223,032)	This budget covers a range of individual schemes which will be delivered as the year progresses and are subject to the appropriate procurement processes, which are planned, being progressed or are underway.
IT Upgrade & Replacement	20,000	3,000	2,949	(51)	
Disabled Adaptations	479,980	229,980	246,882	16,902	
Cash Incentive Scheme	60,000	0	0	0	
New Build Initiatives and Acquisitions	2,183,300	13,700	13,691	(9)	
Total Housing Revenue Account Capital Programme	7,024,010	2,228,882	2,022,693	(206,190)	

Corporate Debt : Position at the end of December 2016

The position against General debt and Housing debt are set out below.

GENERAL DEBT

	Amount collectable to date £'000	Arrears this Quarter £'000	Arrears last Quarter £'000	Arrears this Quarter as % of Amount Collectable to date %		Comments
Sundry / General Debt	5,602	511	502	9.12%		<p>The figure to date is slightly higher than for the same period last year with one significant debtor included within the amount due - recovery of the relevant amount is being pursued by the Department in consultation with Legal Services.</p> <p>In respect of all other amounts owed, appropriate recovery action will be taken in respect of all outstanding amounts.</p>

HOUSING RENTS

	Total Due for the Year £'000	Amount Collectable to Date £'000	Arrears this Quarter £'000	Arrears Last Quarter £'000	Arrears this Quarter as % of Total Due %	Comments
Housing Rents and Service Charges	13,399	9,789	166	183	1.24%	No significant issues have arisen to date.

Treasury Activity : Position at the end of December 2016

Key Treasury Management Performance Data and Prudential Indicators are set out below.

TREASURY ACTIVITY

Borrowing	Opening Balance 1 April £'000	Borrowing to date £'000	Borrowing Repaid to date £'000	Balance to Date £'000	Comments
Long Term PWLB Borrowing - GF	1,055	0	139	916	
Long Term PWLB Borrowing - HRA	47,063	0	1,523	45,540	
TOTAL BORROWING	48,118	0	1,662	46,456	
Investments	Opening Balance 1 April £'000	Investments to date £'000	Investments Repaid to date £'000	Balance to Date £'000	Comments
<i>Investments less than a year</i>					
Investments with UK Government via Treasury Bills/Investments with DMO, and Local Authorities and other public bodies	32,600	191,050	187,400	36,250	Net investments have increased over the reporting period due to the timing of the Council's cash flow such as expenditure budgets behind profile or income being received ahead of expenditure.
Investments with UK financial Institutions (including Money Market Funds)	12,660	47,435	39,202	20,893	At the end of the period, investments were held with 10 counterparties.
Investments with non-UK Financial institutions	0	0	0	0	
Total Investments for less than a year	45,260	238,485	226,602	57,143	
<i>Investments for longer than a year</i>	0	0	0	0	
TOTAL INVESTMENTS	45,260	238,485	226,602	57,143	
Interest Paid / Received	Full Year Budget £'000	Profiled Budget to Date £'000	Actual to Date £'000	Variance to date £'000	Comments
Interest Paid on Borrowing - GF	83	43	41	(2)	The weighted average rate of interest on the Council's GF borrowing is currently 8.20%. (on an accrued basis)
Interest Paid on Borrowing - HRA	1,533	725	725	0	The weighted average rate of interest on the Council's HRA borrowing is currently 3.30%. (on an accrued basis)
Interest Received on Investments	(236)	(189)	(214)	(25)	The weighted average rate of interest being received on the Council's investments is currently 0.46%. (on an accrued basis)

PRUDENTIAL INDICATORS

	Approved Indicator £'000	Highest amount reached in the period £'000	Comments
Authorised limit for external borrowing	74,968	48,118	Borrowing has remained within approved limits.
Operational boundary for external borrowing	67,471		
Debt Cap - HRA	60,285		

Income from S106 Agreements

Information in respect of S106 income has been split across two areas below - Where money has been formally allocated / being spent and where money remains unallocated / uncommitted.

The information below relates to only S106 amounts applicable to TDC.
Where related to capital schemes - see Appendix D for overall scheme progress.

ALLOCATED / BEING SPENT

Scheme	Amount Committed / Planned to be Spent in 2016/17 (including accrued interest as appropriate) £'000
Capital Schemes	
Road Resurfacing, Kirby Playing Field	38
Cranleigh Close, Clacton - landscaping works	14
Football Field and Play Area, Hare Green Recreation Ground	4
Lower Marine Parade - Putting Green Improvements	18
Harold Lilley Playing Field, Lt Clacton	2
Revenue Schemes	139
TOTAL	215

UNALLOCATED / UNCOMMITTED TO DATE

Permitted Use as per S106 Agreement	Amount Held / 'Spend by' Date			
	Less than 1 Year	1 to 2 Years	2 to 4 Years	4 years +
	£'000	£'000	£'000	£'000
Regeneration Programme and Initiatives	0	0	0	7
Affordable Housing*	102	0	91	43
Town Centre Improvements	0	0	0	43
Open Space**	4	36	71	750
TOTAL	106	36	162	843

* For schemes with a 'spend by' date of less than one year, this money must be spent by June 2017

** For schemes with a 'spend by' date of less than one year, this money must be spent by April 2017

Corporate Budget Monitoring - General Fund Income Budget Position at the end of December 2016

	2016/17 Current Full Year Budget £	2016/17 Profiled Budget to date £	2016/17 Actual £	2016/17 Variance to Profile £
Leisure Facilities	(2,262,030)	(1,680,527)	(1,567,697)	112,830
Licensing	(279,350)	(209,513)	(208,524)	989
Development Control - Chargeable Account	(1,062,000)	(796,500)	(954,561)	(158,061)
Building Regulations-Chargeable Account	(158,910)	(119,183)	(134,318)	(15,135)
Land Charges	(178,960)	(134,220)	(145,898)	(11,678)
Cemeteries	(311,550)	(240,325)	(231,436)	8,889
Crematorium	(1,345,220)	(983,531)	(1,021,600)	(38,069)
Recreation Grounds	(30,530)	(22,898)	(15,993)	6,905
Beach Hut Sites	(958,760)	(951,804)	(966,522)	(14,718)
Careline	(615,370)	(414,770)	(437,299)	(22,529)
Car Parks - Off St	(630,580)	(536,435)	(661,785)	(125,350)
TOTAL	(7,833,260)	(6,089,704)	(6,345,632)	(255,928)

LCTSS, Council Tax and Business Rates

The cost / collection performance and analysis of the Local Council Tax Support Scheme / Council Tax along with the level of Business Rates collected to date is set out as follows:

COUNCIL TAX AND LOCAL COUNCIL TAX SUPPORT SCHEME

COLLECTION FUND	Budget £	Actual £	Variance £	Comments			
Cost of LCTS Discounts	12,210,000	11,617,641	(592,359)	This will be subject to fluctuations over the year as claims are made or ended.			
LCTS Hardship Relief	26,550	6,061	(20,489)				
COUNCIL TAX COLLECTION PERFORMANCE	Budgeted Collection £	Actual Collection £	Variance £	Accounts where LCTS Awarded Actual Collection %	(for the same period last year) Accounts where LCTS Awarded Actual Collection %	TOTAL Actual Collection %	(for same period last year) TOTAL Actual Collection %
Apr to June	(21,080,268)	(21,362,634)	(282,366)	22.35	22.69	29.59	29.67
July	(27,548,771)	(27,808,568)	(259,797)	33.68	30.87	38.48	38.71
August	(33,834,203)	(34,429,516)	(595,313)	40.84	36.32	47.59	47.51
September	(40,451,875)	(40,993,221)	(541,346)	47.59	42.97	56.59	56.75
October	(46,872,915)	(47,476,003)	(603,088)	53.70	48.71	65.49	65.75
November	(53,293,955)	(54,036,150)	(742,195)	60.37	54.18	74.53	74.72
December	(59,728,556)	(60,220,579)	(492,023)	68.92	67.40	83.02	83.75
January	(65,878,380)				77.34		92.36
February	(67,573,481)				81.11		94.76
March	(68,916,000)				84.19		96.65
Comments	There are no significant issues to highlight to date						

LCTSS, Council Tax and Business Rates

BUSINESS RATES RETENTION

BUSINESS RATES COLLECTION PERFORMANCE	Budgeted Collection £	Actual Collection £	Variance £	TOTAL Actual Collection %	(for the same period last year) TOTAL Actual Collection %	Comments
Apr to June	(8,565,127)	(8,136,120)	429,007	29.60	31.61	The performance to date is lower than for the same period last time which is broadly due to the timing of premises appearing in the rating list and when payment is received. It is currently expected that this position will 'correct' itself over time but it may be across the 2016/17 and 2017/18 financial years. This will be dealt with as part of the end of year processes including the position on the collection fund.
July	(11,023,637)	(10,795,339)	228,298	39.24	40.81	
August	(13,288,234)	(13,174,473)	113,761	47.72	49.06	
September	(15,677,183)	(15,782,594)	(105,411)	57.14	57.96	
October	(18,070,835)	(18,023,197)	47,638	65.34	66.84	
November	(20,416,929)	(20,482,857)	(65,928)	74.20	75.46	
December	(22,743,361)	(22,547,850)	195,511	81.74	84.12	
January	(24,963,972)				92.41	
February	(25,796,444)				65.66	
March	(26,463,000)				98.22	

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Key Decision Required:	No	In the Forward Plan:	No
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CABINET

17 FEBRUARY 2017

JOINT REPORT OF THE DEPUTY LEADER OF THE COUNCIL AND THE LEISURE, WELL-BEING AND PARTNERSHIPS PORTFOLIO HOLDER

A.4 **BRIGHTLINGSEA SWIMMING POOL**

(Report prepared by Paul Price)

PART 1 – KEY INFORMATION

1.1 PURPOSE OF THE REPORT

To advise Cabinet of the proposal submitted by Brightlingsea Town Council (BTC) in respect of the future of Brightlingsea Swimming Pool (BSP).

To consider the offer in light of the financial implications and to determine whether to accept the offer and the impact of such an acceptance.

1.2 EXECUTIVE SUMMARY

Following the decision made by Cabinet in June 2016 to accept an offer from BTC to undertake capital repairs to BSP and for TDC to cover the running costs of the pool for the shortened 2016 season, communication and discussions have been ongoing between BTC and TDC about the future of the pool.

A deadline was originally set for the end of 2016 for a decision to be made as to whether BTC would take a long lease on the pool and maintain and operate the pool thereafter or for TDC to decommission the pool.

Following a meeting in early 2017, at which BTC set out the actions it had taken to evaluate the feasibility for them operating the pool, a proposal has been submitted by BTC to part meet the cost of operating the pool for the 2017 season to allow BTC more time to complete their feasibility work.

A provisional date has been set for a final decision on the future of the pool which will be shortly after the end of the 2017 season.

In essence BTC agrees to offset 50% of the operating deficit, up to a maximum of £30,000, for the 2017 season in order for BTC to complete its Business Plan with an end date of September 2017 for a final decision to be made.

1.3 RECOMMENDATION(S)

- a) That Cabinet considers whether it wishes to agree to the proposal set out by BTC, as listed in section 3 of this report;
- b) Subject to Cabinet agreeing to the proposal set out by BTC, Cabinet delegates authority to the Corporate Director (Operational Services) to manage the impact of the reduction in savings within existing budgets in consultation with the Head of Finance, Revenues and Benefits.
- c) Subject to Cabinet agreeing to the proposal set out by BTC, agrees that by the end of September 2017 arrangements are put in place to commence the transfer of the pool to BTC, the exact details of the transfer arrangements to be agreed by the Corporate Director, Corporate Services, or agrees that the pool is decommissioned and authorises the Corporate Director's, Corporate Services and Operational Services to commence the decommissioning process.

PART 2 – IMPLICATIONS OF THE DECISION

2.1 DELIVERING PRIORITIES

Due to the requirement to make significant savings, this decision impacts on the Council's key priority to balance the budget.

The service provided by the sports facilities positively assists the Council to promote healthier lifestyles and wellbeing and the pool is a tourist destination contributing to the tourist economy.

2.2 FINANCE, OTHER RESOURCES AND RISK

Finance

The financial position in respect of the pool was set out in the June Cabinet report with the average running deficit being around £60,000 per annum. The deficit in 2016 was much lower (c£24,000) as it had a much compressed opening period.

On the basis of the average deficit a figure of £60,000 has been included within the budget savings total for 2017/18 on the basis that the pool will not operate during 2017.

If the decision is taken to accept the offer from BTC the saving arising from BSP will be reduced, the size of the reduction will be determined by the operating deficit but is unlikely to exceed a reduction of £30,000. If the operating deficit is similar to the 2016 season the savings figure will be reduced by £12,000, taking into account the offer made by BTC.

Risk

If Cabinet agree to accept the offer it will have to find alternative savings to meet the shortfall in the savings total for 2017. However, it will provide more time for BTC to evaluate whether a viable business plan can be put together to save the pool from closure.

2.3 LEGAL

In coming to decisions in relation to management of 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.

'For the benefit of the district' includes economic, environmental and social considerations and is balanced against and must also take in account the Council's fiduciary duty and primary obligation to manage the Council's resources, its priorities and effect budget reductions for the sustainable future of the Council.

2.4 OTHER IMPLICATIONS

Ward

BSP is in Brightlingsea ward, although the swimming pool does have a much wider catchment which extends beyond the District.

Public Engagement

The Brightlingsea Ward Members have been consulted and Brightlingsea Town Council has been actively engaged in the ongoing discussions about the future of the pool.

PART 3 – SUPPORTING INFORMATION

3.1 BACKGROUND

Much of the background was set out in the report to Cabinet in June 2016 and so there is little value in repeating it here.

At the June meeting the Cabinet considered a proposal from BTC which agreed to BTC undertaking capital works to the pool and TDC operating the pool for the 2016 season on the basis that BTC would evaluate the options for it to take a lease on the BSP and run the pool in the future with no recourse to funding from TDC.

The Cabinet member for Leisure, Well-being and Partnerships and the Deputy Leader have met with representatives from BTC to consider their proposals for progressing the pool transfer or closure and have been favourably impressed with the progress that BTC has made in respect of putting together a viable business plan.

Specifically BTC is currently looking at grant based opportunities, mechanisms to reduce operating costs, management options for the pool, investigating options such as heating the pool utilising renewable heat sources to extend the season etc. but is not in a position at this point in time to put together a viable plan.

TDC has made it clear that given the current financial situation it cannot continue to financially support the ongoing deficit associated with operating the pool. However, it does not wish to see the pool close but the harsh economic reality is that a £60,000 per annum operating deficit cannot be sustained

The site has limited potential for other uses without significant capital input and whilst detailed calculations have not yet been undertaken it has been estimated that decommissioning costs could be recovered in less than one year.

In recognising the financial situation BTC has submitted a proposal to meet half of the operating deficit, up to a maximum of £30,000 for the 2017 season on the basis that this will provide sufficient time for a conclusion to be reached by BTC as to whether a viable plan can be put to TDC for BTC to take over the operation of the pool. If BTC is unable to produce a viable plan it acknowledges that TDC may have to decommission the pool, albeit that it would oppose such a move.

The proposal made by BTC is as follows:

1. *BTC agrees to make a contribution of 50% of any operating loss for the 2017 season, up to a maximum of £30,000;*
2. *In order to minimise losses and maximise revenues it is recommended that the official opening period of the pool is truncated and limited to eight weeks from the 15th July to the 9th September. This will allow the pool to be prepared and ready for the six week school holidays;*
3. *BTC will commit to developing a business plan and exploring options in respect of site improvements, grant aid funding, the use of renewable energy technology and community/trust involvement in the future management of the facility;*
4. *BTC will commit to providing a full report on all of its findings and proposals to TDC at a meeting to be held on 21st September (provisional date) at the Brightlingsea Parish Hall;*

4.0 BACKGROUND PAPERS FOR THE DECISION

None