

**Resources and Services Overview and Scrutiny Committee (OSC)**

**Work Programme 2020/21**

**SCRUTINY PROPOSALS FOR THE REMAINDER OF NEXT MUNICIPAL YEAR**

Article 6.01 of the Council's Articles and Rule 7 of the Council's Overview and Scrutiny Procedure Rules both require each OSC to submit a work programme for the year ahead and a review of the previous year's activities to the Annual Meeting of the Council for approval.

The Committee will need to determine its programme for scrutiny in 2020/21; including items covered, the scope of the programmed reviews and whether Portfolio Holders or others are to be invited to present to them. Specific information requirements of Councillors to undertake the programmed reviews should also be identified as should any Councillor development needs.

The following have been identified to this point:

| <b>Date of Committee Meeting</b> | <b>Broad topic for examination</b> | <b>Matter to be examined and the purpose of the examination</b>  | <b>Relevant Portfolio Holder(s)/Outside bod(y)(ies)</b> | <b>Relevant TDC Officer</b>   |
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| 1 February 2021                  | Housing                            | To examine the intended Housing Acquisition Strategy – to assess right to buy numbers, values, type and age of housing and impact on the risk appetite for Council house building. Plus to consider the progress deliberations around a Pension Provider providing a lease-back housing development. | Cllr P Honeywood  | Tim Clarke<br>Richard Barrett |

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|               |         | The meeting will also examine the use of Community Infrastructure Levy/section 106 funds to provide facilities/services and infrastructure.   |             |                               |
| 29 March 2021 | Housing | To look at proposal for the sale of the Weeley site – any progress that has been made since the discussion with the OSC on the 16th of November (Part b minute 94 refers). This will include questions in relation to the build/quality of the proposed properties, any strategy we have, as well as how this will impact TDC financially. Consideration of this item was deferred with permission of the Chairman on the Committee.  |             | Andy White<br>Richard Barrett |
|               | Tourism | To scrutinise the draft Tourism Strategy as approved by Cabinet on 11 September 2020 and associated with this, the Committee will enquire in respect of: <ul style="list-style-type: none"> <li>• Marketing of the varied activities, events and attractions across the district to audiences likely to be attracted to (or return to) the area to secure not just attendance at a specific event but to venture out and use other facilities/attractions. The market segmentation evidence to support those decisions will also be considered.</li> <li>• The positive contribution that a well maintained public realm; buildings, street furniture, cleaning and weed control on the visitor experience.</li> <li>• The Committee is interested to look at possible measures to drive up the quality of guest accommodation</li> </ul> | Alex Porter | Paul Price/Mike Carran        |

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|             |  | <ul style="list-style-type: none"> <li>• In respect of disabled access, that access to beaches and the sea (and plans to extend it) will be discussed. The Committee would like to explore whether there is an opportunity for the area to be exemplar for disabled access to the coastal facilities/attractions. Associated provision of changing facilities will form part of this work.</li> <li>• Local 'wayfinding' information and signage, including consistent branding to attract use of facilities is a stream of work to be included in this review.</li> <li>• The support for water sports will be examined including the designation of specific areas for this and the sign posting of those areas.</li> <li>• The opportunities for group travel and the promotion of those will be looked at.</li> </ul> <p>The development of a year round set of events to encourage out of season/a lengthened season approach to support tourism will be a topic for discussion.</p> |  |  |
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| 24 May 2021 |  | To be determined  |  |  |

**SCRUTINY TO BE PROGRAMMED**

| <b>Topic</b>  | <b>Detail and Comments</b> | <b>Lead Officer(s)</b>                      |
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| Street Cleaning and the condition of the Public Realm | Proposal from Cllr Placey: | Damian Williams, Andy White and John Hamlet |

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|                                 | The 'new' super new machine – is it operational given reports about evidence of bird excrement, cigarette butts and old gum marks. Is cleaning predominantly of the “fountain” area and the proms? What are the service standards in that area and more widely (for roads and pavements). Plus dog waste, bins, campaigns around responsible owners, reporting and enforcement. |              |
| Local Government Reorganisation | Proposal from Cllr Steady:<br><br>The reform as explained would affect our transformation policy thereby needing our budget plans to be reviewed  | Ian Davidson |

### SCRUTINY UNDERTAKEN TO THIS POINT IN THE MUNICIPAL YEAR

| Meeting Date | Topics  | Detail  |
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| 22 June 2020 | Scrutiny of decisions of the Leader of the Council during the peak of the COVID-19 pandemic in so far as they relate to the pandemic and the response to it | The Committee considered each of the decisions taken by the Leader of the Council during the peak of the First national Lockdown associated with the Covid-19 lockdown. These decisions included the following which the Committee commented upon:<br>a) Use of the Tendring Community Fund to allocate £1000 per member to support those organisations supporting residents in the first lockdown - acknowledged as a success.<br>b) The write off of the Leisure fees to be recognised as soon as possible.<br>c) That the waiving of rents to those in receipt of support through the CAROS Scheme – it should be extended through July and August 2020. |

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|             |   | <p>The Committee also recommended that the Cabinet consider a secondary payment of the Tendring Community Fund in light of a possible second wave of COVID-19.</p>   |
|             | <p>Financial Performance Report: Impact of Covid-19</p> | <p>The Committee looked at the financial impacts on the Council of the First Lockdown associated with the Covid-19 Pandemic. Members were informed that at the end of April 2020, the income collected was £384,907 lower than for the same period last year, with the biggest impact being seen in car parks and sport and leisure facilities. In respect of council tax collection, as at the end of April, 11.29% of the total annual budgeted amount had been collected. The picture for business rates was a little further behind the collection performance compared with the same period last year (at 10.39% of the total annual amount budgeted). Taking expenditure and income together, the net cost of responding to the COVID 19 crisis was estimated to be £1,427,500 to the end of June. The Government recognised the issue being faced by Local Authorities and had provided blocks of funding to offset losses. In addition, the Council held uncommitted reserves of £4,000,000 which take into account the need to react to emergency situations such as the one currently being faced. To date, through robust treasuring management practices, the Council had not experienced any major cash flow issues.</p> <p>The Committee was also advised of the two following items which could also impact on the Council's financial position:</p> <ul style="list-style-type: none"> <li>• Potential Cremator Replacement – potential cost £1.5m+</li> <li>• Cliff stabilisation works – potential cost £4.0m+</li> </ul> <p>The Committee considered that a District wide survey around Cliff Stability should be commissioned as part of the preparations for such costs occurring in the short, medium and long term.</p> |
| 9 July 2020 | Housing Issues  | <p>The work of the Committee at this meeting centred on the following areas concerning Housing:</p> <p>(a) Private Sector Housing Financial Assistance Policy - specifically Disabled Facilities Grants: the processes, the timescales, any obstacles to delivery and options for solutions (and whether those options have been pursued) and the</p>  |

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|                           |                  | <p>relative advantages of pooling. The report and the appendix to that report submitted to Cabinet at its meeting held on 26 June 2020 were submitted to this meeting.</p> <p>(b) Vacated/Empty Council Housing ('Voids') - the numbers of empty properties there have been over the past year, the proportion that those represent of the entire Council housing estate, expectations on standards of vacated properties, the extent to which the vacated properties were subject to major/minor repair works, the target times for inspecting vacated properties once they are empty and for repairs to be conducted, the periods of time properties were empty, the lost rental income during the period it was empty and the cost of housing homeless persons in the same period. The enquiry also covered the situation one year on from the Council taking back the ROALCO Ltd contract (following the company being placed in administration), the transfer of staff to the Council and responding to the immediate issue this posed and planning for sustaining the work now and in the future.</p> <p>(c) Council Housing Tenant Satisfaction and Involvement - the measurement processes in relation to tenant satisfaction levels and tenant participation arrangements.</p> <p>(d) New Build of 10 Council Houses in Jaywick Sands - the project and delivery of those 10 houses and whether there are lessons for further development there and for the emerging Acquisitions and Development Strategy of the Council.</p> |
| 13 August and 3 September | Back to Business | <p>The Committee was invited to consider the 'Back to Business' agenda as restrictions on social and economic activities eased (at the time) following the first lockdown starting in March 2020 in response to the Covid-19 pandemic. Having considered the matter the Committee made extensive submissions to the Council's Cabinet on the approach to 'Back to Business', by way of particular schemes, themes and the development of a fully costed programme with defined timelines.</p>   |

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|                   |                           | The Committee recorded its intention to review the adopted Cabinet plans for 'back to Business'.   |
|                   | Financial Outturn 2019/20 | The Committee considered an overview of the Council's financial outturn for the year 2019/20 and the allocation of the associated General Fund Variance for that year. These included the decision to allocate £862k from the 2019/20 General Fund Outturn variance to 'Back to Business' Initiatives and associated activities. The Committee determined that further work was required in respect of reserves and provisions and the delivery of projects. It called for a corporate dedicated project completion resource, with project management skills, with a direction to progress projects and priorities of corporate significance to the Council, support delivery milestones for those projects and unlock capacity and other issues that could frustrate delivery of those projects and priorities. |
| 21 September 2020 | Waste and Recycling       | <p>The Committee considered the Portfolio Holder's future ambition for the service; including improving recycling levels further over the remainder of the contract with Veolia in respect of waste collections.</p> <p>The Committee was also advised that arranging a site visit for all Councillors to waste and recycling centres as part of developing understanding by Councillors of these activities had been delayed due to the restrictions during the Covid-19 Pandemic.</p>  |
|                   | Leisure Provision         | <p>The Committee examined:</p> <ul style="list-style-type: none"> <li>• The emerging district-wide Leisure Strategy as previously reported to it – progress with the development of the Strategy</li> <li>• The refurbishment of the Clacton Leisure Centre – reviewing arrangements for the refurbishment since they were last presented to the Committee.</li> <li>• The sale of land to Clacton County High School, community access to the pitches on that land, management of that community access and the conditional</li> </ul>  |

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|                  |  | <p>works on the existing 3G pitches at the Leisure Centre and information on progress/timescales</p> <ul style="list-style-type: none"> <li>• The refurbishment of the Skate Park at the Leisure Centre and specifically plans and timescales for this.</li> </ul>  |
| 16 November 2020 | Transformation Agenda of the Council – and delivery against it | <p>Looking holistically at this work stream, including:<br/>Looking holistically at this work stream, including:</p> <ul style="list-style-type: none"> <li>• Delivery to the public (24/7 services/improved access),*</li> <li>• Staff (IT* and flexible working, home working and productivity), and</li> <li>• Buildings (rationalisation, modernisation and reduced running costs),</li> <li>• Councillors (including IT for them/Modern.Gov).*</li> </ul> <p>*The Committee will be invited to determine a date for an additional meeting of the Committee in late November/early December to consider just the highlighted elements of the transformation strategy.</p>   |
|                  | Review of Reserves and Provisions                              | <p>The Committee on 13 August 2020 resolved (among other things) as follows as relevant to this meeting:</p> <p><i>That Cabinet be recommended to] Implement the invitation from the Portfolio Holder for Corporate Finance and Governance to convene a meeting with the Chairman of this Committee, and other interested Councillors, to examine in detail the financial reserves and provisions to look at progressing further and speedier with those schemes or releasing the funds with a view to the outcome of that meeting being reported to the meeting of this Committee to be held on 21 September 2020.</i></p> <p>A meeting of the Committee’s Chairman with the Portfolio Holder for Corporate Finance and Governance is scheduled for 9 November 2020. The outcome of that meeting will be reported by the Chairman to the Committee’s meeting</p> |
|                  | Back to Business   | <p>The Committee examined the report to Cabinet on ‘Back to Business’ which sets out a Council wide plan to support the District’s recovery from the ongoing Covid-19 pandemic and agree a number of short term actions in</p>  |



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|                        |   | advance of a wider delivery plan being adopted. The decision of Cabinet will be scrutinised.  |
|                        | Financial performance Report Q2 2020/21                   | The Committee examined the report to Cabinet scheduled for its 13 November 2020 which will (1) set out the position of the Council's income and expenditure at the end of Q2 against the budget along with (2) the updated long term financial forecast.  |
| 3 December 2020        | Update on the Transformation of Digital Services          | The purpose of the report was to update the Committee on the transformation progress specifically from an IT/ digital perspective. Namely; <ul style="list-style-type: none"> <li>1. The 'My Tendring' customer self-service portal.</li> <li>2. Cloud Migration, Business Continuity And Flexible Working</li> <li>3. The council's Leisure and Tourism App.</li> <li>4. Re-Design of the Council's Data (and voice) Network</li> <li>5. The Five9s contact centre application</li> <li>6. Councillors' IT</li> </ul>            |
|                        | Update on the Transformation of Digital Customer Services | The Committee looked at the progress made towards the digitising of Customer Services.  |
|                        | Transformation Agenda of the Council - Staffing           | The Committee had an overview into the Transformation Agenda of the Council – and delivery against it regarding staffing (flexible working, home working and productivity).   |
| 11 and 14 January 2021 | Budget Setting for 2021/22                                | Looked at the Medium Term Financial Strategy (MTFS) and the anticipated budget for 2021/22<br><br>[Note: a discussion between the Committee's Chairman, Assistant Director Finance and IT and Head of Democratic Services & Elections took place on 17 September and looked at the programming of these meetings. The outcome of that discussion is set out below:<br><br>(1) Approval of fees and charges would be by individual Portfolio Holder and so forthcoming decisions around those would be published and the OSC would |

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|  |  | <p>see those and determine whether it proposed to scrutinise those fees (just as it did for any other Cabinet/Portfolio Holder decision).</p> <ol style="list-style-type: none"><li>(2) The reports to the respective Portfolio Holder on Fees and Charges would identify major variances so that these are clear to the reader. Otherwise it would identify the broad basis for general changes to fees.</li><li>(3) The 11 January meeting of the OSC scheduled to look at the budget would be maintained for 2020. The papers for the OSC were circulated well in advance and Committee members asked to identify the questions they wanted to ask on the budget. Those questions were collated and circulated prior to the meeting and they formed the lines of enquiry at the meeting. The practice of going page by page or line by line through the budget would not be factored into the meeting.</li><li>(4) The MTFs would be next reviewed by Cabinet on 9 October. That would be subject to scrutiny by the OSC as it sets out the overall approach to the income and expenditure of the Council to meet its ongoing needs.</li><li>(5) The intended meeting of the OSC Chairman and the Deputy Leader to look at reserves and provisions was arranged and looked at delivery of those schemes as and projects for which funding had been made available to ensure that the OSC could, over time, scrutinise the timing of decisions to establish reserves/provisions and the mechanism for managing the implementation of those schemes/projects. It was intended that the process would assist the OSC to consider Corporate Plan Priorities and Projects in advance and then delivery of them.</li><li>(6) The report template for OSC reports would be reviewed to provide for the Assistant Director of Finance to provide details of the budget for the service being scrutinised alongside the service department's comments on its service etc.</li></ol> <p>The above would be reviewed following the planned meeting referred to in (5) above.</p> |
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|  |  | <p>In addition to the above, it was important to remember that the Constitution puts a requirement on the OSC to look at the annual budget proposal and while that was the case we would need to think how best to arrange this.</p> |
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