

A.4 APPENDIX A Tendring District Council's Key Priority Actions for 2021/22

[Note - These are drawn from the wider set of actions identified in the relevant theme of the Corporate Plan Priorities Actions]

Relevant Corporate Plan Priority Theme	Relevant Corporate Plan Priority	Key Actions to support the Corporate Plan Priority in 2021/22	Included in the Key Priority Actions	Budget	Lead Officer	Portfolio Holder	Milestones in the delivery of the Key Actions	Intended Outcome
Delivering high quality services	A7 - Carbon Neutral by 2030	To deliver key actions identified in the Climate Change Action Plan (a) Buildings & Energy i) Undertake energy audits of all council owned buildings and compile a carbon reduction plan for each one. Continue work to improve the performance of our buildings towards achieving net zero emissions by 2030 and maximise funding opportunities such as SALIX (a non-departmental Government owned company that provides interest free loans to fund measures to reduce energy bills in the public sector). ii) Move to the purchase of 100% renewable electricity iii) Maximise onsite renewable energy generation opportunities iv) Explore carbon offsetting options and develop an implementation plan (Solar farm).	*	(i) £43K for surveys (ii) Existing budget – potential increase in contract (iii) Within existing budgets (iv) £10K consultancy fees	(i) Andy White (ii) Richard Barrett (iii) Andy White (iv) Andy White	Cllr. Michael Talbot	(i) - 31 December 2020 – Energy Audits commissioned and commenced - 28 February 2021 - First Energy Audit reports submitted - 30 April 2021 - SALIX Funding bids prepared (ii) Renewal date to be inserted for 2021- 100% renewable energy purchased at next contract renewal (iii) 30 April 2021 - Options scoped out on solar Photo-voltaic options for council housing and other council buildings (iv) 31 December 2021 - Options appraisal completed in respect of developing a council owned solar farm in the district	(i) Reduction carbon emissions and energy cost savings (ii) Reduction in carbon emissions (iii) Detailed options ready for decision making (iv) Detailed options ready for decision making
		(b) Procurement (i) Update procurement guidance and standard contractual terms to include climate change impacts and mandatory carbon reporting, with the aim of delivering net zero emissions in procurement (Scope 3) by 2030. (ii) Develop a recording and monitoring process to identify embedded emissions within the procurement of goods and services.		(i) Within existing budgets (ii) Within existing budgets	(i) Richard Barrett (ii) Richard Barrett		(i) 31 October 2021 -Updated procurement guidance and contractual terms completed (ii) 31 October 2021 - Recording and performance monitoring framework in place	(i) Procurement includes robust carbon impact assessments and performance measures – reduction in Scope 3 emissions (ii) Ongoing monitoring of emissions created by contractors

Delivering high quality services

	<p>(c) Supporting staff and councillors</p> <p>(i) Deliver carbon literacy training courses and workshops, open to all staff and councillors, on climate change mitigation and other key environmental policies - for delivery in 2021.</p> <p>(ii) Develop new home working and travel for work guidance by the end of 2021, learning from the COVID-19 lockdown, which aims to dramatically reduce the requirement to commute to offices and travel for meetings and visits.</p>		<p>(i) Within existing budgets / £5K for training material</p> <p>(ii) Within existing budgets</p>	Anastasia Simpson		<p>(i) 31 December 2021 - Carbon literacy training delivered to staff and Cllrs</p> <p>(ii) 31 December 2021 - New home working and travel guidance in place</p>	Increased staff and Member awareness of climate issues and clear policies and protocols around reducing emissions associated with travel.
	<p>(d) Addressing Tending-wide emissions</p> <p>Develop and publish a collaborative action plan and/or form an alliance with all partners that seeks to use our combined powers, duties, influence and leadership to work with others towards the net zero ambition for emissions from all of Tending.</p>		Within existing budgets	Tim Clarke		31 March 2022 - Action plan / alliance formed	Greater engagement and collaboration with wider district partners, businesses and residents over climate issues.
A6 - Effective Regulation and Enforcement	<p>(a) To introduce a revised process for the issue, payment and appeal of Fixed Penalty Notices</p>	*	To be met from within existing budgets	Russell Cole	Cllr. Giancarlo Guglielmi	<p>30 April 2021 - Fixed Penalty Notices and associated policy available to all accredited officers.</p> <p>31 July 2021 - Community Safety Accreditation Scheme (CSAS) training delivered to additional officers to increase internal capacity and refresher training provided to existing CSAS accredited staff.</p> <p>31 October 2021 - Briefing note to Corporate Enforcement Group evaluating the effectiveness of the activity and reviewing options linked to streamlining the process and consideration of a more automated solution, if achievable.</p>	Effective enforcement action resulting in reduced environmental crime and Anti-Social behaviour and safer, cleaner, more attractive town centres, communities and spaces across the district.
	<p>(b) To manage and plan for anticipated increase in seasonal challenges across the district between May and September 2021 due to a high volume of visitors.</p>		To be met from within existing budgets	Russell Cole	Cllr. Giancarlo Guglielmi	<p>30 April 2021 - Develop a tactical "summertime" partnership plan and disseminate to internal and external stakeholders</p> <p>30 June 2021 - Briefing note to Corporate Enforcement Group evaluating activities/Outcomes and lessons learned over the Easter and May Bank holidays</p> <p>31 October 2021 - Briefing note to Corporate Enforcement Group evaluating activities and Outcomes during the peak summer period</p>	A reduction in the issues witnessed during 2020 as a result of increased visitors to our seafronts, town centres and other public spaces
	<p>(c) To introduce re-deployable (mobile) CCTV capacity for enforcement purposes</p>		£50K	Russell Cole	Cllr. Giancarlo Guglielmi	30 April 2021 - Briefing note to Corporate Enforcement Group to secure agreement for the funding of equipment and setting out proposed	Targeted surveillance which will assist in the detection and prevention of crime and the

							deployment guidelines 30 September 2021 - Equipment procured and deployable in accordance with adopted deployment guidelines 31 December 2021 - Briefing note to Corporate Enforcement group evaluating incidences of crime in deployment locations and local satisfaction rates	collection of evidence for prosecutions resulting in safer, cleaner spaces and communities for residents and visitors.
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Building Sustainable Communities	B6 - Effective planning policies	<p>Implementation of Local Plan Part 1 following Inspector's approval and move to formal examination of Part 2</p> <p>Formal adoption of the modified Section 1 Plan in January 2021 will enable the Council to maintain a 5 year supply of housing, progress work on the Garden Community Development Plan Document (DPD) in partnership with Colchester BC and allow the examination of Section 2 of the Local Plan (containing policies and proposals specific to Tendring) to proceed in 2021.</p>	*	£750K (of which £150K already committed) to cover consultancy, temporary staffing and examination costs for the Local Plan and which will be utilised, in part, for work on the Garden Community DPD and the statutory stages of Neighbourhood Plan production. £175K base budget per annum to fund continued work on the Local Plan, future reviews and associated work.	Gary Guiver	Cllr. Neil Stock OBE	<p>26 January 2021 - Adoption, by Full Council, of Section 1 of the Local Plan for North Essex following the Planning Inspector's final report and recommended modifications.</p> <p>4 March 2021 – Complete examination hearings for Section 2 of the Local Plan (for Tendring) (provisional).</p> <p>30 September 2021 - Receipt of Inspector's Section 2 report and consultation on modifications.</p> <p>31 March 2022 – Adoption of Section 2 Local Plan.</p>	<ul style="list-style-type: none"> • 11,000 new homes and 9,800 jobs between 2013 and 2033 including early phases of development at the Garden Community. • £99million government (HIF) investment in the A120/A133 link road and rapid transit system. • Protection against unwanted and speculative development proposals that run contrary to the Local Plan. • Establishment of the foundations for future review of Local Plan, Neighbourhood Plans and regeneration projects in Jaywick Sands, Clacton, Dovercourt and other locations. • Establishment of statutory development plan for the purposes of seeking and securing additional public and private funding.
	B5 - Building and managing our own homes	<p>Delivering 10 more Council homes</p> <p>(a) Complete a review of the Housing Revenue Account estate and identified surplus property to identify any potential development or intensification sites.</p> <p>(b) In respect of sites identified as suitable for development, draw up plans for the housing that could be developed on them ready for financial consideration and planning approval.</p> <p>(c) Continue with a programme of property acquisitions where suitable existing (such as ex RTB stock) or new build housing, available for purchase, is identified as suitable to bring into the housing stock. This may include design and purchase arrangements with local</p>	*	<p>(a) and (b) Existing Service Budget</p> <p>(c) Existing Service budget and c£2M per annum</p>	Tim Clarke, Andy White, Damian Williams	Cllr. Paul Honeywood	<p>(a) 31 October 2021</p> <p>(b) 31 December 2021</p> <p>(c) As and when opportunities arise</p>	<p>(a) Identify a future pipeline of development sites</p> <p>(b) Plans prepared for suitable development sites, including property archetypes and specifications. To meet the identified housing needs in the locality of the site.</p> <p>(c) Suitable properties purchased and brought into the housing stock.</p>

		(d) Identify and approve funding arrangements to facilitate construction and acquisition	*	TBC: c£2M per annum	Richard Barrett	Cllr. Giancarlo Guglielmi	30 June 2021	Identify a budget for acquisition/development
		(e) Establish a revised team structure for the carrying out of housing and other construction projects	*	Subject to restructure	Andy White, Damian Williams	Cllr. Paul Honeywood	31 October 2022	Establish a team for acquisition/development
B3 - Vibrant Town Centres	Deliver the Starlings Project	This project will establish improved Public Realm and Car Park at the Starlings site on the Dovercourt High Street. Delivery will encourage and foster economic growth through enhanced, invigorated and focussed business activity and improve the appearance of one of the District's key town centre locations.	*	£1.595M for land acquisition and development. Of which approximately £600K will be for construction.	Mike Carran	Cllr. Mary Newton	4 November 2020 – Appointment of Lead Design Team	<ul style="list-style-type: none"> • Creating confidence in the development market, and encouraging private sector investment; • Giving the town's existing traders the confidence to invest in their businesses and in their property; • Creating new public realm and amenity space, providing the opportunity for greater animation thereby creating a more vibrant town centre; • Bringing back into productive use a vacant and derelict site, which currently blights the town and has a negative impact on Dovercourt High Street;
							9 September 2021 – Commence Construction	
							21 December 2021 – Remedials and Completion	

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Strong finances and governance	C1 - Balanced annual budget	Deliver the savings required in this year To develop a framework against which savings proposals can be identified for inclusion within the long-term forecast.	*	To achieve on-going savings equal to at least the £250K allowance currently included within the long term forecast.	Richard Barrett	Cllr. Giancarlo Guglielmi	31 March 2021 - To agree the framework with MT and Cabinet against which savings opportunities can be identified and explored	<ul style="list-style-type: none"> The required level of savings set out in the long term plan are successfully delivered over the remaining years of the forecast.
							31 April 2021 – Directors / Assistant Directors to have actively commenced the process of exploring savings ideas and opportunities within the framework agreed.	
							31 July 2021 – MT/ PFH's – Initial review of the proposed savings generated to date and the key Milestones to enable them to be implemented.	
							31 October 2021 – The savings ideas and opportunities identified for implementation in 2022/23 be agreed by MT/ PFH's for inclusion in the budget. Work to remain on going in respect of potential savings opportunities that may not be able to be implemented until 2023/24 and beyond.	

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A growing and inclusive economy	D1 - Develop and attract new businesses	<p>Deliver the Jaywick Sands Covered Market and Commercial Space</p> <p>Whilst the intention is to build at least 100 new high quality, flood resilient new homes on the land held within the Housing revenue account it is also vital that economic support through the creation of job opportunities is embodied within the regeneration of Jaywick sands to support occupants of the new homes.</p> <p>The intention is to construct 13 affordable rent business units offering 9,500 sq.ft let-able area and a covered local market of 10 affordable pitches. Alongside this, the public realm in the area will be improved including the creation of a new community garden and a multipurpose hard landscaped area which can be used for outdoor markets and seasonal events.</p> <p>The economic regeneration of Jaywick sands also supports “a growing and inclusive economy” Corporate Priority.</p>	*	£2.128M for full project comprised of: £106K from this Council (including capital and revenue costs in first year of operation) £50K from Essex CC for regen of market site and public realm £1.972M from SELEP – to be spent by March 2022	Mike Carran	Cllr. Mary Newton	30 April 2021 - Planning Application submitted	<ul style="list-style-type: none"> • Around 40 FTE jobs will be directly created and brought into the area at c£20kpa with an additional economic impact to the local economy of £1.7m per annum • Indirect and induced impacts are estimated to comprise around 16 FTE jobs
							24 September 2021 – Contractor procured	
							27 September 2021 – Construction commences	
							25 April 2022 – Handover to the Council	
	D2 - Support existing businesses	<p>To deliver the key actions identified as part of the Back to Business Agenda</p> <p>Complete and deliver a Council wide plan to support the District’s recovery from the ongoing Covid-19 pandemic, to be targeted at improvements to the District’s environment/quality of life and support for our residents, businesses and wider local economy.</p>	*	£862K will cover a series of District wide projects	Mike Carran	Cllr Neil Stock OBE	29 January 2021 - Adoption of Delivery Plan	<ul style="list-style-type: none"> • Positive impact on the local economy and business confidence • Increase in the number of young people accessing Clacton Skate Park • Increase in the number of young people accessing mental health services
							30 March 2021 – Money distributed to mental health services to enable more young people to access professional support	
							31 August 2021 – Complete refurbishment of Clacton Skate Park	
D4 - Promote Tendring’s tourism, cultural and heritage offers	<p>To deliver the range of activities to celebrate Clacton 150 in conjunction with partners</p> <p>2021 marks the 150th anniversary of Clacton on Sea. The Council have been successful in applying for £250k to develop plans for a number of projects to mark this occasion and use it as a means to stimulate the local economy at the start of the key tourism season.</p>	*	£250K, which is fully funded by the National Lottery Heritage Fund.	Mike Carran	Cllr. Alex Porter	28 February 2021 – Employ two designated members of staff to oversee this project	<ul style="list-style-type: none"> • Increase the number of visitors to the District’s seafronts • Increase in volume and value to the local tourism economy 	
						1 April 2021 – Install a new heritage trail from Jaywick Sands to Holland Haven		
						31 May 2021 – Organise a launch event for Clacton 150 (subject to national guidelines at that time)		
	<p>To deliver the range of activities to celebrate the Mayflower 400 in conjunction with partners</p>		£30K for the Mayflower Illuminate Festival	Mike Carran	Cllr. Alex Porter	30 April 2021– Open the house of Christopher Jones and the Mayflower Visitor Centre (subject to national guidelines at that time)	<ul style="list-style-type: none"> • 10 travel operators bringing visitors to 	

		<p>2020 marked the 400th anniversary of the sailing of the Mayflower to America. Harwich played a key role in this story and the Council has been working with partner destinations around the country to create a new visitor trail, to promote to the American travel trade. Due to the Covid-19 pandemic, the international tours scheduled for 2020 were postponed and will now take place in 2021 and beyond. The Harwich trail is now complete and the 3 physical attractions will open in 2021, as soon as restrictions allow.</p>	<p>✱</p>	<p>The budget for the series of Mayflower attractions has been spent, as all the projects are now complete. There is no further budgetary provision required.</p>			<p>30 April 2021 - Complete the Harwich Mayflower Heritage Trail</p> <hr/> <p>31 May 2021 – Organise the Harwich Illuminate Festival (subject to national guidelines at that time)</p> <hr/> <p>30 Sept 2021 – Together with partners and the travel trade, organise a structured series of tours for visitors.</p>	<p>Harwich for the Mayflower exhibitions</p> <ul style="list-style-type: none"> • Increase in volume and value to the local tourism economy • Create relationships with travel trade to develop new markets
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Community Leadership	E5 - Sport England and Active Essex- for physical activity and wellbeing	<p>Sport England Local Delivery Pilots and the delivery of a number of key schemes to improve physical activity within the District</p> <p>The Council is working with Active Essex and partners in Colchester and Basildon to build healthier, more active communities in those respective Districts, through the Sport England Local Delivery Pilots Scheme focussing on deprived areas.</p>	*	£1.6M initially allocated as available to spend within Tendring including for community hubs, a community chest, test and learn, scale and replicate and community infrastructure	John Fox	Cllr. Lynda McWilliams	30 June 2021 – Deliver the first 120 bikes roll out to the community as part of the Essex Pedal Power project in Jaywick and West Clacton which includes SELEP funding of £600K for bikes. (There is also a wider infrastructure project with £1.7M SELEP funding).	Increase cycling and active travel and providing an opportunity for residents to access employment and cheaper food at supermarkets improve their physical health and therefore reduce pressure on services
							30 June 2021 – work with Heritage Lottery Fund Clacton 150 project around a pump track feasibility study for a site in Jaywick and gamification project to get people active	Increase physical activity to improve health including mental health and increase number of people accessing the coast
							30 September 2021 – deliver an older persons outdoor gym in Holland/Clacton area to support in maintaining mobility for older people	Provide physical opportunity for older people to help support improving strength and balance and to encourage people to access the site