

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

**REPORT FOR THE PERIOD OCTOBER TO DECEMBER 2022 (Q3)**

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

*Note: Where Milestone dates preceded the start of the financial year they have been included in Q1 for reporting purposes.  
Likewise, milestones after the end of the financial year have been added into Q4.*

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

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

							<ul style="list-style-type: none"> <li>Proposals for textile kerbside collection prepared for forthcoming Portfolio Holder consideration.</li> <li>Coloured bag provision for community litter picking deployed in October.</li> <li>Proposals for glass kerbside collection and wider range of plastic recyclate are being finalised for member consideration.</li> </ul>	
					Q4	Implementation of the improvements and opportunities identified in Q1 & Q2.		
Delivering high quality services	A6 Effective regulation and enforcement	Cllr. Giancarlo Guglielmi	The Covid response work continues, alongside a commitment to Enforcement. As agreed at the Corporate Enforcement Group the Community Ambassadors are being trained to respond to three key offences using Fixed Penalty Notices. The areas of priority are dog fouling, littering and fly tipping. The Community Safety Team continue to use the powers available to the authority in the Anti-Social Behaviour (ASB) 2014 Act. These powers are usually used in conjunction with partners such as Essex Police or Housing Associations.	Green	Q1	<p>Prepare for and commence the Summer Plan 2022 and Ambassadors to focus on the three priority areas identified by the Corporate Enforcement Group.</p> <p>Maximise capacity within the approved establishment of 5 Ambassadors and an ASB Case Officer (with a view to maintaining that position throughout the year). Subject to approval of the funding.</p>	Amber	<p>The Summertime Plan 2022 has been prepared and Councillors have been briefed via an All Member Briefing on 12 May 2022. The plan has been circulated to all Councillors in May 2022. A separate underpinning delivery plan has been prepared for partner agencies.</p> <p>Approval has been given, in May 2022, to appoint 5 Ambassadors and a Case Officer. Three posts are filled and as the team lacks full capacity, agency staff are being utilised to provide cover during peak periods.</p>
					Q2	Commence a review of the Strategic database to ensure consistency of recording of instances and relevant cases given to ASB Case Office for litigation.	Green	A review of the Strategic Database has taken place and a new system put in place, and no inconsistencies in recording identified. However as yet no complaints suitable for litigation. The new recording system – Dynamics 365 - allows officers to log complaints, risk assess the information and conduct a full investigation using its functionality. From initial complaint / contact to disposal – also creating a report of outstanding cases and an audit trail. As at 15 September there were 277 cases in the database.
					Q3	<b>Evaluation and All Member Briefing to review the success of the Summertime plan. This will include a 'lessons learnt' document.</b>	Amber	<p><b>Presentation updates were given as follows:</b></p> <p><b>25 Oct 2022 – Operational Enforcement Group</b></p> <p><b>8 Nov 2022 – Corporate Enforcement Group</b></p> <p><b>16 Nov 2022 – All Member Briefing</b></p> <p><b>The Summertime plan was a success. Case studies and data were provided within the updates to demonstrate success.</b></p> <p><b>The “lessons learnt” was not written this year due to the work across the team being very different from last year ,especially the response to emergency planning incidents over the summer. Full details of this work was provided at the All Member Briefing on 16 Nov 22.</b></p>

					Q4	Report back to Cabinet and/or an update at an All Member Briefing. Progress to also be reported back to partners including the Office of the Police Fire and Crime Commissioner as part of the annual review.		
Delivering high quality services	A7 NET Carbon Neutral by 2030	Cllr. Michael Talbot/Cllr. Alex porter	The Council has pledged to become carbon neutral by 2030 from the Council's own activities and from the electricity it uses. The Council has an Action Plan 2020-2023 to help it make progress towards this goal, and it will continue to deliver actions within the Action Plan. In particular, the Council will focus on improving the efficiency of the Council's estate, and engaging externally with partners with common interests in climate action.	Amber	Q1	Develop options for consideration by the Portfolio Holder for building improvements to reduce carbon emissions, based on energy audits.	Red	At the Q2 point, the Cabinet will be asked to formally approve the amendment to this highlight priority to reflect that the commitments have always been to net carbon neutral.  Energy audits are not yet complete. Additional resource is needed to create the capacity to complete the audits, which is likely to be a call on the climate fund. Q4 completion of improvement projects is at risk.
					Q2	<del>Decide on TDC's low-carbon electricity purchase.</del>	Red	<b>It is proposed to AMEND the highlight priority to reflect that the commitment has always been to be net carbon neutral.</b>  Further opportunities are being explored as part of the Council's annual contract renewal considerations, which will be finalised during Q3. <b>On this basis it is proposed to REALIGN the "Decide on TDC's low-carbon electricity purchase" from Q2 to Q3.</b>  <b>It is proposed to REALIGN the New electric vehicle charging points installation from Q3 to Q4.</b>  In respect of the Q1 Milestone the Energy audits are now complete. Additional resource is needed to create the capacity to complete the reporting and prioritisation of audit actions, which is likely to be a call on the climate fund. Additional resources to complete the actions listed have been requested through the Corporate Investment Plan. Q4 building improvement outcomes continue to be at risk.
					Q3	<b>REALIGNED - Decide on TDC's low-carbon electricity purchase.</b>  <del>New electric vehicle charging points installed in the District.</del>  Report on the District Council's annual carbon emissions data.	Green	<b>Electricity purchase:</b> As we reach associated procurement milestones during the year, the Council will continue to take the opportunity to ensure the electricity used across our various sites is delivered from carbon neutral sources.  <b>Report on carbon emissions.</b> An update report submitted to Members of Resources and Services Overview and Scrutiny Committee in an 'off-Agenda' report and shared with all members.  Comprehensive data analysis for the year to the end of March 2022 commissioned from APSE to report in

							<p><b>Q4.</b></p> <p>The Action Plan will be reviewed during 2023 for the Net Carbon Neutral objective from 2024 onwards. The report is expected to be completed to provide options in the summer for the new Administration.</p> <p>£60,000 to address resources issues identified in Q1 around energy audits has been allocated. Recruitment for a surveyor is underway.</p> <p><b>Electric Vehicles.</b> During 2023 Eight EV charging points will be installed in the Starlings carpark in Dovercourt in 2023. The review of EV options for TDC Car Parks and Leisure Centres and TDC's EV strategy and charging policy will be complete in Q4. ECC is expected to publish its draft strategy for on-street EV points.</p> <p>A proposal has been submitted to government to allocate funds from the Rural Prosperity Fund to provide EV charging points in rural locations in 2024/25.</p> <p><b>There is a need to FURTHER REALIGN "New electric vehicle charging points installed in the District" from Q4 2022/23 to Q1 2023/24 due to the delay in completing the Starlings project as a result of tackling site contamination.</b></p>
					<p>Complete building improvement projects to reduce carbon emissions.</p> <p>Review progress against the Carbon Reduction Action Plan 2020-23 and develop a new plan for 2024 onwards assessing how to reach the 2030 net zero goal.</p> <p><b>REALIGNED – New electric vehicle charging points installed in the District.</b></p>		

<b>Building Sustainable Communities</b>	<b>B1 North Essex Garden Communities</b>	<b>Cllr. Giancarlo Guglielmi</b>	Working in partnership with Colchester Borough Council (CBC) and Essex County Council (ECC) to develop both the planning framework and a long-term stewardship model for a new Garden Community of 7,000-9,000 homes with associated employment opportunities and infrastructure. The Tendring-Colchester Borders (TCB) Garden Community will be an exemplar development that incorporates the very highest standards of design, architecture, planning and carbon reduction measures and delivery of the scheme will require positive cooperation with the lead development partners Latimer	<b>Green</b>	Q1	Completion of public consultation on Draft Development Plan Document (DPD) for the Garden Community (Regulation 18 stage) – subject to agreement from the joint TDC/CBC/ECC Committee.	Green	Consultation completed in March/April 2022 resulting in 193 representations raising 620 matters for consideration. A report of consultation results was presented to the Joint Committee on 18 <sup>th</sup> July 2022 (Q2 and so on plan) Working forward further work is required to inform the Councils' decision on how to address key issues in the DPD. Essex County Council application to Homes England to extend Housing Investment Fund funding for link road construction still awaiting decision and could have a bearing on timetable going forward.
					Q2	Reporting results of consultation on Draft Development Plan Document to the Joint Tendring-Colchester Committee.	Green	The Tendring/Colchester Border Garden Community Joint Committee on 18 July 2022 received a report on representations made in response to the regulation 18 consultation and next steps. Officers are commissioning and working on evidence that will inform key decisions on the direction of the Garden Community going forward, in light of the representations that have been received.
					Q3	<b>Revisions to and completion of final draft DPD and associated evidence base ready for Council approval and submission to the Secretary of State.</b>	Amber	<b>Emerging evidence subject of report to the (cancelled) 13<sup>th</sup> December 2022 Joint Committee meeting. Final draft DPD and associated completed evidence to be considered by the Joint Committee and Full Council in February/March 2023 with likely submission to the Secretary of State and associated Regulation 19 consultation in Q1 2023/2024 following local elections.</b>

			Clarion and Mersea Homes and continuous engagement with both existing and future communities. Priority action is for the new joint TDC/CBC/ECC Planning Committee to agree to the publication of the first draft Development Plan Document (DPD) for public consultation in line with Regulation 18 of the statutory plan-making process.		Q4	Final consultation on the DPD (Regulation 19) and submission to the Secretary of State.		
<b>Building Sustainable Communities</b>	<b>B2 Jaywick Sands – more and better housing</b>	<b>Cllr. Paul Honeywood</b>	Working with the community of Jaywick Sands and other stakeholders to develop a long-term strategic plan for the area which will provide both a basis for making future planning decisions and a strategy for seeking and securing external private and public funding towards ongoing rejuvenation of the area and tackling deprivation. Key matters to address will include improving housing conditions, provide access to training and employment opportunities,	<b>Green</b>	Q1	<p><u>Jaywick Workspace and Covered Market</u></p> <p>Start on Site. [Subject to receiving external funding]</p> <p><u>Jaywick Sands Place Plan</u></p> <ul style="list-style-type: none"> <li>Coastal Community Team reformed as a multi-agency stakeholder group to feed into the work on the Place Plan and to include representation from the community.</li> <li>Preparation of Draft Place Plan and Design Guide material ready for public consultation.</li> </ul>	<b>Green</b>	<p><u>Jaywick Workspace and Covered Market</u></p> <p>External funding was received from Essex County Council to deliver the project, and the contractor started on site in April 2022. The contractor has been carrying out ground works and site preparation.</p> <p>The current completion date is planned for February 2023. Works may be subject to delay due to the availability of materials in the current climate, and the impact of ground conditions, such as asbestos.</p> <p><u>Jaywick Sands Place Plan</u></p> <p>Coastal Community Team reformed to become a multi-agency stakeholder group as plans progress. The First meeting of the Coastal Community Team was held on 8<sup>th</sup> July (Q2) Initially restarted with TDC &amp; ECC with discussions taking place as to identify the appropriate future stakeholders. This group will feed into the work on determining the Place Plan and will include representation from the community.</p> <p>Draft Place Plan and Design Guide approved ready for consultation to be held in September.</p>

			<p>improving community facilities and infrastructure and, perhaps most challenging of all, providing a long-term sustainable future of the community in the face of climate change and the increased likelihood and risk to life and property associated with of coastal flooding.</p>	<p style="text-align: center;">Q2</p>	<p><u>Jaywick Workspace and Covered Market</u></p> <p>Enter contract with operator to market and operate the building.</p> <p><u>Jaywick Sands Place Plan</u></p> <p>Consultation on Design Guide and preliminary Place Plan work and consideration of responses.</p>	<p style="text-align: center;">Amber</p>	<p><u>Jaywick Workspace and Covered Market</u></p> <p>Following discussions, the operator has requested that the Council run the centre in-house; the Council is reviewing this option. A formal decision on the recommended option will then follow. This building was “topped out” in September.</p> <p style="background-color: yellow;"><b>It is proposed to REALIGN Commencement of Marketing to potential occupiers of the building from Q3 to Q4.</b></p> <p>In view of the proposed realignment of the milestone around marketing of the Jaywick Workspace and Covered Market it is further proposed to remove this milestone from this year that the building will be “Fully Operational”. However, this milestone can be replaced by “Build Complete” in Q4.</p> <p><u>Jaywick Sands Place Plan</u></p> <p>The Place Plan consultation is underway with an online survey and face to face meetings. (Albeit that the face to face meetings were rearranged and the consultation period extended by 10 days in respect for the period of National Mourning. The consultation ends on 27 October.</p>
				<p style="text-align: center;">Q3</p>	<p><u>Jaywick Workspace and Covered Market</u></p> <p><del>Commence Marketing to potential occupiers of the building.</del></p> <p><u>Jaywick Sands Place Plan</u></p> <p>Adoption of Design Guide as a Supplementary Planning Document and continued work on the Place Plan.</p>	<p style="text-align: center;">Red</p>	<p><u>Jaywick Workspace and Covered Market</u></p> <p><b>Progress has continued with the build of the Jaywick Works business units, called the Sunspot Centre. Significant asbestos ground contamination issues have been dealt with safely. Additional £300,000 raised from SELEP to support delivery with the potential for further funding to be allocated in Q4. Building now scheduled to complete in May 2023, due to delays caused by tackling ground conditions and material shortages.</b></p> <p>Agreement to run the Sunspot Centre in house, rather than outsourced, with recruitment due ahead of completion in 2023 subject to approval of the in-house option.</p> <p style="background-color: yellow;"><b>There is a need to REALIGN the “Build Complete” Q4 Milestone to Q1 2023/24</b></p> <p><u>Jaywick Sands Place Plan</u></p> <p>Jaywick Sands Design Guide being completed following local consultation with a view to adoption in Q4 2022/23 with further work on the Place Plan to</p>

							continue into 2023/24.	
					Q4	<p><u>Jaywick workspace and Covered Market</u></p> <p>Fully Operational. <b>Build Complete</b></p> <p><b>REALINGED Commence Marketing to potential occupiers of the building.</b></p> <p><u>Jaywick Sands Place Plan</u></p> <p>Preparation of Draft Place Plan for Councillor scrutiny and approval ahead of formal public consultation exercise.</p>		
Building Sustainable Communities	B4 Building and Managing our own homes	Cllr. Paul Honeywood	<p>Working in partnership with procurement specialists at Essex County Council in order to run a tender exercise for the design and construction single storey homes suitable for older and disabled persons. The procurement exercise will result in a high profile redevelopment of around 20 bungalows at the Honeycroft site.</p> <p>The redevelopment will seek to provide homes achieving appropriate energy efficiency and lifetime homes standards along with meeting other industry benchmarks for quality and design. Options for the use of Modern Methods of Construction will be included along with offering the opportunity to Small &amp; Medium size Enterprise (SME) developers. The overall design is to recognise current landscape</p>	Green	Q1	<p><u>Honeycroft:</u></p> <p>Undertake procurement of design and build contractor.</p> <p><u>Acquisitions</u></p> <p>As and when opportunities arise - Continue with a programme of property acquisitions where suitable existing (such as ex Right to Buy stock) or new build occurs.</p>	Amber	<p><u>Honeycroft:</u></p> <p>The tender documents are largely complete and are being finalised for tender issue at the time of writing.</p> <p><u>Acquisitions</u></p> <p>Acquisitions continue with one former Right to Buy property having been purchased during the quarter.</p> <p>13 new properties were gifted to the Council during the quarter from developers in accordance with planning obligations.</p>
					Q2	<p><u>Honeycroft:</u></p> <p>Report to Cabinet to appoint contractor. Contractor appointed and scheme design prepared for consultation.</p> <p><u>Further HRA sites:</u></p> <p>Surveyor employed to assess sites and prepare proposals for redevelopment.</p>	Amber	<p><u>Honeycroft:</u></p> <p>The tender documents have been issued and the tender period is ongoing at the time of writing.</p> <p><u>Further HRA Sites</u></p> <p>The contract of a temporary surveyor has been extended in order to build wider capacity to complete the assessments.</p>
					Q3	<p><u>Honeycroft:</u></p> <p><b>Completed consultation on scheme design and Planning application submitted.</b></p> <p><b>Scheme costs determined and report presented to Cabinet/Full Council seeking approval on the funding.</b></p> <p><u>Further HRA sites:</u></p> <p><b>Scheme proposals presented to Cabinet for approval.</b></p>	Red	<p><u>Honeycroft:</u></p> <p><b>Tenders for development on the Honeycroft site have been invited and received. Decision on appointment of contractor and funding options now proposed for Q4 to allow for lifecycle costing and specific financial appraisal. The relevant report is set out elsewhere in the Agenda for this meeting (27 January 2023).</b></p> <p><b>Due to the changed procurement proposal to design and build (in order to optimise the use of internal resources) there is a need to REALIGN the milestones for "Planning Application Determined" and "Building work commence onsite" from Q4 2022/23 to Q2 2023/24.</b></p> <p><u>Further HRA sites:</u></p> <p>Initial contact with procurement team and a</p>



			<p>constraints and provide a secure yet welcoming micro community that supports independent living and quality lifestyle.</p>				<p>framework agreement begun as an alternate delivery mechanism. It is proposed to progress exploratory discussions in Q4.</p> <p><b>There is a need to REALIGN the milestone “Scheme proposals presented to Cabinet for approval” from Q4 2022/23 to Q2 2023/24.</b></p>
			<p>Further to the redevelopment of Honeycroft site, two further sites held within the Housing Revenue Account (HRA) will be progressed to design and tender phase such that construction can follow on once Honeycroft is completed, or in parallel if funding permits. These sites could deliver a total of ten additional council homes for rent.</p> <p>Discussions with Councillors will be facilitated on a range of further potential development sites identified within the HRA and General Fund estates. Proposals around a range of disposal or development options will touch on a spectrum of priority themes and balance financial and service considerations.</p> <p>All of the above will be subject to appropriate (further) Cabinet and Full Council level decisions on scheme design, cost and funding.</p>	<p style="text-align: center;">Q4</p>	<p><u>Honeycroft:</u></p> <p>Planning application determined</p> <p>Building works commence on site.</p> <p><u>Further HRA sites:</u></p> <p>Planning applications submitted.</p>		

<b>Strong Finances and Governance</b>	<b>C2 10 Year Financial Plan</b>	<b>Cllr. Giancarlo Guglielmi</b>	<p>To continue the development of a zero based approach to deliver the required savings over the remaining years of the long-term forecast.</p> <p>This will need to be balanced against the level of cost pressures that may emerge over the same timescales along with the delivery against the emerging Corporate Investment Plan.</p> <p>Updates will be included within the quarterly financial forecast reports during 2022/23</p>	<b>Amber</b>	Q1	Establish the budget areas to which the Zero based approach to budget setting will apply for 2023/24.	<b>Amber</b>	Discussions have taken place with key members of the Finance Team, to identify a pragmatic process to develop the approach further in 2022/23. This will involve the identification of key cost drivers linked to service outcomes / key service standards along with reducing / eliminating unnecessary or avoidable activities. It is proposed to undertake consultation with Senior Managers during Q2 to enable the necessary work to be undertaken over the second half of the year and monitored in accordance with the milestones.
					Q2	In – year performance against the budget at end of Q1 reported to Cabinet with progress against £450k ongoing saving target.	<b>Red</b>	<p>The effect of recent financial challenges seen at a National and Global level are now impacting on the Council's own financial position, with a number of related issues now emerging. With this in mind, a review of the wider financial position of the Council in response to these emerging challenges is in progress and further details will be included within separate Financial Performance Reports.</p> <p>Notwithstanding the issues highlighted above, the key principles behind zero based budgeting remain relevant and important going forward. How they can be deployed will therefore form part of the separate future financial performance reports when the major financial challenges facing the Council become clearer.</p>
					Q3	<b>In – year performance against the budget at end of Q2 reported to Cabinet with progress against £450k ongoing saving target.</b>	<b>Green</b>	<b>Three financial update reports have been presented to Cabinet this year (7 October, 4 November and 16 December). Net savings achievable for 2023/24 are currently estimated at £616k, with further updates to be presented as part of the on-going budget processes.</b>
					Q4	In – year performance against the budget at end of Q3 reported to Cabinet with progress against £450k ongoing saving target.		
<b>Strong Finances and Governance</b>	<b>C3 Effective and Positive Governance</b>	<b>Cllr. Giancarlo Guglielmi/ Cllr. Lynda McWilliams</b>	The Council continually seeks to improve and enhance its governance arrangements and in 2022/23 further enhancements will be made. This includes actions from the Centre for Governance and Scrutiny's Scrutiny Development Review	<b>Green</b>	Q1	<p>Implement action plan ongoing from CFGS review in 2021.</p> <p>Prepare a revised community engagement strategy for the Council.</p>	<b>Green</b>	<p>The CFGS recommended more scrutiny work be undertaken through task and finish groups, enquiry days, briefing notes etc. This approach has informed the work programme prepared by the two Overview and Scrutiny Committees. A meeting has been held on the 17 May 2022 including the two Chairmen on the Committee with the Leader and Deputy Leader and a second is to be held in Q2.</p> <p>A revised Community Engagement Strategy has been prepared and submitted to Management Team. The Strategy will be presented to Cabinet in September 2022.</p>

			<p>of the Council and actions to keep the Constitution and Councillor training opportunities up to date.</p> <p>Through this highlight priority the progress with such activities such as the development of a revised strategy for Inclusion and Equality will be captured. The revised Strategy, including an updated People Impact Assessment is aimed at securing robust governance arrangements are in place across the organisation.</p> <p>The Council is also reviewing the way it engages with the Community and a draft strategy is also being developed for approval.</p>		<p>Q2</p> <p>To take a draft Inclusion and Equality strategy to Cabinet and authorise consultation on it.</p> <p>To take a draft Community Engagement Strategy to Cabinet for approval.</p>	Green	Draft strategies prepared and published for consideration by Cabinet on 7 October 2022.
					<p>Q3</p> <p><b>Report on the outcome of consultation on the draft Inclusion and Equality strategy and invite appraisal of a strategy.</b></p> <p><b>Following adoption, roll out of the Community Engagement Strategy across the organisation.</b></p>	Green	<p>Consultation completed and report to be presented back to Cabinet on 27 Jan 2023.</p> <p><b>The Community Engagement Strategy was agreed by Cabinet in Oct 2022 and an Officer group has been established to ensure that the Strategy meets the needs of residents and also Council services. Different levels of engagement are required across services e.g. statutory engagement through to lived experience.</b></p>
					<p>Q4</p> <p>Commence of the new Inclusion and Equality strategy training and embedding through the organisation.</p> <p>Undertake annual review of the Councils Constitution. Prepare for post-election 2023 Council.</p> <p>Induction plan and revised Allowances for Councillors.</p>		
Strong Finances and Governance	C5 use assets to support priorities	Cllr. Giancarlo Guglielmi	<p>Appropriately disposing of land at the redundant Weeley Office Site in support of priorities.</p> <p>To facilitate member decision on a range of potential development sites identified within the Housing Revenue Account and General Fund estates. Propose a range of disposal or development options that touches on a spectrum of priority themes and balances financial and service considerations.</p>	Green	<p>Q1</p> <p><u>Weeley Council Offices</u></p> <p>Agree terms for disposal of the Weeley site.</p> <p><u>Other Sites</u></p> <p>Prepare long list of potential disposal/development sites for Portfolio Holder shortlisting.</p>	Red	<p><u>Weeley Council Offices</u></p> <p>Potential disposal terms are being formally reviewed in relation to statutory and governance criteria prior to further progression.</p> <p><u>Other Sites</u></p> <p>The Portfolio Holder elected to refer the listed properties to the Cabinet for wider strategic consideration. At the time of writing the decision to progress consideration of all of the sites was made by Cabinet on 15 July 2022 and further action is pending the expiry of the call-in period.</p>
					<p>Q2</p> <p><u>Weeley Council Offices</u></p> <p>Planning application submitted for Weeley site.</p> <p><u>Other Sites</u></p> <p>Report to member's short list of potential development/disposal sites for direction and prioritisation.</p>	Red	<p><u>Weeley Council Offices</u></p> <p>Best consideration aspects potentially resolved. Ongoing discussion on detailed contractual terms, in accordance with the framework agreed by Cabinet. An application for Planning permission will follow.</p> <p><u>Other Sites</u></p>

			To ensure that the Council's general fund assets support in the delivery of the Council's key priorities including the provision of modern high quality buildings for customers and staff along with a commitment to carbon neutrality.				69 Sites reported to Cabinet. All approved to be progressed. A public petition against the proposals has been initiated.	
				Green	Q3	<p><b>Weeley Council Offices</b></p> <p><b>Complete disposal of the Weeley Office site or equivalent contractual venture.</b></p> <p><b>Other Sites</b></p> <p>Consolidate list of energy audit actions identifying funded, fundable and aspirational projects and options for Portfolio Holder consideration.</p>	Red	<p><b>Weeley Council Offices</b></p> <p>Current discussions on detail terms are pertaining to an option agreement. If progress matches anticipation the option agreement may be finalised in Spring 2023 with a planning application and decision in summer 2023 and development agreement prior to the end of the calendar year. Ultimately disposal will only occur when houses to be retained by TDC are completed, potentially this may be some time beyond the transfer of occupational control of the site.</p> <p><b>There is a need to REALIGN the milestone "Complete Disposal of the Weeley Office site or equivalent contractual venture" from Q3 2022/23 to Q3 2023/24.</b></p> <p><b>Other Sites</b></p> <p>A long list of actions has been prepared. Funding has been approved for an interim surveyor to assist with prioritisation and procurement of measures. Recruitment is under way</p>
					Q4	<p><u>Other Sites</u></p> <p>Complete a review of options for depot accommodation for member consideration.</p>		
<b>A growing and inclusive economy</b>	<b>D1 Develop and attract new businesses</b>	<b>Cllr. Neil Stock OBE</b>	Partners have submitted a successful Outline Business Case for Freeport East, with the potential to bring investment and jobs to the Port at Harwich. On 7 December 2021 the Government formally designated the Freeport tax sides within Freeport East (including at Harwich). The Council will be an effective partner in the Freeport East		Green	Q1	Freeport East submits Final Business Case.	Green
				Q2		<p>Decide on governance structure for Freeport East.</p> <p>* Further milestones to be determined from Freeport East Final Business Case.</p>	Green	<p>Governance Structure agreed to be a company in August 2022. The final memorandum and articles are in draft.</p> <p>NEW Q3 and Q4 targets have been included following the assessment of Freeport East Final Business Case.</p>
				Q3		<p><del>To be determined based on the Freeport Final Business Case.</del></p> <p><b>NEW Treasury Fund approves Full Business Case</b></p>	Green	<p><b>The HM Treasury Panel met towards the end of November to assess the Full Business Case and Freeport East's responses to additional actions requested by Government. Informal feedback is positive and formal approval was announced on 10 January 2023.</b></p> <p>The Council is required to sign a Memorandum of</p>

			programme, working with other local authorities and the Port to support efforts to bring forward Bathside Bay. The Council will work with Essex County Council and other partners to develop future proposals for the regeneration benefits that Freeport East could bring to District of Tendring.				<b>Understanding (MoU) with Government as a Business Rates Billing Authority once the Full Business Case is formally approved. A report is scheduled to come to Cabinet on 27 January 2022 on the MoU.</b>	
				Q4	Options for regeneration proposals from Freeport developed (subject to the Final Business Case). <b>NEW Capital seed funding released to sites.</b> <b>NEW Business rates policy for Freeport agreed by the Council.</b>			
<b>A growing and inclusive economy</b>	<b>D2 Support existing businesses</b>	<b>Cllr. Mary Newton</b>	The Council has the opportunity to seek government funding to invest in its major town centres in Clacton and Harwich through the Levelling Up Fund. The Council will develop a pipeline of projects to support the District's town centres, working with partners, and seek funding for them.	<b>Green</b>	Q1	Review Government guidance for the Levelling Up Fund and consult with partners.  Construction commences on the Starlings Project.	Amber	Guidance reviewed and agreement made to submit two bids to the levelling up fund ahead of the deadline on 1 August. Work on the bids is underway.  Construction of the Starling project has commenced. However, land contamination, changes required the water attenuation, and delays in the booking of road closures by UK Power Networks will delay completion to quarter 4.
					Q2	To be determined based on Levelling Up Fund bidding process.  Support provided to Clacton Town Centre Working Group.	Green	Two Levelling Up Fund bids submitted for Harwich, Dovercourt and Clacton-on-Sea Town Centres.  Survey of Town Centre Business in Clacton-on-Sea distributed to review issues for the Town.  UK Shared Prosperity Fund prospectus submitted to Government including funding line to support town centres.  <b>The milestone "Complete the Starlings Project" is proposed to be REALIGNED from Q3 to Q4.</b>
					Q3	<b>Complete the Starlings Project.</b>  <b>Options for a pipeline of future Tourism projects proposed.</b>	Amber	<b>Given the financial challenges facing councils, TDC's efforts on tourism projects are focused on securing external funding. The Council has submitted proposals to government as part of the Rural England Prosperity Fund for a trail in Manningtree and St Osyth's on the history of the persecution of women as "witches". The Council is developing full costed external funding bids to secure the future of the Leading Lights in Harwich.</b>  <b>The Starlings Project has faced significant ground condition challenges, including the discovery of two petrol tanks, one of which had leaked to contaminate an area of soil next to the new drainage</b>

							<p>system. As a result significant additional work was required. This work is now complete. However, it has pushed the expected timeline for completion back to April / May 2023. A risk of further delay remains as the drainage system awaits approval from Essex Highways linked to land registration issues.</p> <p><b>There is a need to FURTHER REALIGN the completion of the Starlings Project from Q4 2022/23 to Q1 2023/24.</b></p>	
					Q4	<b>REALIGNED Complete the Starlings Project</b>		
<b>A growing and inclusive economy</b>	<b>D4 promote Tendring's tourism, cultural and heritage offers</b>	Cllr. Alex Porter	<p>Tourism is a major industry for District of Tendring. The sector is worth almost £402 million to Tendring, with the industry responsible for almost 9,000 jobs, equivalent to 17.9% of the District's employment. Most recently Clacton 150 has demonstrated the capacity of the Council to bring forward events and animate the seafront. The Council's Tourism Strategy aims to grow the value and volume of tourism for the wider benefit of the District, with a 10 point plan. The Council will co ordinate a programme of events including the Clacton Airshow and celebrations of the Queen's Platinum Jubilee, and bring forward proposals to support the visitor economy.</p>	Green	Q1	<p>Motor Rally – Support First British Championships Rally of the season to take place in Tendring April 2022.</p> <p>Support a schedule of Platinum Jubilee events.</p> <p>Review the Tendring Beach Hut Strategy.</p> <p>Develop the Tendring District Sport and Leisure Strategy.</p>	Green	<ul style="list-style-type: none"> <li>The Motor Rally took place successfully in April.</li> <li>Events took place across the district in support of the Platinum Jubilee, including a beacon lighting in Clacton.</li> <li>The Tendring beach hut strategy is out to consultation and due to Cabinet in October, with implementation of any changes by April 2023.</li> <li>The Sport and Activity Strategy is under development, and is due to Cabinet in September.</li> </ul>
					Q2	<p>Promote LoveTendring App.</p> <p><del>Report on the Tendring District Sport and Leisure Strategy.</del></p> <p>Host the Clacton Airshow.</p> <p>Promote TDC at the Tendring Hundred show in July 2022.</p>	Green	<p>LoveTendring App included in Summertime Plan Campaign. Further development work was undertaken to improve the functionality.</p> <p>Sports and Activity Strategy moved back to December Cabinet. <b>It is proposed to REALIGN the consideration of the report on the Tendring District Sport and Leisure strategy from Q2 to Q3</b></p> <p>Clacton Airshow successfully ran in August 2022.</p> <p>The Council was represented at the Tendring Hundred show in July 2022</p>
					Q3	<p><b>Plant trees to create a new Jubilee/Clacton 150 legacy woodland funded by the Heritage Lottery Fund.</b></p> <p><b>REALIGNED Report on the Tendring District Sport and Leisure Strategy.</b></p>	Green	<p><b>The Council planted a new woodland of 150 native trees on the open space next to Burrs Road, Great Clacton. The new woodland will include a contemplation and chatty bench, as well as information boards to be installed in the New Year.</b></p> <p><b>A substantial evidence base for the Sports Strategy has been developed and collated by external consultants funded via the Garden Community programme, which will support that Development Plan Document. Publication of the evidence base is due in the New Year. Given the significant change in the financial position of councils due to inflation in recent months, the Council will complete the Sports and Leisure Strategy once wider Council finances</b></p>

							<p>have been reviewed.</p> <p>The Council does not expect to bring forward the Illuminate Festival in Q4, to allow a wider consideration of what future events to stage in the District. Illuminate has previously taken place every few years and this hiatus will allow consideration of a refresh of this event to be considered, against the wider context of decisions on the full programme. It has also been taken into consideration that one of the headline acts from previous Illuminate Festivals has performed in Tendring, over recent weeks.</p> <p><b>There is a need to FURTHER REALIGN “Report of the Tendring District Sport and Leisure Strategy” from Q3 2022/23 to Q1 2023/24.</b></p>
					<p>Coordinate Illuminate Festival</p> <p>Bring forward proposals for tourism and seafronts to underpin the District Wide Tourism Strategy in 2023/24</p> <p>Agree a priority places plan with the Arts Council for joint work in Tendring.</p>		
<b>Community Leadership through Partnerships</b>	<b>E1 Health and wellbeing – for effective services and improved public health</b>	<b>Cllr. Lynda McWilliams</b>	<p>The Council has agreed a number of health Memoranda of Understanding primarily to support the work around health inequalities across the District. At the current time the evaluation framework is being constructed with a view to recruiting additional post holders on a temporary basis to move this work forward across communities. For example, an additional Family Solutions worker is to be recruited to support families in</p>	<b>Green</b>	<p>Support the delivery of health and wellbeing work programme by commencing recruitment to additional posts. Key Performance Indicators to be established to underpin the Memoranda of Understandings with CCG and ESNEFT.</p>	Green	<p>Key indicators have been agreed in consultation with health partners to underpin the Memoranda Of Understandings for the use of the funds in June 2022. Recruitment commenced to the additional posts and the posts are being filled.</p> <p>Looking forward to the Q2 milestones, induction is progressing and partner links developing</p>
					<p>Induction programmes for new postholders completed and links with the relevant partners established, including feedback to the North East Essex Health and Wellbeing Alliance Board.</p>	Amber	<p>Additional Family Solutions Officer for Harwich appointed, start date/induction week 26<sup>th</sup> September 2022.</p> <p>Note: Further text on links with relevant partners and feedback to NEEHW Board envisaged.</p>
					<p><b>Monitor Key Performance Indicators across the health inequality work streams.</b></p>	Green	<p><b>Allocation of funding going through the Council and Alliance governance processes which includes outcomes for all funding projects prior to implementing funding proposals. Proposals include officer supporting for hospital discharge, housing and benefits support to families, Family Solutions, fuel poverty and Careline support.</b></p>

			the Harwich area. This work will be completed with communities, stakeholders, statutory and voluntary bodies.		Q4	Report back to Cabinet on progress of Health Memoranda of Understandings, Key Performance Indicators and delivery.		
<b>Community Leadership through Partnerships</b>	<b>E2 Education – for improved outcomes</b>	<b>Cllr. Lynda McWilliams</b>	Working with Education partners including Essex County Council, local schools, universities and business to address the Tendring Education Strategic Board's four key work streams – teacher recruitment, retention, school attendance and Post 16 opportunities. This work is in line with the Council's Children and Young Person's Strategy.	<b>Green</b>	Q1	Memoranda of Understanding to be agreed between Tendring Education Strategy Board partners. A presentation to be given to the Alliance Board to improve the links between the two Boards.	Green	Memoranda of Understandings agreed and a presentation given to Alliance Board to improve the links between the Tendring Education Strategic Board and the Alliance in May 2022.  In respect of Q2 successful event fully showcasing work which occurred in the Princes Theatre with strong attendance
					Q2	Tendring Education Strategy Board (TESB) celebration event in June 2022, showcasing the work of Tendring students and teachers throughout the pandemic.	Green	TESB Celebration event held on 16 <sup>th</sup> June 2022 and received very positive feedback. A great example of Essex County Council, this Council and local schools working in partnership, showcasing Tendring children and young people and a variety of projects.
					Q3	<b>Review and evaluation of work across the Board, including the four work streams.</b>	Green	<b>A new Memoranda of Understanding has been agreed for the TESB , which has slightly updated the work streams. An All Tendring Headteachers meeting took place on 29 November 2022, which included updates on the work streams, alongside the work of the main Board.</b>
					Q4	Report back to Cabinet on the progress of the Tendring Education Strategy Board.		
<b>Community Leadership through Partnerships</b>	<b>E5 – Joined up public services for the benefit of our residents and businesses</b>	<b>Cllr. Neil Stock OBE</b>	Through their day to day practices, Anchor institutions are usually large organisations which are local to place that have the leverage to maximize social value through their role as workforce developers, employers and procurers, their core business (health and education for instance) and linkages to the place they operate. They are large, typically non-profit	<b>Green</b>	Q1	Analyse procurement spend across the authority, with support from EELGA consultants.  Commence work around the integration of the green agenda into the Anchors approach.	Green	An East of England LGA funded exercise to analyse procurement spend has been completed. The Council is awaiting full analysis results from the exercise.  The green agenda integration into Anchors was considered by Management Team
					Q2	Support various recruitment initiatives across the Anchor partners including reverse job fairs, highlighting job opportunities with them.	Green	Reverse Jobs Fair supported by this Council's HR team on 16 September 2022. A further Reverse Jobs Fair planned to focus on apprenticeship opportunities across Anchors.  An EELGA/NHS led Anchors meeting took place on 20 September 2022 to review the Green Agenda across Anchors.
					Q3	<b>Report to Cabinet on the progress with the Essex Anchors initiative, including specific work relating to the District of Tendring.</b>	Red	<b>Cabinet report prepared and will be presented to Cabinet on 27 January 2023.</b>



			<p>organisations like hospitals, local councils, and universities. They have:</p> <ul style="list-style-type: none"> <li>• 'Sticky capital' (i.e. are unlikely to move given their connection to the local population)</li> <li>• Significant influence on the health and wellbeing of a local community through their sizeable assets.</li> </ul> <p>Anchor organisations can shape local place by:</p> <ul style="list-style-type: none"> <li>• Workforce Developer</li> <li>• Procurement of goods and services</li> <li>• Employer</li> <li>• Local business and VCS incubator</li> <li>• Estates and Environment</li> </ul>		<p>Q4</p> <p>Determine, with Anchor partners, priorities for 2023/24 and provide an update via an All Members' Briefing.</p>		
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