



Tendring
District Council



Performance Report

& Delivery Plan Update

September 2010

2nd Quarter Report



Introduction & Explanation of the Report:

The Performance Report has been designed to show the current position of the key indicators which contribute to the delivery of our priorities. They have been derived from each Service's plans for 2010-2011, which in turn were used to create the Delivery Plan taking into account the priorities within the Tendring Life Corporate Plan 2010-2016.

Summary of Performance this quarter:

This year there are 83 targets being measured. Each indicator is shown as being either on, above or below target. Comments have been added where additional information is relevant. **During this month, 80 (96%) were either on or above their respective targets, whilst 3 (4%) were below the required standard.**

TDC has been officially recognised for its efforts with Animal Welfare. **The Council has picked up gold and two bronze in the RSPCA's Community Animal Welfare Footprints (CAWF) Awards 2010.** The scheme aims to reward and promote good practice in animal welfare by local authorities and housing providers in England and Wales.

The on-going fight against fly-tipping in Tendring has been in a new BBC One Daytime programme. Filthy Rotten Scoundrels highlighted the issues surrounding what has become one of the fastest growing illegal activities plaguing Britain every day. The series began on Monday (September 13) and was transmitted daily on BBC One for three weeks, going out at 11am.

A drive by Benefits & Revenues Services has been hailed a success after reducing Council Tax arrears by more than £500,000 in the past six months. Work is continuing with its agents, Collect Services, to pursue customer who still have outstanding debt who were handling 1,471 cases, with debts amounting to £1.071 million

The Council's Beach Patrol and Seafront Wardens have both undertaken a number of rescues in the sea off Clacton during August. These included a kite surfer was rescued when he became entangled with a fishing boat and a warden swam out to rescue an 11-year old girl who had got into difficulties near rocks in the Martello Beach area.

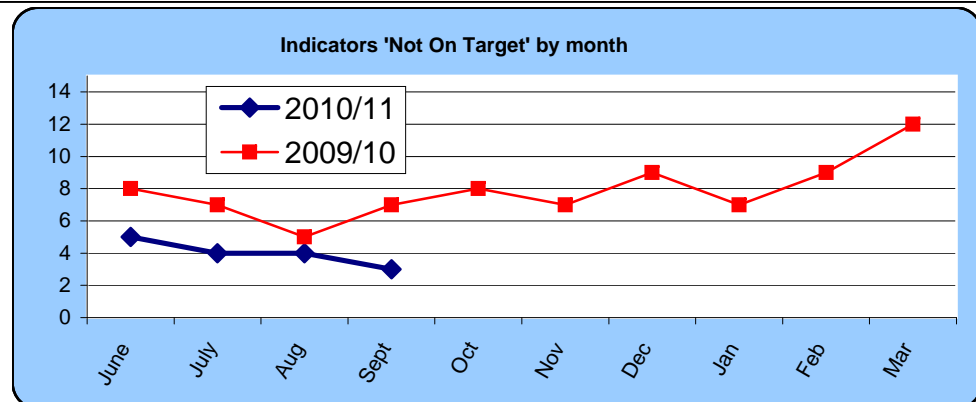
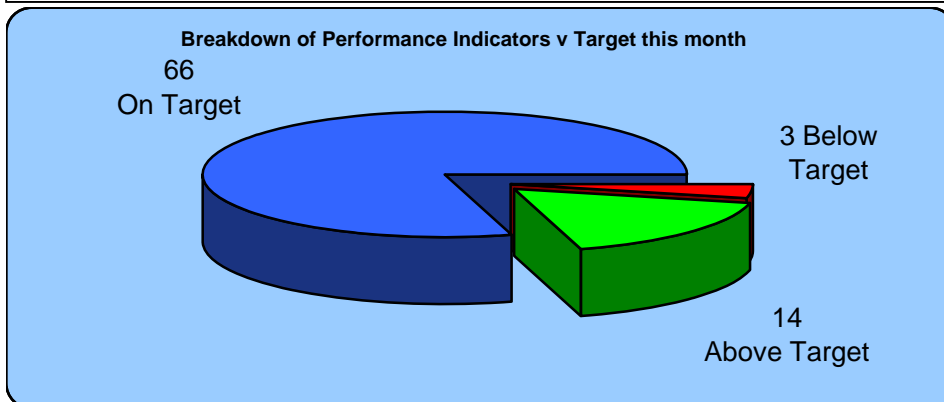
A £150,000 scheme to re-new the air ventilation system at Dovercourt Swimming Pool has been completed on time and to budget

A £50,000 play area has been opened at Lady Nelson Playing Field in Thorpe. It was funded by the Big Lottery Fund via TDC and Thorpe Parish Council

The Council have recently been identified as being 9th out of 346 local authorities for street cleanliness when measured against the national indicator.

Charts:

The pie chart below on the left shows our performance for the reported month. The chart on the right shows how many indicators have been below their target for each month (since June). The data for 2009-10 is included for comparison purposes.



Details of Indicators not achieved for the month of: September 2010

Exceptions this Month:

Of the 82 indicators being measured, 3 (4%) are below target this month as detailed below:

Measure	Ref	Lead Officer	YTD Target	YTD Performance	Comments on Exceptions
Council Tax collected in the year (%)	BRS001	Nigel Borley (Principal Revenues Manager)	59.50%	59.30%	Collection is 0.2% behind the target set but arrangements made earlier in the year have the effect of delaying collection so it is anticipated that the target will be met by the end of the year.
Number of households living in Temporary Accommodation (Households)	NI156	Keith Price (Assistant Head of Housing)	80	86	The number in temporary accommodation has reduced this month. However, the number of vacancies is still low when compared against the demand from homeless households. The position will be improved when general vacancies and new planned units of affordable housing come on stream during the remainder of the year.
Percentage of planning appeal decisions allowed against the authority's decision to refuse planning permission.	PLA002	Gary Pullan (Development Control Team Leader)	35.00%	41.90%	A few decisions early in the monitoring period have been made which currently have gone against the Council. As more appeals are determined the outturn is improving. This figure has improved since last reported and on current performance this is anticipated to be on target by January 2011. The target of 35% is a stretch target. The national target is set at 40%.




Our Corporate Indicator Performance for the month of: September 2010

Each year the Council selects a number of indicators to help measure progress against our Priorities. These are shown by the main themes of the Corporate Plan 2010-2016 under the headings of Our People, Our Place, Our Prosperity as well as those which measure our Organisational Performance.

The table below shows each of our Priorities which have been developed from the Corporate Plan with the performance to date, year end target and progress in relation to that target. Details of any indicators failing to meet in-month profiles (depicted by a red cross) have been highlighted in the exceptions report table of this report.

Indicators which are preceded with NI are National Indicators which are reported to central Government.

Where the target is of a narrative type, details of progress and likelihood of completion by the target date are given.

Key:  Above Target  On Target  Below Target












Key to Indicator Abbreviations



BRS - Benefits and Revenues Service
 COM - Community Services
 COP - Corporate Performance
 ENV - Environmental Services
 FIN - Finance
 HOU - Housing Services
 HUM - Human Resources and Customer Services
 LEG - Legal
 LEI - Leisure Services
 NI - National Indicator
 PLA - Planning Services
 REG - Regeneration/INTend
 TEC - Technical and Procurement

Our Prosperity - Build a thriving local tourism industry

Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Undertake a coastal study to identify opportunities for tourism on our coast.	REG003	Dec-10	Achieved	Not Achieved	Not Achieved		Not proceeding - Cabinet to reallocate DEFRA Pathfinder funding to an alternative project.
Seafront Management - Secure Blue Flags for the District (No. of awards).	LEI002	3	3	3	3		Flags awarded to beaches at Dovercourt, Brightlingsea and Martello Bay, Clacton.
Seafront Management - Secure Quality Coast Awards for the District (No. of awards).	LEI003	6	6	6	6		QCA's Awarded to beaches at Martello Bay, Clacton West Beach, Frinton Beach, Walton Albion Beach, Harwich Beach and The Naze.
Secure Green Flags for the District (No. of awards).	LEI004	2	2	2	2		Green Flag awarded to Clacton Seafront Gardens and Crescent Gardens, Frinton.
Prepare a regeneration scheme for Clacton seafront.	REG001	Jun-10	Achieved	Achieved	Achieved		Submitted to Council.
Establish a public and private sector tourism partnership.	LEI005	Sep-10	Achieved	Achieved	Achieved		A forum has been established to work to improve the tourism offer in Tendring.
The number of advertising campaigns at travel gateways (air, rail, road, and sea) that market the District.	LEI013	7	7	7	7		Campaigns have been placed at Harwich Port, at Gateway ports in conjunction with ECC Tourism, at Stansted Airport and with EasyJet.
To work towards delivering a cost neutral Clacton Air Show without a reduction in the display.	LEI009	Aug-10	Achieved	On Target	On Target		The final budgetary position is currently being prepared and a final position statement will be provided in a future update.
Participation in the Tour de Tendring Cycle Ride 2010 (Number of participants).	LEI010	1,000	1031	1,000	1031		Event on 16th May over 20 and 50-mile route. 314 entries on the day. 30% from outside Tendring.

Our Prosperity - Promote sustainable economic growth

Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Prepare the LDF Core Strategy for submission to the Secretary of State.	PLA003	Mar-11	Achieved	On Target	On Target		Cabinet have now approved the initial 'Reg 27' consultation document. It is however now more likely that the document will be submitted in March/April 2011. Delays have occurred due to changes to the national and regional planning frameworks introduced by the new coalition government which includes scrapping regionally set housing targets.
Develop a Seaside Towns Economic Development initiative.	REG006	Dec-10	Achieved	On Target	On Target		Report to Cabinet November 2010.
Processing of planning applications: Percentage as measured against targets for 'major', 'minor' and 'other' application types.	NI157a	75%	75.00%	75.00%	88.10%		Outturn is likely to be higher than currently forecast. As in previous years, greater accuracy in outturn forecasting will commence from October.
	NI157b	80%	80.00%	80.00%	93.10%		
	NI157c	85%	85.00%	85.00%	94.80%		
Level of satisfaction with the Planning Service (%).	PLA001	67%	67.00%	65.00%	65.20%		The user satisfaction survey will be carried out towards the end of the year. Changes that have been made to current system expected to have positive impact on user satisfaction.
Percentage of planning appeal decisions allowed against the authority's decision to refuse planning permission.	PLA002	35%	35.0%	35.0%	41.9%		See Exceptions Report for comments.
The reduction in the gap between District and Regional average employment rates.	NI151	1.0%	1.0%	1.6%	1.6%		Still awaiting latest employment data. Baseline data set to establish improvements - results based on Sept 09-Mar 10 figures.
Work with investors to create new jobs in line with the Council's Regeneration Strategy and Tourism Strategy.	REG004	65	65	12	13		Target measures No. of new jobs created by major new investments in Tendring. Negotiations ongoing with potential investors, quantity expected to increase towards end of year.
The number of attendees at business summits.	REG002	150	150	120	135		Two events - 'Next Steps to Recovery' at Columbine School on 9th June, and 21st June at for Clacton retailers and businesses with the Town Centre Co-ordinator.
Support rural business through lobbying providers to improve access to high-speed broadband across the District.	REG005	Mar-11	Achieved	On Target	On Target		Working with ECC, HGP and broadband providers on a range of possible options, e.g. public sector network initiative.




Provide support and advice to enable new shops to open in Dovercourt and Clacton.	REG007	10	10	6	6		Negotiations with further potential businesses ongoing.
Update the Economic Recovery Action Plan to reflect the latest developments in the economy.	REG011	Sep-10	Achieved	Achieved	Achieved		Achieved, updated actions now included in the TDC Regeneration Strategy 2010 - 2016 Annual Delivery Plan

Our Prosperity - Ensure people have the knowledge and skills to secure good employment

Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Percentage of Career Track learners who successfully achieved their apprenticeship.	HUM003	85.0%	92.0%	85.0%	97.0%		
Undertake a survey to match existing and future employment needs of employers and job seekers to identify skills gaps to increase levels of employment.	REG010	Dec-10	Achieved	On Target	On Target		Withdrawal of Govt. funding has delayed the business survey. Alternative funding source being sought. To be reviewed to see if still deliverable in current format.
Work with partners to create and fill apprenticeship places.	REG008	110	110	20	20		Another 118 expressions of interest are being pursued.
Recruit Business Ambassadors to improve communication between employers and Schools in order to bring about a reduction in our NEET group.	REG009	20	20	0	0		Five potential mentors identified, negotiations ongoing, expect to conclude by end of October. Due to nature of identifying and negotiating with potential mentors, target not profiled.

Our People - Reduce health inequalities and disadvantage


Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Tackling fuel poverty - % of households assessed who meet the standard (e.g. SAP rating of below 35). [NB Higher better]	NI187in	17.0%	n/a	n/a	n/a		Results to be based upon data from annual survey later during reporting year.
Tackling fuel poverty - % of households assessed who meet the standard (e.g. SAP rating 65 or above). [NB Higher better]	NI187iin	20.0%	17.0%	n/a	n/a		
Number of private sector dwellings demolished as a direct result of any enforcement by Environmental Services.	ENV003	5	5	2	2		
Develop and implement a Health Inequalities Action Plan.	ENV006	Achieved	Achieved	Achieved	Achieved		
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (average days).	NI181	8 days	7.00	12.00	4.70		


Provide Disabled Facilities Grant focused on the most vulnerable applicants .	ENV005	100	160	50	90		Total spend to end of September £503.55k
Total number of residents that receive the Careline Service (Number)	COM002	3,280	3,280	3,050	3,082		There has been a small dip in the number of connections as a housing group Careline was monitoring for has changed to a new provider.
Develop an Older Peoples Strategy for the District.	COM001	Mar-11	Achieved	On Target	On Target		Contact made with the Essex Older Peoples Planning Group and the Colchester and Tendring Older Peoples forum to start developing a base line in preparation for developing a strategy.

Our People - Promote healthy and active lifestyles

Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Total attendance at Council managed leisure facilities (total attendance).	LEI001	805,000	805,000	432,522	434,917		Includes allowance for Dovercourt Swimming Pool closure for air handling units upgrade. Forecast to be monitored due to withdrawal of free swimming.
Total number of children that have completed the Bodycare programme (Number of participants).	LEI008	700	700	320	327		Four schools have been involved to date. More sessions planned after school holidays.
Prepare a Community Sports and Facilities Strategy.	LEI011	Dec-10	Achieved	On Target	On Target		
Number of individuals supported by the Council in obtaining National Governing Body coaching qualification.	LEI006	50	50	20	21		Level 1 coaching qualifications awarded for football, badminton and cricket.
Number of local clubs that have achieved a National Governing Body accreditation.	LEI007	6	6	3	3		Two clubs accredited are Clacton Canon Basketball Club and Gt. Bentley Youth Football Club.
Number of 'Active for Life' sessions held in rural areas (Number of sites)	LEI012	5	5	3	3		Sessions at Long Meadows, Dovercourt, Venture Centre, Lawford and Thorpe Community Centre. Two planned at Brightlingsea and Great Holland.

Our People - Remain a low crime area and reduce the fear of crime

Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Number of initiatives completed to combat under age drinking (Initiatives)	COM003	2	2	0	0		Data is verified by external sources and figures are not available until the end of the financial year.
The percentage of people who feel safe outside during the night (%)	COM004	50%	50%	n/a	n/a		Figures are verified by external sources and no data is available until the end of the financial year.



The percentage of people who perceive anti-social behaviour to be a problem (%)	COM005	23.10%	23.10%	n/a	n/a		Data is verified by external sources and figures are not available until the end of the financial year.
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Our Place - Regenerate the District and improve deprived areas










Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Prepare the Clacton Area Action Plan to submission stage to the Secretary of State (date for submission)	PLA004	On Target	On Target	On Target	On Target		Since setting the original target date, it has been decided to support the Council's aspiration to promote Clacton in the new Tourism Strategy, incorporating the proposals from the INTend project work (contained within the document Celebrate-on-Sea) into the Area Action Plan, which will give the proposal more strategic weight. Therefore a more realistic deadline for submission will be July/August 2011.







Our Place - Ensure all our residents live in high quality housing which meets local needs

Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Develop a Housing Strategy for the District	HOU004	Mar-11	Achieved	On Target	On Target		
Develop with partners a Local Investment Plan	HOU005	Dec-10	Achieved	On Target	On Target		
Net additional homes provided (Number of houses)	NI154	272	272	n/a	n/a		Annual figure provided once the housing statistics have been returned at the end of the financial year.
Number of affordable homes delivered (houses)	NI155	50	50	12	12		Annual target - next new development will be allocated during October 2010 and therefore position will improve over the coming months.
Supply of ready to develop housing sites (Number of sites)	NI159	1,600	1,600	n/a	n/a		Annual figure provided once the housing statistics have been returned at the end of the financial year.
Implement Choice Based Lettings	HOU003	Dec-10	Achieved	On Target	On Target		The implementation of choice based letting is to be reviewed in the light of emerging Government policy.
Percentage of non-decent Council homes (%)	NI158	0%	0%	2.5%	2.5%		
Average time taken to re-let Local Authority housing (days)	HOU001	28.8	28.8	28.8	27.3		
The number of empty homes returned occupation or use (No. of properties)	ENV004	40	40	12	14		






No of private sector (non RSL) dwellings with category 1 hazards made free from hazards as a direct result of any enforcement by Env Svs.	ENV002	30	30	12	12		
Number of households living in Temporary Accommodation (Households)	NI156	80	80	80	86		See Exceptions Report for comments




Our Place - Protect and enhance our environment, countryside and coast

Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Residual household waste per household (kg)	NI191	493kg	493kg	205kg	204kg		Figure to August 2010 - Latest Figure
Percentage of household waste recycled and composted (%)	NI192	29.0%	29.0%	28.0%	28.4%		Figure to August 2010 - Latest Figure
Develop a Waste Strategy focusing on organic waste management	ENV007	Mar-11	Achieved	On Target	On Target		
Percentage reduction in CO2 emissions from Council operations (%)	NI185	3.0%	3.0%	n/a	n/a		Data is collated throughout the year to submit to DEFRA at year end. Result only known when all parameters collated.
Level of air quality – Percentage reduction in NOx emissions through Local Authority's estate and operations (%)	NI194ii	3.0%	3.0%	n/a	n/a		Linked to submission for NI185 above.
Level of air quality – Percentage reduction in PM10 emissions through Local Authority's estate and operations (%)	NI194iv	3.0%	5.3%	n/a	n/a		Linked to submission for NI185 above.
Planning to adapt to climate change: level of preparedness (graded 0 - 4)	NI188	3	3	2	2		This indicator is a "process" indicator to reflect how prepared local authorities are to adapting to climate change. Level 2 achieved in 09/10. Continuing activity through EPACC and cross service working group and the climate change strategy working to level 3 target for June 2011. LSP and member engagement discussed at recent seminar at Inspire East. Members guide to climate change and projections received from LGA for later distribution.
Submit updated Capital Coast protection proposals to DEFRA	TEC002	Mar-11	Achieved	On Target	Achieved		Due to all information and data from other parties being available, report submitted 21st June 2010.
Obtain approval for the Clacton-on-Sea Coastal Strategy	TEC001	Mar-11	Achieved	On Target	On Target		Strategy study works currently under way using the consultants Royal Haskoning. It will be a phased study and their initial report back will be in December 2010.

NI 195 - Improved street and environmental cleanliness (levels of litter, fly posting, detritus and graffiti) Note: These refer to Council-owned premises.	NI195 - litter	4%	4%	4.0%	0.0%		Data based on 300 inspections.
	NI 195 - fly posting	0%	0%	0.0%	0.0%		See NI195a
	NI 195 - detritus	0%	0%	0.0%	0.0%		See NI195a
	NI 195 - graffiti	0%	0%	0.0%	0.0%		See NI195a
Improved street and environmental cleanliness – fly tipping (rating 1-4)	NI196	1	1	1	1		Annual survey. Currently on target.
Percentage of abandoned vehicles removed within an average of 24 hours of the authorities being legally entitled (%)	ENV001	100%	90%	90%	100%		

Our Organisation - To deliver excellent, sustainable and joined-up services to everyone in the District


Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Council's Value for Money gains (£)	NI179	£600,000	£600,000	£0	£0		Due to imminent CSR and other work being undertaken on budget setting and savings, this National Indicator is not being collected at present.
Undertake a review of the operation of procurement within the Council and report back on possible areas of improvement	TEC003	Mar-11	Achieved	On Target	On Target		Scoping Report and revised Procurement Strategy for 2011-14 submitted to CSMT 30/9/10 and onto Management Board 4/10/10.
Council Tax collected in the year (%)	BRS001	97.80%	97.80%	59.50%	59.30%		Comment included in Exception Report.
Non-domestic rates collected in the year (%)	BRS002	98.20%	98.20%	61.70%	64.60%		The percentage collected (64.63%) is the highest ever at the end of September. This was to be expected as the small business rate relief cases have now been topped up to 100% relief for the remainder of the financial year. At the moment it appears that the target will be exceeded but it is difficult to predict by how much as the Valuation Officer continues to impose large retrospective changes.
Rent arrears of current tenants' as a proportion of the authority's rent roll (%)	HOU002	1.8%	1.8%	1.8%	1.5%		
Develop a new Land & Property Strategy for the Council	COP002	Dec-10	Achieved	On Target	On Target		

Achieve the Member's Development Charter	HUM002	Mar-10	Achieved	On Target	On Target		
Number of working days/shifts lost to the Council in a rolling 12 month period	HUM001	8.3	8.3	8.8	8.6		
Evaluate sustainability of the HRA Business Plan under self financing regime	HOU006	Dec-10	Achieved	On Target	On Target		

Our Organisation - To engage better with the communities in Tendring and improve customer participation and satisfaction

Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Review and improve Complaints Procedure and System	LEG001	Mar-11	Achieved	On Target	On Target		
Develop & implement website improvement plan.	COP003	Nov-10	Achieved	On Target	On Target		
Establish the Council's arrangements for managing petitions including e-petitions	LEG002	Dec-10	Achieved	On Target	On Target		

Our Organisation - To deliver excellent, sustainable and joined-up services to everyone in the District

Measure	Reference	Year End Target	Year End Forecast	YTD Target	YTD Perf'mnce	Progress	Notes on Performance
Carry out the review of a key partnership as per the Statement of Partnership Working	COP001	Dec-10	Achieved	On Target	On Target		

Update of Delivery Plan: September 2010

The table below detail progress on the 15 actions detailed in the Delivery Plan 2010-2011 which are not measured via either the Performance Report or Projects Report.

What we plan to deliver	Priority	Service	Status
Gain Council approval for a Tourism Strategy for the District, develop a Delivery Plan and commence implementation.	<i>Prosperity:</i> Tourism	Regen	The Tourism Strategy was adopted by Full Council. The Delivery Plan is currently being considered by Cabinet and is on schedule for
Promote Bathside Bay as a potential offshore wind port hub.	<i>Prosperity:</i> Economic Growth	INTend	Addressing inward investment enquiries as they arise from East of England International. Planning applications to extend time limits on current consents awaiting determination. Arranging & chairing Harwich wind port group meetings that bring public & private sector together.
Actively contribute to the Total Place project focused on individuals Not in Education, Employment or Training.	<i>Prosperity:</i> Skills to Employ	Regen	Achieved - Contribution made to ECC project work that is now completed.
Support the community and voluntary sector through Funding Forum.	<i>People:</i> Health Inequality	Community Services	Working with both sectors on bids for external funding and in conjunction with Colchester Borough on a joint bid to McMillan Cancer
Improvement to existing play areas and provision of new play areas to increase the number, range and quality of activities for young people in the District.	<i>People:</i> Healthy & Active	Leisure Services	A number of projects are planned for this year, geographically spread across the District and are progressing well. To date play areas have opened in Rush Green Park, Clacton; Lady Nelson Playing Fields Thorpe and MUGAs in Frinton & Dovercourt. The Play area located by Dovercourt Swimming Pool has been developed with the installation of an electronic play item and new footpath which has improved access from the main road.
To be an active participant in the Jaywick Strategic Leadership Group, engaging with the local community and developing proposals for renewal, including the use of £1 million of capital receipts.	<i>Place:</i> Regenerate District	Regen	JSLG now merged with Coastal Renaissance Partnership Board. Strategy to develop proposals to tackle poor quality housing and people at risk of flooding being discussed with HCA as part of the housing Local Investment Plan and LDF processes prior to consulting with local people.
Gain Council approval for a Regeneration Strategy, develop a Delivery Plan and commence implementation.	<i>Place:</i> Environment	Regen	The Regeneration Strategy was adopted by Full Council. The Delivery Plan is currently being considered by Cabinet and is on schedule for presentation and adoption at Full Council in November.
To be an active participant in the Coastal Renaissance Partnership Board, develop proposals and implement approved schemes.	<i>Place:</i> Environment	Regen	Implementation of a number of schemes underway.
Utilise S106 money to improve the range and quality of open spaces.	<i>Place:</i> Environment	Leisure Services	To date £35k has been released on projects and it is estimated that a total of £150k of S106 monies will be used to support the funding of play area development during 2010/11.
Prepare Conservation Area Management Plans in collaboration with Town and Parish Councils.	<i>Place:</i> Environment	Planning Services	Work is continuing to prepare the CAMP for Mistleley & Manningtree and St Osyth.
Develop and implement an action plan based on the recommendations of the Ethical Governance Audit.	<i>Organisation:</i> Excellent Services	Legal Services	The outcomes of the report has not been formally reported to Council. Improvements to the governance arrangements are currently being considered.

Obtain residents' views and use results to focus service delivery and inform budgets.	<i>Organisation:</i> Engagement	Financial Services	A model for consulting with residents on the budget position electronically is currently being prepared. It is hoped that the outcomes from responses will be available by December.
Establish a business case to identify opportunities for shared working with partners.	<i>Organisation:</i> Partnerships	Corporate Services	Initial research undertaken by consultants appointed by Essex Ch Exec Group. Some strands being pursued where there may be a benefit to TDC.
Develop robust Service Level Agreements to ensure effective joint working with commercial and voluntary sector partners.	<i>Organisation:</i> Partnerships	Community Services	Discussions ongoing with CAB regarding second SLA which should result in it being signed before quarter end.
Develop the Council's leadership role in the community, working with Parish and Town Councils and community and voluntary organisations.	<i>Organisation:</i> Partnerships	Community Services	This work has started and includes joint working with the Rural Community Council for Essex (RCCE), Parish and Town Councils, Sure Start and CVST.