



CABINET

DATE:	Friday, 18 May 2018
TIME:	10.30 am
VENUE:	Essex Hall, Town Hall, Clacton-on-Sea, CO15 1SE

MEMBERSHIP:

Councillor Stock OBE	- Leader of the Council
Councillor C Guglielmi	- Finance and Corporate Resources Portfolio Holder and Deputy Leader of the Council
Councillor Fairley	- Investment and Growth Portfolio Holder
Councillor P Honeywood	- Housing Portfolio Holder
Councillor McWilliams	- Health and Education Portfolio Holder
Councillor Nicholls	- Corporate Enforcement Portfolio Holder
Councillor Skeels (Snr)	- Leisure and Tourism Portfolio Holder
Councillor Talbot	- Environment Portfolio Holder

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

For further details and general enquiries about this meeting, contact Ian Ford on 01255 686584.

DATE OF PUBLICATION: TUESDAY 8TH MAY 2018

AGENDA

1 Apologies for Absence

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

2 Minutes of the Last Meeting (Pages 1 - 10)

To confirm and sign the minutes of the last meeting of the Cabinet held on Friday 20 April 2018.

3 Declarations of Interest

Councillors are invited to declare any Disclosable Pecuniary Interests or Personal Interest, and the nature of it, in relation to any item on the agenda.

4 Announcements by the Leader of the Council

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

5 Announcements by Cabinet Members

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

6 Matters Referred to the Cabinet by the Council

There are none on this occasion.

7 Matters Referred to the Cabinet by a Committee - Reference from the former Service Development and Delivery Committee - A.1 - Demonstration of the Council's new IT Systems (Pages 11 - 12)

To enable Cabinet to give consideration to a comment made to it by the former Service Development and Delivery Committee in respect of the above.

8 Leader of the Council's Items

There are none on this occasion.

9 Cabinet Members' Items - Report of the Finance and Corporate Resources Portfolio Holder - A.2 - Performance Report - 2017/18 Outturn Report (Pages 13 - 38)

To present to Cabinet the Performance Report for the period 2017/18 Outturn.

10 Cabinet Members' Items - Report of the Health and Education Portfolio Holder - A.3 - Update on Community Projects (Pages 39 - 62)

To provide an update on community projects relating to education, health and wellbeing and community safety, and to ask Cabinet to endorse these projects.

11 **Management Team Items - Report of the Deputy Chief Executive - A.4 - Corporate Peer Challenge - Action Plan (Pages 63 - 74)**

To provide Cabinet with the proposed Peer Review Action Plan for information and approval.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Cabinet is to be held in the Essex Hall, Town Hall, Clacton-on-Sea, CO15 1SE at 10.30 am on Friday, 15 June 2018.

Information for Visitors

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**MINUTES OF THE MEETING OF THE CABINET,
HELD ON FRIDAY, 20TH APRIL, 2018 AT 10.30 AM
ESSEX HALL, TOWN HALL, CLACTON-ON-SEA, CO15 1SE**

Present: Councillors Stock OBE (Chairman), C Guglielmi, Fairley, P B Honeywood, Nicholls, Skeels (Snr) and Talbot

Group Leaders Present by Invitation:

Councillor Robert Bucke, Councillor Ivan Henderson, Councillor Andrew Pemberton and Councillor Mark Stephenson

In Attendance: Ian Davidson (Chief Executive), Martyn Knappett (Deputy Chief Executive), Paul Price (Corporate Director (Operational Services)), Ewan Green (Corporate Director (Planning and Regeneration)), Lisa Hastings (Head of Governance and Legal Services), Richard Barrett (Head of Finance, Revenues and Benefits Services), Ian Ford (Committee Services Manager), William Lodge (Communications Manager), Laura Richardson (Funding Officer), Emma Haward (Leadership Support Assistant) and Charlotte Cooper (Leadership Support Officer)

173. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors J A Broderick (Leader of the Holland Residents' Group), L A McWilliams (Portfolio Holder for Health and Education) and G G I Scott (Leader of the Tendring First / Liberal Democrats Group).

174. MINUTES OF THE LAST MEETING

It was **RESOLVED** that the minutes of the meeting of the Cabinet, held on Friday 23 March 2018, be approved as a correct record and signed by the Chairman.

175. DECLARATIONS OF INTEREST

There were no declarations of interest made at this time.

Later in the meeting, under agenda item 10, the Leader of the Labour Group, Councillor I J Henderson, declared a personal interest when the discussion touched on the Mayflower 400 project insofar as he was a member of Harwich Town Council which was a funding contributor to the project.

176. ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

Tour de Tendring

The Leader of the Council (Councillor Stock) reminded Cabinet that this year's Tour de Tendring bike ride would be held on Sunday 13 May 2018.

He also informed Cabinet that the Deputy Chief Executive (Martyn Knappett) would be taking part in the ride to raise money for the Autism Anglia charity. He encouraged everyone to support Martyn.

177. ANNOUNCEMENTS BY CABINET MEMBERS

There were no announcements on this occasion.

178. MATTERS REFERRED TO THE CABINET BY THE COUNCIL

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

179. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE CORPORATE MANAGEMENT COMMITTEE - A.1 - BUDGET SCRUTINY

Cabinet was informed that, at the meeting of the Corporate Management Committee held on 26 February 2018, Members had discussed ways in which the financial forecast and budgets would be scrutinised within the proposed new committee structure and it was agreed that there were concerns about the number and length of meetings proposed in the new Municipal Year, bearing in mind that the terms of reference for two Overview and Scrutiny Committees were being merged to form a new Resources and Services Overview and Scrutiny Committee.

It was also noted by the Corporate Management Committee that it would be useful to have Task and Finish Groups on specific topics outside of the ordinary meetings of the Committee with three Members on each Group. The Committee would decide what the Task and Finish Groups Terms of Reference would be and would consult with Cabinet on this.

Members also agreed that training/workshops run by an external resource for both of the new Overview and Scrutiny Committees would be advantageous.

The Corporate Management Committee decided to comment as follows, name that –

- “(a) Portfolio Holders may be asked to attend meetings of the Resources and Services overview and Scrutiny Committee, as and when required in order for the Committee to ask questions;*
- (b) the Committee may need to schedule additional meetings throughout the year to ensure robust and thorough overview and scrutiny.*
- (c) the aspirations for the year that the Leader referred to at full Council should feed into the Committee’s work programme.*
- (d) the Committee would like the opportunity to consult Cabinet and Officers about the terms of reference for Task and Finish Groups. The Committee would like to ensure that all Members have a consistent understanding of the expectations and terms of reference for Task and Finish Groups.”*

The Finance and Corporate Resources Portfolio Holder thanked the Corporate Management Committee for its comments and responded to each comment in turn as follows:

- (a) *The Portfolio Holder notes this comment.*
- (b) *The schedule of meetings for the future Resources and Services Committee will be agreed by Full Council, any additional meetings may be scheduled at the request of the Committee Chairman but they should only be requested in exceptional circumstances.*
- (c) *The Leader's aspirations for the year, will be included in the 2018/19 performance reporting process.*
- (d) *Prior to the first meeting of the two new overview and scrutiny Committees, further discussions will take place between the Chairmen and Officers in order to establish terms of reference for Task and Finish groups.*

The Leader of the Council paid tribute to the work of the Corporate Management Committee.

It was moved by Councillor G V Guglielmi, seconded by Councillor Stock and –
RESOLVED that Cabinet endorses the response of the Portfolio Holder for Finance and Corporate Resources to the comments made by the Corporate Management Committee.

180. MATTERS REFERRED TO THE CABINET BY A COMMITTEE - REFERENCE FROM THE COMMUNITY LEADERSHIP AND PARTNERSHIPS COMMITTEE - A.2 - VIRGIN CARE

It was reported that, at the meeting of the Community Leadership and Partnerships Committee held on 19 March 2018, Virgin Care's Quadrant Manager for North Essex (Elizabeth Kingsford) had attended and had provided that Committee with information on Virgin Care.

Cabinet was made aware that the Essex Child and Family Wellbeing Service brought together a range of children's community services which were provided by Virgin Care, in partnership with Barnardo's, on behalf of Essex County Council and the NHS.

It delivered broad areas of support as follows:-

1. Health Visiting;
2. Parenting Support;
3. School Nursing;
4. Family Health;
5. Support for ages 5-19;
6. Support for young people with special educational needs and disabilities up to the age of 25.

It also provided children's community health services in West Essex.

Elizabeth Kingsford also provided information to Members on the following:

1. Introduction;
2. Background;
3. The Essex Child and Family Wellbeing Service;
4. 10 Year Contract;
5. Working in partnership with Barnardo's;
6. Transition and change;

7. Integration of various teams;
8. Health visiting;
9. Community Services;
10. Projects;
11. Tailoring needs; and
12. 27 Key aims / Targets.

Following on from the information provided, the Committee was given the opportunity to ask questions which were responded to by Elizabeth Kingsford. Elizabeth Kingsford also informed the Committee that she would be happy to provide Case Studies and information on the progress made by Virgin Care in the future.

The Community Leadership and Partnerships Committee decided to recommend to Cabinet that –

“the Community Safety Partnership and the Public Health Officer make contact with Virgin Care to ensure that the work of Virgin Care locally links through to the relevant projects and activities already being undertaken in the District.”

The Health and Education Portfolio Holder had supported the Committee's recommendation and had commented as follows –

“The Committee requested at the meeting that Virgin Care submit some case studies to a future meeting of the Committee that show the impact of their work in some specified areas of the District such as Jaywick Sands and Harwich. The case studies should show what has been achieved and where things have not worked so well. I wholeheartedly support this course of action and look forward to seeing what the outcomes from the case studies in due course and understanding if there are any areas where additional support could be provided by the Council.”

It was moved by Councillor Stock, seconded by Councillor G V Guglielmi and –

RESOLVED that -

- (a) the recommendation made by the Community Leadership and Partnerships Committee be supported; and
- (b) the Portfolio Holder ensures that positive links are established between Virgin Care and relevant Officers and other bodies, including the Health and Well-being Board, to support a good working relationship moving forward.

181. LEADER OF THE COUNCIL'S ITEMS

There were no such items on this occasion.

182. CABINET MEMBERS' ITEMS - REPORT OF THE FINANCE AND CORPORATE RESOURCES PORTFOLIO HOLDER - A.3 - PRIORITIES AND PROJECTS AND PERFORMANCE INDICATORS 2018/19

There was submitted a report by the Portfolio Holder for Finance and Corporate Resources (A.1), which sought Cabinet's approval to the priorities, projects and

performance indicators to be monitored as the performance management framework for the Council for 2018/19.

Cabinet was aware that at the meeting of the full Council held on 5 July 2016 a new Corporate Plan for the period 2016 to 2020 had been agreed. Since then it has been the practice each municipal year to develop a suite of Priorities and Projects that set out in more detail the most important priorities and specific key projects for that year. The Priorities and Projects were supplemented by the departmental and service performance targets which identified the detailed actions and targets for the delivery of the Council's priorities, against which robust performance monitoring could take place throughout the year.

It was reported that for 2018/19 the Priorities and Projects had been determined through discussions with the Leader, Deputy Leader and members of the Cabinet. At the full Council meeting held on 23 January 2018 the Leader had announced the Priorities and Projects for 2018/19. Since then some refinement of those Priorities and Projects had taken place and they had also been informed by the recommendations and report following the recent LGA Peer Challenge.

Consideration had been given to the required outcomes from each of the items included in the Priorities and Projects 2018/19 and those were set out in the body of the report.

Cabinet was aware that from May 2018 there would be two Overview and Scrutiny Committees. The Community Leadership Committee would retain a focus on external partnerships and the Council's influencing role in the community. The Resources and Services Committee would focus on the work of the Council and the resourcing and delivery of its services. Up to now all performance monitoring had been subject to scrutiny by the former Corporate Management Committee. Whilst it was proposed that the majority of the performance framework would continue to be reported to the Resources and Services Committee for scrutiny; the targets that related to the Council's partnership and influencing work would be compiled into a separate report for consideration by the Community Leadership Committee.

To that end the two Performance Reports 2018/19 including the Priorities and Projects 2018/19 were attached as Appendix A to the Portfolio Holder's report. They set out the suite of targets and indicators for the year. The "Current Position" column would be completed during the year and the progress monitored both by Cabinet and by the two Overview and Scrutiny Committees, as appropriate.

The Leader of the Labour Group, Councillor I J Henderson, declared a personal interest when the discussion touched on the Mayflower 400 project insofar as he was a member of Harwich Town Council which was a funding contributor to the project.

Councillor I J Henderson also requested that he be informed in writing whether the waste, recycling and street sweeping contract had been signed and, if so, when it had been signed and that this request be recorded within the minutes.

Having considered the priorities, projects and performance indicators to be monitored as the performance management framework for the Council for 2018/19:-

It was moved by Councillor G V Guglielmi, seconded by Councillor Fairley and:-

RESOLVED that the actions and targets included in the Performance Reports 2018/19 and the Priorities and Projects 2018/19, as attached at Appendix A to item A.3 of the Finance and Corporate Resources Portfolio Holder, be approved and that monitoring against these indicators be undertaken on a quarterly basis by the Cabinet and by the two Overview and Scrutiny Committees.

183. CABINET MEMBERS' ITEMS - REPORT OF THE INVESTMENT AND GROWTH PORTFOLIO HOLDER -A.4 - SME GROWTH FUND REVIEW AND PROPOSALS FOR EXTENSION

There was submitted a detailed report and appendices by the Portfolio Holder for Inward Investment and Growth (A.4), which:-

- 1) sought Cabinet's approval to extend the Council's SME Growth Fund to 31 March 2020 in order to continue to support businesses growth across the District;
- 2) gave an update to Cabinet on the delivery of the Fund to date, detailed suggested amendments to the Fund and sought Cabinet's agreement to fund the extension by a £250,000 allocation from the existing SME Growth Fund budget; and
- 3) sought Cabinet's agreement for a future report to be submitted to Cabinet with options for the use of remaining funds within the initial SME Growth Fund budget for other economic growth activities.

It was reported that the SME Growth Fund was one of the key ways in which the Council provided direct support for businesses through grant support to facilitate growth. Support was aimed at small businesses across the District, recognising the vital role that they played in underpinning the stability and growth of the local economy through the provision of services and creation of employment. The SME Growth Fund responded directly to the corporate goals identified within the Council's Corporate Plan 2016-2020 and to the objectives of the Council's Economic Development Strategy (EDS). Provision of the Fund also accorded with the Council's community leadership role.

Specifically the scheme responded to the following Corporate Goals:

Employment and Enjoyment

- To support business growth
- To enable better job prospects

Our Priorities and Projects 2017/2018, Corporate Director (Planning and Regeneration Services)

- Attracting and sustaining employment and business
- Connecting our residents to business opportunities.

The scheme also responded to the following objectives of the Council's Economic Development Strategy:

- Objective 1: Supporting Tendring's growth locations by intervening in areas where the potential for economic growth is highest and where there is a strong

case for intervention particularly (but not exclusively) in Harwich, Clacton and West Tendring;

- Objective 2: Targeting growth sectors, which are best placed to support growth and job creation within the District's economy; and
- Objective 4: Supporting modernisation, diversification and growth within the business base, improving innovation and inward investment and creating dynamism in the economy that will make Tendring more competitive and resilient to national and international 'shock'.

Cabinet was reminded that, to date, five businesses had been supported with awards totalling £138,250. This had created 19.5 FTE new jobs, safeguarded 3.5 FTE and leveraged £262,694 from the private sector (including £93,000 bank finance) and this was felt to be a very positive return.

Members were advised that the above had been achieved from eleven full applications, demonstrating that the scheme delivered very positive outcomes. There had been over 100 initial enquiries about the Fund and this demonstrated a positive return from the promotion of the Fund. However the conversion from enquiries into awards made was low and one of the key reasons for this was that the enquiries were from businesses not operating in one of the targeted key sectors.

Having reviewed the operation of the scheme it was felt that changes could be put in place which would deliver an increase in the take-up of the grants available and support greater growth across the Tendring business base.

The proposed changes to the scheme were summarised as:

- remove the focus on a specific number of key sectors and promote it to all business sectors (except retail) - the main focus would be job creation and business growth outcomes;
- change the funding levels within the scheme to create a Minor (£3,000 - £15,000) and a Major (£15,001 - £150,000) grant programme with a maximum intervention rate of 50% across both programmes;
- authorise the Corporate Director (Planning and Regeneration), in consultation with the Head of Finance, Revenues & Benefits, to agree Minor applications (awards of £3,000 - £15,000);
- retain the Grants Panel for Major applications (£15,001 to £150,000) which would continue to meet on a virtual / electronic basis thus streamlining the process;
- redesign the application forms and process to ensure that it was streamlined and did not include overly excessive stages of administration for the businesses and the Council.

Cabinet was informed that the type of activities the Fund would seek to support was outlined in Appendix 1 to the Portfolio Holder's report and Appendix 2 to the provided a flow chart outlining the stages of the application process.

It was reported that the revised scheme would be funded by a £250,000 allocation from the budget approval already in place and that it was estimated that the revised SME Growth Fund would generate approximately 20 grant awards, create an additional 40 FTE jobs and leverage a minimum of £250,000 private sector investment. This would be monitored through regular reports in line with the corporate performance reporting framework.

Members were advised that adopting the approach outlined above would free up the remaining £236,750 of the approved budget and that a future report would be brought forward with options for the reallocation of remaining funds to support other economic growth activities.

The Cabinet had before it details of the revised budget position which now set out a contribution from Essex County Council (subject to it agreeing to carry their contribution forward) of £53,000 to the funding of the proposed SME Growth Fund.

Having considered the information provided:-

It was moved by Councillor Fairley, seconded by Councillor Honeywood and:-

RESOLVED that –

- (a) the Council's SME Growth Fund Scheme be extended to March 2020 and that the scheme objectives set out in the Portfolio Holder's report be agreed, with a focus on job creation and growth outcomes;
- (b) the extension be funded from £250,000 of the allocation from the budget allocation already in place;
- (c) the scheme is opened up to all business sectors (with the exception of retail);
- (d) the scheme funding levels are split into two streams, namely Minor (£3,000 - £15,000 and Major (£15,001 - £150,000) grant programmes;
- (e) the intervention rate of up to 50% will be applied to all applications;
- (f) the Corporate Director (Planning and Regeneration) in consultation with the Head of Finance, Revenues & Benefits, be authorised to agree Minor applications (awards of £3,000 - £15,000) which will be published as Officer Decisions;
- (g) the current approval of Major applications (£15,000 - £150,000) via the Grants Panel is maintained and that membership of the Grants Panel is unchanged as set out in the Portfolio Holder's report;
- (h) the Corporate Director of Planning and Regeneration, in consultation with the Portfolio Holder for Investment and Growth, be authorised to update the scheme's Project Appraisal Manual and associated materials in order to reflect the changes detailed in the Portfolio Holder's report; and
- (i) a future report be brought forward with options for the use of the remaining funds within the initial SME Growth Fund budget to support other economic growth activities.

184. MANAGEMENT TEAM ITEMS

There were no such items on this occasion.

185. EXCLUSION OF PRESS AND PUBLIC

It was moved by Councillor Stock, seconded by Councillor G V Guglielmi and:-

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 14 on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraph(s) of Part 1 of Schedule 12A, as amended, of the Act.

186. EXEMPT MINUTE OF THE MEETING HELD ON FRIDAY 23 MARCH 2018

The exempt minute of the last meeting of the Cabinet, held on Friday 23 March 2018, were approved as a correct record and signed by the Chairman.

The Meeting was declared closed at 11.04 am

Chairman

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Key Decision Required	No	In the Forward Plan	No
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CABINET

18 MAY 2018

REFERENCE REPORT FROM THE FORMER SERVICE DEVELOPMENT AND DELIVERY COMMITTEE

A.1 DEMONSTRATION OF THE COUNCIL'S NEW IT SYSTEMS

(Report prepared by Mark Westall and Katie Sullivan)

BACKGROUND

At its final meeting held on 4 April 2018 the former Service Development and Delivery Committee received a demonstration from the Council's Head of IT and Corporate Resilience (John Higgins) and IT Support Officer (Dan Pobjoy) on how to use Skype for Business and also how to use the Council's Self-Service Portal (Kiosk).

The Skype for Business demonstration included how to use instant messaging, how to share a document, making a phone call and a video call.

The Self-Service Portal demonstration provided Members with information on how to use the portal to register to vote and to submit information for queries relating to Housing, Licensing, Benefits, Council Tax and other inquiries.

Members were given the opportunity to ask questions throughout the demonstrations.

Following on from the demonstrations the Head of IT and Corporate Resilience gave the Committee a presentation on the Council's IT systems, Past, Present and Future.

The presentation covered the following areas:

- (1) The Council's Secure Data Storage;
- (2) Corporate Cisco Council Network (Voice & Data) Evolution;
- (3) Strategic Operational Investments;
- (4) Strategic Communications Investments;
- (5) Self-Service Portals (Kiosks);
- (6) Strategic IT Investment Programme Financial Analysis;
- (7) Digital Transformation Programme; and
- (8) Front-Office System Investment.

Following on from the presentation Members were given the opportunity to ask questions which were responded to by the Head of IT and Corporate Resilience and the Portfolio Holder for Finance and Corporate Resources (Councillor G V Guglielmi) who was also in attendance.

The Chairman thanked the Head of IT and Corporate Resilience, the IT Support Officer and the Portfolio Holder for Finance and Corporate Resources for the

information that they had provided.

COMMITTEE RECOMMENDATIONS AND COMMENTS TO CABINET

It was **AGREED** that the Committee **COMMENTS TO CABINET** that:

“the Committee would like to express their support for the excellent progression and changes with regards to the Council’s IT systems which were beneficial for all.”

PORTFOLIO HOLDER’S COMMENTS AND RECOMMENDATIONS TO CABINET

Comments

The Finance and Corporate Resources Portfolio Holder would like to thank the former Service Development and Delivery Committee for its support with regards to the progression and changes in respect of the Council’s IT systems. Together with the Head of IT and Corporate Resilience, I would be very pleased to attend a future meeting of the new Resources and Services Overview and Scrutiny Committee, to give a further update on the progress of the second tranche of IT investment, at the appropriate time.

Recommendations to Cabinet

That Cabinet notes and welcomes the support of the former Service Development and Delivery Committee in this matter.

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

18 MAY 2018

REPORT OF FINANCE & CORPORATE RESOURCES PORTFOLIO HOLDER

A.2 PERFORMANCE REPORT 2017/18 OUTTURN REPORT

(Report prepared by Anastasia Simpson & Katie Wilkins)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present the Performance Report for the period 2017/18 Outturn.

EXECUTIVE SUMMARY

The Performance Report 2017/18 sets out the detailed actions and targets for the delivery of the Council's priorities throughout the year.

Current Performance

The Performance Report for 2017/18 includes both the Corporate Plan and Priorities and Projects 2017/18.

Of the 16 indicators and projects where performance is measured, the Outturn position demonstrates that 13 (81%) are on, or above, their expected target and 3 (19%) are not currently in line with the expected performance; 3 of the indicators and projects highlighted in the report are deemed 'non measurable' as Tending's role is that of influence only.

From May 2018, there will be two Overview and Scrutiny Committees. Community Leadership Committee will retain a focus on external partnerships and the Council's influencing role in the community. Resources and Services Committee will focus on the work of the Council and the resourcing and delivery of its services. Up to now, all performance monitoring has been subject to scrutiny by the Corporate Management Committee. Whilst it is proposed that the majority of the performance framework will continue to be reported to the Resources and Services Committee for scrutiny, the targets that relate to our partnership and influencing work will be compiled into a separate report for consideration by the Community Leadership Committee. The new reporting arrangements will be introduced from the first quarter of 2018/19.

This report will be presented to members of Resources and Services Committee on the 21st May 2018.

RECOMMENDATION

That Cabinet considers the Performance Report for the period 2017/18 Outturn.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

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

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

FINANCE, OTHER RESOURCES AND RISK

Resources

The priorities highlighted within the Performance for the period 2017/18 Outturn can be delivered within the Council's existing budgets.

Risk

These priorities are all within the current TDC risk framework.

LEGAL

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

OTHER IMPLICATIONS

None.

APPENDICES

Appendix A: Performance Report for the period 2017/18 Outturn.

RESOURCES AND SERVICES PERFORMANCE REPORT OUTTURN 2017/2018

APPENDIX A

Page 15

Introduction

The following pages include the Council's Corporate Plan 2016 - 2020 and Tendring District Council's Priorities and Projects 2017/18. There is a clear link between the aspirations, detailed in the Plan, and Priorities and Projects noted. Furthermore, this performance report details our performance against these key projects and targets, as well as headline performance in dealing with complaints and our staff's absence rate. Projects and Performance Indicator targets sit under the following headings:-

PROJECTS

	Council and Community		Health and Housing		Employment and Enjoyment
!	<u>Transforming the way we work</u> Page 4 & 5	✓	<u>Jaywick Community Development</u> Page 9	✓	<u>Local Plan</u> Page 13
✓	<u>Financial Self Sufficiency</u> Page 6	✓	<u>Cliff Stabilisation</u> (Protecting our Coastline) Page 10	✓	<u>Economic Development Delivery</u> Page 14
Page 16 ✓	<u>Property Management</u> Page 7		<u>Health and Wellbeing</u> (Influencing) Pages 11 & 12	✓	<u>Maximising Tourism and Leisure Opportunities</u> Page 15 & 16
	<u>Education</u> (Influencing) Page 8			!	<u>Leisure Facilities</u> Page 17
				✓	<u>Garden Community</u> Page 18

TARGETS

↑	<u>Fly Tipping</u> Page 19		Miscellaneous Indicators
↑	<u>Missed Bins</u> Page 20		<u>Sickness and Authorised Covert Surveillance</u> (Influencing) Page 22
!	<u>Recycling Rate</u> Page 20	✓	<u>Complaints</u> Page 23
↑	<u>Handling of Planning Applications</u> Page 21		
↑	<u>5 Year Housing Land Supply Approvals</u> Page 21		

Current Position

On each project and target, a colour icon is placed as a quick visual identifier regarding the current position.

Above target	↑
On target	✓
Below target	!

Corporate Plan 2016-2020

Our Council Our Community

What we will achieve:

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

Health and Housing

What we will achieve:

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

Community Leadership

Employment and Enjoyment

What we will achieve:

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

Our Vision

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

Our Values

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

Our Challenges

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

Our Opportunities

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

Our Priorities & Projects 2017/18

Chief Executive

- Strategic lead and corporate interface
- External and partnership engagement
- Essex wide board leadership
- Strategic finance
- Community Safety Hub

Corporate Director (Corporate Services)

- Transforming the way we work
 - Digital
 - Property and assets
 - Accommodation
 - People
- Finance
 - Making the most of our money
 - Savings programme
 - Effective financial management
 - Investment and income
- Elections
- Effective governance

Corporate Director (Operational Services)

- Jaywick Sands regeneration and renaissance
- Cliff stabilisation
- Waste contract renewal
- Inspiring tourism and exciting events
- Harwich public realm
- Modern and accessible customer experience

Corporate Director (Planning and Regeneration)

- Place shaping
- Garden Communities
- Local Plan
- Attracting and sustaining employment and business
- Connecting our residents to business opportunities
- Integrated planning and regeneration experience for our residents and businesses

Community Leadership

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

Transforming the way we work (Council and Community)

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

Martyn Knappett – **Deputy Chief Executive** Finance and Corporate Resources Portfolio Holder

**Behind
Target**

Office Rationalisation – A White

Milestones	Progress	To be Completed
Develop detailed delivery plan and seek additional approvals as required.	The business case was signed off by the CEO: 14 September 17.	Complete (Sept 17)
Start work on alterations at Pier Avenue, Clacton.	Toilet refurbishment as preliminary phase is completed.	Complete (Jan 18)
Obtain statutory consent/s for next project stages.	Design team working on designs in the order of the phasing of the project. * Detailed investigations into structural and fire precaution issues prior to submission of the applications.	Feb 18 - Pier Ave (Revised target: Apr 18*) Apr 18 - Barnes House Jun 18 - Town Hall

Modern and Accessible Customer Experience – M Westall

Milestones	Progress	To be Completed
Recruit temporary staff to address back scanning of archives.	Staff have been appointed.	Complete (Nov 17)
Deploy centralised post processes.	Housing Team testing in progress. Expecting to go live by end April 18.	Feb 18 (Revised target: Apr 18)
Purchase self-serve and CRM software and implement roll-out with Benefits & Revenues team.	Cabinet have agreed the funding for the project. Procurement should take place in mid-April 18.	Dec 17 (Revised target: Feb 18) Cabinet Report; Feb 18

Transforming the way we work (Council and Community) Continued...

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

Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder

Behind
Target

Programme of works for delivery of £1.5m IT investment – J Higgins (Year 3 of 3)

Milestones	Progress	To be Completed
Savings achieved, return on investment following project.	Achieved - subject to ratification by Financial Services and to commence 1 April 18.	Complete
Wi-Fi Networks, server upgrades and virtualisation to be completed.	The 'Phase 2' investigative work leading to the development of a low level replacement design incorporating the Office Transformation plans has commenced.	Virtualisation - Completed Wi-Fi - Phase 1 Completed Wi-Fi - Phase 2
Complete plan for roll-out of self-serve kiosks around Tendring District and begin implementation.	The Digital Transformation Programme was approved by Cabinet on 16 February 18. 'In house' IT developed Customer Access Portals are proving very popular within the Council's Pier Avenue office. Wider roll-out across the District to partner locations will be undertaken in co-ordination with the development of key customer self-service delivery decisions associated with the digital transformation programme, procurement of new customer self-service "My Tendring Portal" software and the planned re-design for our website. Revised target for Customer Access Portal (previously Kiosk) roll-out will become a key element of the Digital Transformation Strategy - March 19.	MT: Nov 17 Cabinet: Dec 17 Report Agreed Cabinet: Feb 18 March 19
IDOX Document management implemented.	Delivery is complete but ongoing training/ support remains on offer.	Complete (Dec 17)
MS Lync rolled out to all users. NOTE: Microsoft Lync is now called Microsoft Skype for Business (MS SfB).	The leisure centre model remains on trial and will now be reviewed/ finalised as a key component of the Office Transformation network re-design and WiFi phase 2 works.	Complete corporately (Dec 17) (currently trialling leisure centre model)
Mobile hardware issued.	Ongoing as some manager's continue to embrace flexible working or roles change and flexible working becomes an option.	2017-2019

Financial Self Sufficiency (Council and Community)

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

Ian Davidson – Chief Executive Finance and Corporate Resources Portfolio Holder

On
Target

Delivery Mechanism: Long Term Stability Plan / 10 Year Forecast .

Update: The 2018/19 budget was presented to Council at their meeting on 6 February 18. It is currently proposed to remove updates on financial self sufficiency from the performance report in 18/19 and include it as part of a revised corporate budget monitoring report which will include on-going updates on the financial forecast.

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Milestone	Position
Increase in Business Rates Collectable	-£100,898
Increase in Council Tax Base (properties)	575

Property Management

(Council and Community)

“Strategic management of the Council’s land assets.”

Martyn Knappett – **Deputy Chief Executive**

Finance and Corporate Resources Portfolio Holder

Delivery Mechanism: The team will be seeking to take forward the management acquisition of property with a more strategic commercial focus in order to address community needs and the Council wide financial position.

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

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On
Target

Milestones	Progress	To be Completed
Adopt an Asset Management Plan, Property Strategy, Property Programme and procedure rules for Corporate Property Management.	The Asset Management Plan was adopted by Full Council in May 17.	Complete (May 17)
Secure an acquisition for Investment in property.	The purchase of a freehold commercial property in Pier Avenue was completed in August 17.	Complete (Aug 17)
Disposal initiative to identify £1m of further disposals.	Preparations are under way for the disposal of a plot of land off Ipswich Road Open Space in Holland. Covenants are being checked and a Planning Statement will be requested. Other potential plots of land have been identified and are being collated and investigated for potential and any regulations or covenants affecting them.	Dec 17 (Revised target: Apr 18)
Stock take of property records, create a clear digital archive structure and complete a rationalisation of stored material.	The service's working files are now entirely electronically held. A further rationalisation of stored material is on track to be completed by May 18. A further long term project to rationalise and scan approximately 1600 deed packets will be programmed over future years.	Feb 18 (Revised target: May 18)
Review stock take in the light of the Property Strategy.	A revised stocktake has been prepared to identify the properties the Council owns by department, and with regard to identifying sites in relation to the £1m of potential disposals. This document will be distributed in June 18 when updated guidance for service departments on management issues is completed to accompany it. The purpose is to compliment the data and upgrade progress on compliance issues.	Mar 18 (Revised target: June 18) (Awaiting completion of guidance)
Secure the construction and use of the new sports facilities at Eastcliff, Holland on Sea.	Construction of the buildings is on schedule to be practically complete on 23 April 18. Some pitch work will be completed during the 2018 growing season. Solicitors are progressing both the freehold transfer to TDC and the lease of the facility to Holland Football Club.	Sept 18
Complete action plans for the disposal of poor quality sites at Main Road, Dovercourt and Station Yard, Walton.	The Main Road site is currently bringing in a small income to the Council as a temporary welfare site for UKPN. The marketing strategy will now be revised with a view to disposing of the site during 2018. Two other public sector partners are exploring the possibility of a joint venture at the Station Yard site and we are waiting to see if their proposal is viable.	Nov 18

“Deliver the agreed plan to improve educational attainment and aspiration in Tendring.”

Martyn Knappett – Deputy Chief Executive

Health and Education Portfolio Holder

Delivery Mechanism: As a community leader, there are a number of education work streams that underpin this which are to be delivered in 2017/18 via the Tendring Education Improvement Group.

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

Milestones	Progress	To be Completed
Strengthen links with universities, review Memorandum of Understanding (MOU) with Anglia Ruskin University.	3 year MOU agreed with Anglia Ruskin and signed off by all parties.	Complete New 3 year agreement in place by end June 17
Tendring Children and Young People Strategy 2017-2020 & Partnership Delivery Plan 2017/2018.	Strategy & Delivery Plan agreed at Cabinet on 10 November 17.	Complete (Nov 17)
Evaluation of pilot mental health hub in a primary school.	Evaluation of pilot completed. Gt Bentley School and Lead Officer presented at Health & Wellbeing Board 9 November 17.	Complete (Nov 17)
School Places.	Members briefing on school places re-scheduled for 2 May 18 to provide members with update on the ECC 10 year plan.	Mar 18 Revised target: May 18)
Supporting IntoUniversity and Teach First joining Tendring in 2017.	Meeting with Teach First's new school partnerships - May 18. IntoUniveristy have their official launch set for 25 April 18.	Mar 18 (ongoing)

Jaywick Sands Community Development (Health and Housing)

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

Paul Price – Corporate Director

Housing Portfolio Holder

On
Target

Delivery Mechanism: Bring forward at least one development at Jaywick. Work with Essex County Council (ECC) and other potential partners to develop options for residential and other development. Develop options for consideration to establish a housing company to facilitate development. Work with Planning to develop urban design layout.

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

Milestones	Progress	To be Completed
Commence development of one of the three identified preferred development sites.	Ground condition survey completed and is with structural engineers. The Archaeological survey is also complete. Reptile translocation recommenced March 18 with aim to complete early April 18. Working with UKPN to relocate power supply and install new sub station.	Anticipated 'on-site' date: Feb 18 <i>Revised target: Apr 18</i>
Identify funding mechanisms.	Jaywick Stakeholder Forum organised for June 18 to agree appropriate approach to funding. Core of forum will be based around Coastal Community Team (CCT) membership, facilitated by Trowers and Savills. Visit organised for May 18 for Legal & General/Muse/Homes England JV site evaluation.	"Ongoing" - dependent on availability of appropriate funding streams.
Put in place development pipeline based on outputs from funding workshop and collaborative work with ECC and residents.	Outline Development Capacity study completed and evaluated by CCT and Jaywick Sands Renewal Advisory Panel (JSRAP). Spatial vision (Place Plan) specification being finalised to commission external planning consultants to form place-shaping plan.	"Ongoing" - dependent on availability of appropriate funding streams (as above) - ECC requested to undertake de-risking surveys - ecological, topographic, archaeological & ground conditions.
Development vehicle/mechanism agreed, maybe linked to garden settlement delivery vehicle.	This will be agreed at Jaywick Stakeholder Forum in June 18.	Dec 17 <i>(Revised target: Jun 18)</i> Discussions with Trowers & Savills re potential mechanism to take this forward

Cliff Stabilisation (Protecting our Coastline)

(Health and Housing)

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

Paul Price – **Corporate Director**

Leisure and Tourism Portfolio Holder

On
Target

Delivery Mechanism: Appoint consultant, via Environment Agencies Government led framework, to undertake detailed geomorphological assessment of the cliff frontage and prepare detailed design of measures to improve performance and stability of those areas of the coastal slope which are identified as greatest risk. **Update:** This month's progress comments are noted next to each individual milestone in the table below.

Milestones	Progress	To be Completed
Completion of ground investigation.	Ground Investigations are now complete and information is being used to aid the design process.	Complete (Apr 17)
First Design Workshop.	The first design workshop took place on 7 April 17.	Complete (May 17)
Completion of Outline Design.	Design meeting took place 8 June 17, outline design is now complete.	Complete (Jun 17)
Early Contractor Engagement	The early contractor engagement was carried out with Jackson Civil Engineering Limited, by engaging with the contractor we have been able to improve the costs effectiveness and have increased confidences around the target price for phase 1 of the construction.	Complete (Jul 17)
Completion of Detailed Design.	Detailed design completed for phase 1 and 2.	Complete (Aug 17)
Public Engagement Event	Public Engagement Event took place on the 31 October 17 at The Kingscliff Hotel, the event was very successful with over 120 people attending, with 96% of those who completed the questionnaire giving the project 10/10.	Complete (Oct 17)
Completion of Tender Documents.	Tender documents are completed, scheme will be tendered using the Environment Agency's Water and Environment Management (WEM) framework (The same route which was used for the Coastal scheme).	Complete (Dec 17)
Tenders to be issued to contactors	Expression of interest have been sent to all 6 WEM framework Contactors.	Complete (Jan 18)
Tender Period	First round of tender questions receive on 26 February 18. A total of 123 questions have been received, the project team are currently working to respond to the questions as soon as possible. The project team expects that there will be further questions in relation to the responses, due to this the decision has been made to extend the tender period by 2 weeks, this will make the new tender deadline the 9 April 18.	Mar 18 (Revised target: Apr 18)
Tender Evaluation		May 18
Appointment of Contractor	The contract start date has been moved to the end of May 18 to allow longer tender phase.	Apr 18 (Revised target May: 18)

Health & Wellbeing

(Health and Housing)

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Paul Price – **Corporate Director**

Health and Education Portfolio Holder

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

Delivery Mechanism: Working with partners to identify shared opportunities to help drive improvements.

Update: The highlight this month is around the work on the Sport England Local Delivery Pilot.

Milestones	Progress	To be completed
Livewell Campaign (Partnership arrangement with Tendring District Council and Essex County Council).	Official press launch took place on 8 January 18 with Portfolio Holder and Lead Officers in attendance. Public Health Improvement Coordinator presented Livewell to the Senior Manager's Forum on the 17 January 18. Livewell pull up banners and A5 leaflets have been distributed for promotion in all Tendring District Council Buildings and Leisure Centres as well as external partner Community Voluntary Services (CVS) Tendring based in Clacton.	Live Website Complete (Jan 18)
Public Health Officers Group (PHOG) - Working towards a Health & Wellbeing Strategy.	Agenda for meeting on 20 February 18 consisted of updates on Sport England Local Delivery Pilot, Livewell, Tendring Health and Wellbeing Strategy including livewell Delivery Plan and Active Tendring. An update on 'Community Projects' was also added as a standing agenda item. Next meeting will be in April/May 18.	PHOG meet bi-monthly
Outdoor Gym in Cliff Park, Harwich.	Project completed with ongoing support provided by Tendring Community Voluntary Services in the form of a free weekly 30 minute circuit class on Monday's.	Complete (Aug 17)
Health and Wellbeing Strategy.	Draft strategy completed. The Tendring H&WB Strategy was taken to the Tendring Health and Wellbeing Board for formal consultation on the 22 February 18.	Complete (Nov 17) (Feb 18)
Clacton / Harwich Junior parkrun.	The Harwich Junior Parkrun 2km route has now been signed off by the Parkrun UK Ambassador and the Core Team now has 5 members. The Clacton Junior parkrun will have a test run on Sunday 8 April 18 with the official launch scheduled for Sunday 15 April 18.	Dec 17 (Revised target: April 18)

Health & Wellbeing Continued...

(Health and Housing)

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Paul Price – **Corporate Director**

Health and Education Portfolio Holder

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

Delivery Mechanism: Working with partners to identify shared opportunities to help drive improvements.

Milestones	Progress	To be completed
Sport England Local Delivery Pilot (LDP).	Jason Fergus (Active Essex Director) presented an update on Sport England Local Delivery Pilot to the Tendring Health and Wellbeing Board on 22 February 18. The Project Team is working on applying for a 'development award' from the Sport England LDP funding to get started on some ground work for the pilot to generate whole systems change.	Ongoing
Housing and Health <i>Increase awareness of housing hazards and strengthen the referral pathway between TDC and Anglian Community Enterprise (ACE).</i>	Public Health Improvement Coordinator attended Partner's meeting with Anglian Community Enterprise (ACE) on the 23 February 18 to promote the Livewell Housing and Health video.	Complete (Dec 17) Promotion now in place

Local Plan (Employment and Enjoyment)

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

Ewan Green – **Corporate Director**

Corporate Enforcement Portfolio Holder

On
Target

Delivery Mechanism: The Publication Draft Local Plan that has been submitted to government will be examined by a Planning Inspector. Evidence will be prepared and submitted to support the examination process. This will include providing responses to representations submitted to the Council, gathering additional evidence, negotiating statements of common ground with stakeholders and considering amendments to overcome objections.

Update: The Council participated in the Examination in Public into Section 1 of the Local Plan from 16 to 25 January 18 with the other North Essex Authorities. Evidence about the strategic policies was presented to the inspector, questions answered and additional information provided as requested.

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Milestones	Progress	To be Completed
Approval of publication draft for consultation.	Complete.	Jun 17
Publication draft consultation.	Complete.	Jun/Jul 17
Submit draft Plan to Secretary of State.	Complete.	Oct 17
Examination in Public.	Section 1 examination (Joint plan with Braintree and Colchester) Examination has taken place, outcome of the events will be published in June 18. Section 2 examination (Tendring sites specific).	Complete (Jan 18) Jun 18 Oct 18

Economic Development Delivery

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(Employment and Enjoyment)

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



Ewan Green – **Corporate Director**

Investment and Growth Portfolio Holder

Delivery Mechanism: Projects and other interventions will be developed and delivered in-house and in partnership with the Council’s key public and private sector partners. **Update:** This month’s progress comments are noted next to each individual milestone in the table below.

Milestones	Progress	To be Completed
Deliver four business/skills events to promote growth in line with the Council’s Economic Strategy.	During the course of 2017/18 the Regeneration Team has facilitated a number of Business Surgeries and Drop-in Events with partner organisations (BEST Growth Hub, ECC, et al), as well as the annual Jobs and Careers Fair and the Blue Ribbon Business Awards Event, both of which took place in October 17. Work is now progressing to stage further business events during the course of 2018/19. *A Blue Ribbon Sponsors Event is scheduled to take place on 17 May 18.	Complete Feb/Mar 18
Roll out the Council’s Small, Medium Enterprise (SME) Growth Fund targeted on new and existing businesses within the District.	A report making the case for extending the SME Growth Fund Scheme (which is due to end in March 18) has been drafted and will be considered by Cabinet at its meeting in April 18.	Mar 18 (Revised target: Apr 18)
Dig 4 Jaywick Community Garden.	As previously reported grant funding has been awarded by the ECC Public Health Team, to TDC, to fund the post of Dig 4 Jaywick Community Garden Project Assistant, for a period of one year. Recruitment exercise undertaken, however, no suitable candidate identified, therefore, recruitment remains ongoing.	Mar 18 (Revised target: 18/19)
Energy, Marine Engineering and Port related activity.	A draft action plan has been prepared by Nautilus Associates Ltd, following a facilitated workshop in November 17. The draft action plan will inform the energy related interventions to be pursued by the North Essex authorities and Haven Gateway Partnership in the new financial year. Work is in hand to secure the participation of the private sector, to ensure that the North Essex offer is effectively articulated to the market.	2018-2019
South East Local Enterprise Partnership (SELEP) Coastal Communities Group (CCG).	Work is progressing with respect to the Group’s contribution to the SELEP’s refresh of its Strategic Economic Plan. The next meeting of the Coastal Communities Group is scheduled to take place on 20 April 18.	Mtg: Apr 18 Nov/Dec 18
Deliver a Creative and Cultural Strategy with associated Implementation Plan, detailing project interventions.	Black Radley Limited has been appointed (subject to contract) to assist the Council to prepare a Creative and Cultural Strategy and Implementation Plan for Tendring. Work is expected to commence shortly.	Jul 18

Maximising Tourism and Leisure Opportunities

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(Employment and Enjoyment)

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

Paul Price – **Corporate Director**

Leisure and Tourism Portfolio Holder



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

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

Milestones	Progress	To be Completed
Tour de Tendring.	The Tour de Tendring took place on Sunday 14 May 17. Approximately 1,000 cyclists took part in the event.	Complete (May 17)
Seaside the Seaside.	The Harwich Festival Team were commissioned to project manage the events, which included a wide variety of musical and traditional entertainment. The Clacton event took place on 18 June 17 and the first ever Dovercourt festival was held on 12 August 17. The debrief for these events took place with the organising team on 6 October 17. They were also discussed at Service Development and Delivery Committee in early October 17. The key issues discussed were additional trade stands for the events and portaloos for Dovercourt Bay.	Complete (Clacton: Jun 17) (Dovercourt Bay: Aug 17)
Clacton Air Show.	The 2017 Clacton Air Show attracted approximately 250,000 visitors and incorporated a second year of night flights which was considered another great success. A formal debrief with partners was held on 29 Sept 17. The event was also discussed at the Service Development and Delivery Committee in early Oct 17. Income held even with the previous year at approximately £82k. Although programme sales and bucket collections declined by approximately £1500, sponsorship increased from £5000 to £9,500.	Complete (Aug 17) (Oct 17)
District Wide Tourism Strategy	It has not been possible to complete the strategy for consideration in 2017/18 and this will be added to the plan for 2018/19, with a view to bring it forward by August 18.	Feb 18 (Revised target: Aug 18)

Maximising Tourism and Leisure Opportunities

Continued...

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(Employment and Enjoyment)

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

Paul Price – **Corporate Director**

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

Milestones	Progress	To be Completed
Mayflower 400: Series of events and projects to build up to the celebrations in 2020, including:- Agree projects and events for Mayflower 400. Deliver Illuminate Festival. Work with National Partners to deliver national Mayflower Trail to sell to American market.	A report on Mayflower 400 and the Council's involvement in the commemorations will be considered by Cabinet in May 18. A successful conference was held at Harwich International Port in March 18 to engage with local businesses in the opportunities afforded by the anniversary.	May 18
Princes Theatre Delivery of Annual Pantomime Deliver two events/exhibitions	Large body of work undertaken to ensure the box office and theatre processes are ready for General Data Protection Regulations deadline. Hosted; 6 professional shows, 4 large hires, 2 weddings along with providing a venue and free booking solution for the E-safety event organised by the safer communities team. The theatre management has also been requested by The Old Town Hall in Hemel Hempsted (civic) to give advice following the successful implementation of restoration fees.	Ongoing

Leisure Facilities (Employment and Enjoyment)

“To ensure staff productivity levels are maintained.”

Paul Price – **Corporate Director**

Leisure and Tourism Portfolio Holder

**Behind
Target**

Delivery Mechanism: This will be achieved by targeting income generating activities which do not involve additional staffing costs.

Update: This new indicator reports 'long term financial sustainability', staffing costs divided productivity (income). The Q4 Target Quarterly Staffing Spend was £412,404 and Target Quarterly Income £579,577 (Target Percentage 71%). The Actual Quarterly Spend was £416,100 and Actual Quarterly Income £601,346 (Actual Percentage 69%) making a favourable variance of 2% this quarter (a decrease of 15% on the Q3 variance (-13%)). The annual position compared a salaries budget of £1,693,100 to an income budget of £2,218,330 (Target Percentage 76%). The outturn position was a salaries expenditure of £1,698,120 and income of £2,112,592 (Actual Percentage 80%) this is 4% behind the overall annual target.

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Milestones	Progress	To be Completed
Reduce % of salaries against income from 77% to 76%	As above.	Mar 18

NB. The improvement in the quarterly position is mostly down to better than expected swimming lesson income. Unfortunately, this improvement was not enough to support sports facilities to meet the annual target. Overall, the annual target was missed mainly due to private sector competition in the Clacton area which has adversely affected membership income in 2017/18.

Garden Community (Employment and Enjoyment)

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

Ewan Green – Corporate Director

Leader

On
Target

Delivery Mechanism: Selection of locations to be part of the Local Plan process. Funding made available by Central Government to support the work (£1.2million up to April 2017 with a further £700k announced for 17/18). The Leader (supported by the Chief Executive) sits on North Essex Garden Communities (NEGC) Ltd board. The Corporate Director and Head of Planning Services sit on senior officer Steering Group and Legal, Finance and Planning Officers participating in topic work streams. Close collaboration on Local Plan process re Garden Communities approach. A shared Chapter 1 of the Plan and specific requirements of any proposed Garden Community proposals across North Essex agreed by each Council. NEGC Ltd has formed Local Delivery Vehicles (LDV's) to progress each Garden Community Area allocated in the Local Plan (although potential Development Corporation could change the role of the LDVs).

Update: The Local Plan Section 1 Examination in Public was undertaken and this included specific sessions on the North Essex Garden Communities proposals. The NEGC proposals were also subject of a public consultation in respect of an Issues & Options Report and the outcomes from this will be considered and reported in Spring 2018 with a view to informing detailed proposals in the future.

Milestones	Progress
Governance	Complete — October 17.
Land Negotiations	No agreements yet reached, this is ongoing. Key aim remains to achieve agreements through this route.
Planning	Complete — October 17.
Development Corporation / Compulsory Purchase Order (CPO)	New legislation (May 17) provides for locally accountable Development Corporations (with extensive powers). NEGC actively investigating as possible strong means of delivering Garden Communities, possibly including the use of CPO.

TARGETS

REFUSE & RECYCLING SUMMARY

Key:

Above target	●
On target	●
Below target	●

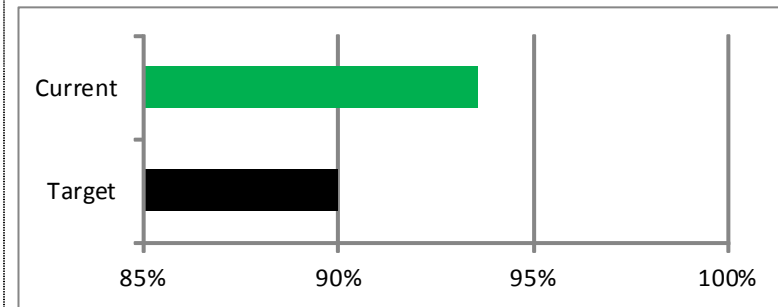
	16/17 Q1	16/17 Q2	16/17 Q3	16/17 Q4	17/18 Q1	17/18 Q2	17/18 Q3	17/18 Q4
Recycling Rate (Target 29%)	28.4%	27.2%	26.9%	25.4%	28.4%	28.9%	26.5%	*
Flytipping (Target 90%)	94.8%	91.3%	97.8%	95.1%	94.6%	97.5%	100%	93.6%
Missed Bins (Target 95%)	96%	95%	93%	95%	96%	96%	97%	98%

* Recycling data for February 18 is currently unavailable as Essex County Council are migrating all recycling data onto their new system. For the months of February and March all recycling data is being inputted by ECC to test the old and new systems in parallel. It is anticipated that recycling data will not be available until April/May 18.

Fly Tipping (Health and Housing)

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

Monthly Performance Data



Ahead of Target

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

Does not include vehicles, caravans, asbestos or fly tipping's being investigated by an Officer.

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

Month	A	M	J	J	A	S	O	N	D	J	F	M
No. of incidents	116	116	130	103	96	118	107	95	60	134	99	110
No. r'mvd <72hrs	112	110	123	101	93	115	103	94	60	129	95	103
Performance (%)	96.6%	94.8%	94.6%	98.1%	96.8%	97.5%	96.3%	98.9%	100%	96.3%	95.9%	93.6%

Missed Bin Collection

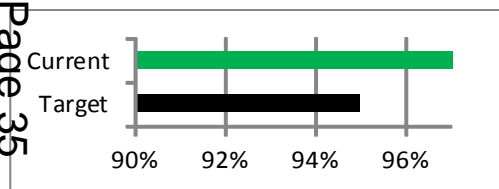
(Health and Housing)

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

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

Monthly Performance Data

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Ahead
of
Target

Month	A	M	J	J	A	S	O	N	D	J	F	M
Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Performance	96%	96%	96%	96%	96%	96%	96%	98%	97%	96%	97%	98%

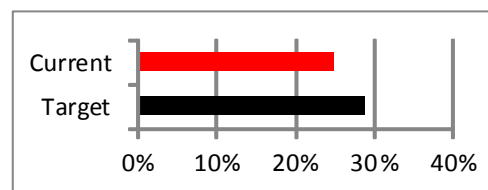
Total of 265 missed collections of which 4 were collected outside of 24 hours (2 refuse and 1 food and 1 paper/card).

Recycling Rate

(Health and Housing)

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

Monthly Performance Data



Behind
Target

Month	M	A	M	J	J	A	S	O	N	D	J	F	M
Target (%)	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%
Performance	27.7%	28.0%	28.4%	25.8%	27.8%	28.3%	29.5%	27.5%	26.5%	25.0%	25.0%	*	

* Recycling data for February 18 is currently unavailable as Essex County Council are migrating all recycling data onto their new system. For the months of February and March all recycling data is being inputted by ECC to test the old and new systems in parallel. It is anticipated that recycling data will not be available until April/May 18.

Handling of Planning Applications

(Health and Housing)

Handling of Planning Applications : Speed			
To ensure that the following types of planning application are processed during the assessment period as follows:			
2018 Assessment Period (01.10.15 - 30.09.17)			
Major 50% within 13 weeks		Non-Major 65% within 8 weeks	
Major	63.21 %	Non-Major	90.09 %
2019 Assessment Period (01.10.16 - 30.09.18)			
Major 60% within 13 weeks		Non-Major 70% within 8 weeks	
Major	74.53%	Non-Major	90.42%
Handling of Planning Applications : Quality			
Decisions Overturned On Appeal.			
2019 Assessment Period (01.04.16 - 31.03.18)			
Major <10%		Non-Major <10%	
Major	5.28 %	Non-Major	1.12 %

NB. New legislation released in 2016 under the Town and Country Planning Act states that the assessments period dates in regards to the quality and speed of handling planning applications for 2018 and 2019 are as noted above.



5 YEAR HOUSING SUPPLY

The Council can demonstrate a 5.45 year supply of deliverable housing land based on an OAN of 550 dwellings per annum and a 6.79 year supply based on an OAN of 480. In both scenarios, the Council is able to demonstrate a five year supply of deliverable housing land.



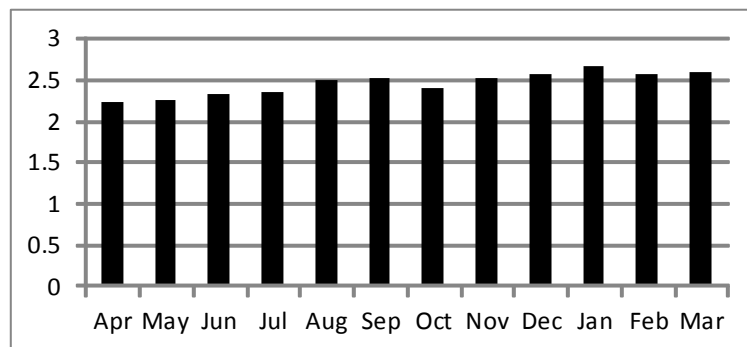
Sickness (Council and Community)

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

Mth	S/T	L/T
Apr	2.21	7.39
May	2.24	7.51
Jun	2.32	7.23
Jul	2.34	7.10
Aug	2.49	6.79
Sep	2.50	6.62
Oct	2.40	7.09
Nov	2.50	7.36
Dec	2.55	7.51
Jan	2.65	7.64
Feb	2.56	7.69
Mar	2.58	7.69

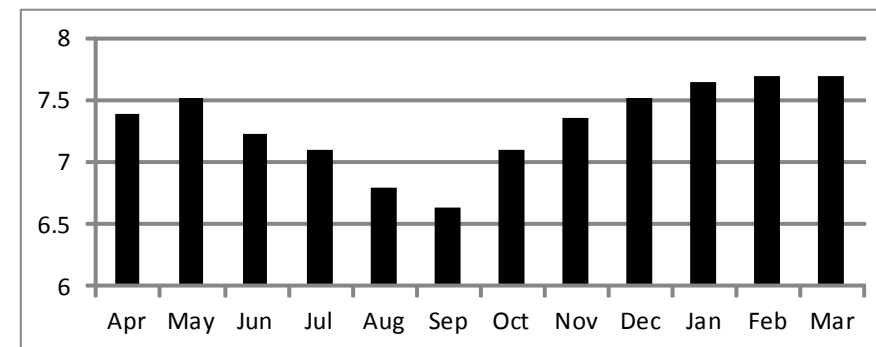
Short-term Sickness Absence

Days Per Employee



Long-term Sickness Absence

Days Per Employee



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

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

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

Authorised Covert Surveillance (Council and Community)

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

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

Complaints (Council and Community)

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

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

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

On
Target

Stage 1 Complaints Performance

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
No.	5	10	12	8	12	7	7	5	4	8	6	8
% Time	100%	90%	100%	100%	100%	86%	100%	100%	100%	100%	100%	100%

Stage 2 Complaints Performance

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

Notes: For March 18, it has been reported that there were two ombudsman's complaints but no Stage 2 complaints.

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

18 MAY 2018

REPORT OF HEALTH AND EDUCATION PORTFOLIO HOLDER

A.3 UPDATE ON COMMUNITY PROJECTS

(Report prepared by Rebecca Morton, Anastasia Simpson, John Fox and Cassie Barrett and Karen Neath and Leanne Thornton)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide an update on community projects relating to education, health and wellbeing and community safety, and to ask Cabinet to endorse these projects.

EXECUTIVE SUMMARY

- The Council's Corporate Plan 2016-2020 puts Community Leadership at the heart of everything we do across the Council and within this context a number of projects are being undertaken to support the education, health and wellbeing, and Community Safety agendas across the District.
- The Council has a track record of assisting and working with partners and has already supported improvements in the areas of education, health and wellbeing and community safety.
- Current specific projects in relation to **education** are formed around the following:-
 - Tendring Children and Young People Strategy 2017- 2020 & Delivery Plan 2017/18
 - Gt Bentley Primary School – Wellbeing Hub
 - North East Essex Teacher Training (NEETT)
 - TeachFirst
 - IntoUniversity
 - Tendring Scouting & Youth Services
 - TDC Education Newsletter
 - School Places
 - Benefits Leaflet
 - Junior Warden Project
- Current specific projects in relation to **health and wellbeing** are formed around the following:-
 - Sport England Local Delivery Pilot (LDP)
 - Tendring Health and Wellbeing Strategy
 - Housing and Health
 - Junior parkrun
 - Livewell
 - Parkeston Welfare Park – New community site for development
- Current specific projects in relation to **community safety** are formed around the following:-
 - Tendring Hub – Stay Safe for Summer Event
 - Tendring Community Safety Partnership – Street Action Days
 - Task & Finish Groups
 - Daily Hub Tasking Conference Call

- Tendring Problem Solving Group
- Operation Valour
- Project Mercury
- Crucial Crew
- Gangsline

- The projects identified above will continue to form the subject of regular updates to the Portfolio Holder and at Member Briefing sessions.
- Engagement in these areas is supplemented by the work of the Community Leadership Committee which provides overview and scrutiny of these sectors as part of its work programme.

RECOMMENDATION(S)

It is recommended that:-

- a) Cabinet endorses the listed projects as those which will continue to be delivered in 2018 in support of the Corporate Plan priorities;
- b) the currently identified projects are monitored through the Council's Performance Plan together with future projects agreed with the Portfolio Holder.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Council's Corporate Plan 2016-2020 puts Community Leadership at the heart of everything we do, and within that has a focus on education, health and community safety through the following priorities:-

- Facilitate improved qualification and skills attainment
- Enable better job prospects
- Promote healthier lifestyles and wellbeing
- Support improved community health

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

The majority of the projects identified rely on the input of officer time to make them work. Some projects are subject to external funding or partners financial support.

Community Safety projects are funded predominantly by the Police, Fire and Crime Commissioner for Essex. The projects also rely on the partners within the Community Safety Partnership to come together to deliver the projects.

Risk

There is a limited risk that projects may fail. However, robust project management and good partnership working help to mitigate this.

LEGAL

It is recognised that Tendring District Council does not have specific powers in relation to education, health and wellbeing but through its Community Leadership role it does engage with partners in supporting and influencing improvements in relation to both these areas.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following

and any significant issues are set out below.

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

The above will be considered as part of the formulation of individual projects.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The Council's Corporate Plan 2016-2020 puts Community Leadership at the heart of everything we do and within this context a number of projects are being undertaken to support the education, health and community safety agendas across the District.

Education

One priority has been to ensure that partnership working continues to be effective and that the Council continues to provide support, encouragement and commitment to working collaboratively with schools to improve school attainment levels and raise aspirations and opportunities for children and young people across the District.

The work being done to support the Education agenda also supports both the Essex and Tendring Children & Young People's Strategy 2016 and Tendring's Delivery Plan 2017/18. Tendring's priorities include ensuring children are emotionally healthy, have positive futures and have access to good quality education, training and work opportunities.

As of March 2018, 96% of primary schools and 100% of secondary schools are good or outstanding.

Health

Health and Wellbeing became a statutory responsibility for upper tier and unitary authorities in local government from April 2013. However, District Councils play a vital role in the Health and Wellbeing agenda and in Tendring it was agreed that a local Health and Wellbeing Board would be beneficial in bringing together stakeholders in an attempt to share knowledge and join up healthcare provision for the benefit of our residents. The Board has established the priorities for the Tendring District which are improving mental health and wellbeing, better support for people living with long term conditions and tackling obesity, improving diet and increasing physical activity. The Tendring Health and Wellbeing Board has representation from the North East Essex Clinical Commissioning Group (CCG), Police, Essex County Council Public Health and Community Voluntary Services (CVS) Tendring just to list a few. Closer working with Colchester Borough Council resulted in a shared recruitment of Public Health Improvement Co-ordinators and attendance at our Tendring Health and Wellbeing Board, which has led to further collaboration with a North East Essex approach in mind on projects such as the Sport England Local Delivery Pilot and the livewell Housing and Health video.

Community Safety

Crime and Anti-Social Behaviour prevention is not the sole responsibility of any one public service but of all agencies and communities. The success of dealing with the complex challenges faced in Tendring, ranging from gangs, drugs, people trafficking and anti-social behaviour needed innovative solutions. In order to find a different way of working, all partners came together to identify how we could maximise the different skills and powers of partners to address the myriad of problems. Essex Police and Tendring District Council worked together to develop a Hub approach where partners could be co-located to share formal and informal information. The Community Safety Partnership Strategic priorities for 2018/19 are:-

Tackling Anti-social behaviour and Acquisitive Crime
Protecting Vulnerable People from Hidden Harms
Reducing Violence & Knife Crime

PROJECTS AND PRIORITIES

The following sets out details of specific projects which are being undertaken, in partnership, to support the education, health and community safety agendas within the District.

Tendring Children & Young People Strategy 2016 – 2020 and Delivery Plan 2017/18

After consultation with partners and officers across the Council a new Tendring & Young People Strategy 2017 – 2020 and Delivery Plan 2017/18 was developed and agreed by Cabinet in November 2017. This identified our priorities for the children and young people of Tendring as follows:-

PRIORITIES	
1.	Start Well – to continue to support schools in improving and maintaining attainment levels, promoting school readiness, and a positive experience and opportunities through school to allow each child to achieve their full potential
2.	Stay Safe – children and young people feeling safe in their community
3.	Mental Health & Emotional Wellbeing – enjoying good mental health and wellbeing
4.	Positive Futures - working together with partners to enable families to lift themselves out of poverty, enhance aspirations and provide opportunities for life long wellbeing

The Children and Young People Delivery Plan for 2017/18 identifies a number of projects and initiatives which support these priorities a number of which are detailed below.

EDUCATION

Mental Health and Emotional Wellbeing

“Mental health influences how we think and feel about ourselves and others and how we interpret events. It affects our capacity to learn, to communicate and to form, sustain and end relationships. It also influences our ability to cope with change, transition and life events.”

(MHFA-Dr Lynne Fiedli, 2004)

○ **Wellbeing Hub, Gt Bentley Primary School**

Within Tendring one of the Cluster Lead Head teachers at Gt Bentley Primary school set up a pilot Wellbeing Hub within the school which launched in April 2017, and operates as an after school facility. The sessions for the children are arranged in groups around the themes of play, art, construction, and science. As well as the sessions for children the Hub offers information sessions for parents and carers on subjects such as sleep, nutrition and behaviour management.

The Wellbeing Hub aims to build the children's resilience and self-esteem, encouraging them to recognise their own emotions and learn tools and techniques to deal with these. Also, developing a culture where the children accept feelings such as anxiety will happen and learn how to identify that in themselves and others, gaining a “rucksack of skills” to take them forward into secondary school and beyond.

Evaluation of the pilot was completed in October 2017 with support in the planning and development stage from EWMHS (the Emotional Wellbeing and Mental Health Services for

children and young people in Southend, Essex and Thurrock) on both the monitoring and evaluation.

Findings from the evaluation were presented by the Executive Head teacher and Deputy Head teacher of Gt Bentley Primary School at the Health & Wellbeing Board on 9th November 2017. The outcomes showed very positive early signs of improvements in the children, who were more able to express their feelings, help one another and generally feel better about themselves. Feedback from the Board was extremely positive and Healthwatch Essex offered to support the filming of a video to promote the work of the Hub. Filming took place on Wednesday 2nd May 2018.

Gt Bentley School, with TDC presented at the Strategic Transformation Partnership Leaders Event on Friday 20th April 2018.

Both TDC and Gt Bentley School share the aspiration to see the model of the Wellbeing Hub “rolled out” in schools across the District. The Executive Projects Officer continues to work towards achieving this.

Start Well, Raising Aspirations & Positive Futures

Recruitment & Retention

North East Essex Teacher Training (NEETT)

NEETT are a school centered training establishment based at the Tendring Education Centre at Jaywick Lane. The Executive Projects Officer recently met with NEETT to discuss ways in which TDC could support their work. Feedback from NEETT included that their attendance at the TDC Job & Careers Fair in October 2017 had been a very positive day with four teacher training enquiries, and they would be interested in attending again this year. TDC also offered to promote their recruitment campaigns and open days/evenings as & when required through circulation of posters, adding links to our website and use of social media.

Website: www.nett.org.uk

Teach First

Teach First is a national organisation that operates both as a training provider and recruitment agency and the authority has been working with schools and Teach First to encourage them to place teachers and work more closely with schools in the Tendring area.

To date Teach First have placed 11 new teachers in Tendring since Sept 2016. Clacton Coastal academy have 3 trainees, two in English and 1 in history which feedback suggests has been a very positive experience to date.

In 2018, TeachFirst are aiming to maintain their relationship with their current Tendring partner schools and also focus on the primary schools. They are aiming to target 11 primary schools across the District all of which meet their eligibility criteria. A new school partnership lead has been recruited by Teach First in recent months and they will take the lead on this work.

Teach First also gave a very positive contribution to the TDC Education newsletter (Ref Appendix A). Their article provides further information on their success to date in Tendring, the positive impact of their teachers within local schools, and the promotion of their leadership programme.

Website: www.teachfirst.org.uk

IntoUniversity

In 2017, IntoUniversity and Anglia Ruskin University formed a partnership to launch a new Learning Centre in Clacton which opened in October 2017. The joint investment of £1.2 million for the new centre will ensure that the project can run for at least 5 years.

IntoUniversity is an education charity that provides learning centres where young people are inspired to achieve. There are currently 24 centres across England. IntoUniversity offers an “innovative, long term programme” to young people (age seven to eighteen) from disadvantaged

backgrounds to fulfil their potential. To date no centre that has been opened has subsequently closed.

The Clacton learning centre, has four full time members of staff and has a particular focus on STEM subjects (Science, Technology, Engineering and Maths). Since opening its doors in October 2017, the team are now working with two secondary and three primary schools in the District. They have also launched their after-school academic support and currently have 21 secondary aged pupils regularly attending these sessions to receive support with homework, work on their personal development and skills and to think about their futures.

IntoUniversity had their official launch on Wednesday 25th April 2018.

IntoUniversity also kindly contributed to the TDC Education newsletter. (Ref Appendix A).

For further information: www.intouniversity.org

Tendring Jobs and Careers Fair

This annual event, now in it's 6th year, is staged by the Council in partnership with DWP and fully supports both schools and colleges in the district, which helps prepare them for work and the opportunities for training. All schools in the district are notified about the event, which is taking place on **Tuesday October 2nd** this year. However, to further support the schools, last year the Council provided complimentary transport to enable 2 schools (Harwich & Dovercourt School and Marketfields) to experience the event first hand with a dedicated DWP advisor. A total of 34 pupils attended. This initiative will be repeated in 2018, and invitations have already gone out to Harwich & Dovercourt, Clacton Coastal Academy, Clacton County High, Tendering Tech, Colne Academy and Marketfields, offering a bespoke programme which compliments the curriculum and supports preparation for the world of work.

Tendring Scouting & Youth Service

The Executive Projects Officer recently met with District Commissioner Tendring Scouts and the District Youth & Community Commissioner for North East Essex to explore ways in which the youth organisations could work more closely together. Ideas for sharing equipment and possibly buildings were highlighted. TDC/Executive Projects Officer offered to host a further meeting with all local youth organisations across the district to explore this further.

TDC Education Newsletter to Schools, Parents & Carers

With contributions from a number of Officers and external partners, the Executive Projects Officer produced the enclosed Education newsletter, **reference Appendix A**, to highlight TDC's partnership working, projects and initiatives that support schools and education across Tendring. This was distributed to all schools across the District and will be given out to parents/carers attending recent and future E-Safety and Gangsline workshops.

School Places – ECC 10 Year Plan

Essex County Council have recently updated the 10 year plan for school places and will be attended a members briefing on Wednesday 2nd May 2018 to provide further information in respect of Tendring.

Benefits Leaflet

The Executive Projects Officer, working together with the Department of Work and Pensions and the Family Solutions team developed a Benefits flyer. Recognising that many families find themselves in difficulties when they have failed to notify agencies of their change in circumstances. The benefits flyer aims to provide key contact information for people to update their information in respect of current claims/applications. Distribution of the flyers will include local DWP offices, GP surgeries, libraries and to families in contact with the Family Solutions team.

Junior Warden Project

Following a successful bid to Essex Fire, Police and Crime Commissioner Safety development fund TDC are pleased to be able to extend the junior warden project to an additional 10 schools in the district in 2018. This project will be co-ordinated by the Jaywick Sands Neighbourhood Team Manager.

HEALTH

Health and Wellbeing Projects in this report:

- Sport England Local Delivery Pilot (LDP)
- Tendring Health and Wellbeing Strategy
- Housing and Health
- Junior parkrun
- Livewell
- Parkeston Welfare Park – New community site for development

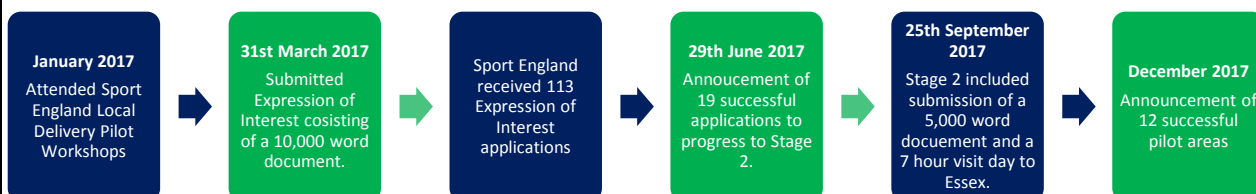
Sport England Local Delivery Pilot (LDP)

Background

In January 2017, the Public Health, Wellbeing and Environmental Protection Manager and Public Health Improvement Coordinator attended a Sport England workshop to gain an understanding of the Local Delivery Pilot (LDP) funding that will provide £100 million of National Lottery money over a 3 year period to a number of local pilots across the UK. The aim of the LDP's is to take a whole system change approach to tackling physical inactivity in underrepresented groups such as the elderly, low income families with dependent children and people with poor mental health.

After attending the January workshop, there were numerous discussions with partners which led to the formation of a Project Group consisting of members from Active Essex, Essex County Council, Tendring District Council, Colchester Borough Council, Basildon Borough Council, Essex University and Intelligent Health. The Project Group then worked together on an Expression of Interest application that was submitted by the Essex Health and Wellbeing Board with Tendring, Colchester and Basildon being the 3 test areas for the pilot. These 3 districts were chosen as together they account for 1/3 of the physical inactivity across the whole of Essex.

LDP Bidding Process:



Progress since December 2017

In December 2017, Sport England announced their chosen 12 pilot areas across the UK with Essex being successfully selected. Since finding out that Essex will be involved in this fantastic opportunity, there have been several Project Group meetings to discuss next steps. In February, the Project Group had the opportunity to meet directly with Sport England, which gave clarity of expectations, as Sport England want to be a partner, rather than just a funder of the 12 pilots. As a result of this, Sport England restructured their organisation to allocate a member of staff to each pilot as the *Local Pilot Manager*. The Essex LDP Manager from Sport England is Marie Hartley.

Although it is early days and there are still a lot of unknowns as to how the pilots will work, what we do know is that in order to create real impact requires *whole system change* – that is the need for strong vision and leadership at the highest level and the collaboration of all stakeholders at all levels. The pilot will not follow a ‘one size fits all approach’, but instead investigate the individual needs and requirements of local communities in Tendring, Colchester and Basildon.

For more information please see **Appendix B – Sport England – Map of Local Pilots** and, visit <https://www.sportengland.org/localpilots/> or watch the LDP video <https://www.youtube.com/watch?v=hPJW358im9I>.

Tendring Health and Wellbeing Strategy

Background

Essex County Council Public Health Team are currently working to renew the Essex Joint Health and Wellbeing Strategy (JHWS), which is a statutory document that sets out the priorities that partners in Essex will deliver together, working through the Essex Health and Wellbeing Board and supported and informed by the Joint Strategic Needs Assessment (JSNA). It is 'not about taking action on everything at once, but about setting a small number of key strategic priorities for action that will make a real impact translating JSNA findings into clear outcomes and leading to locally led initiatives'.

To coincide with the Essex JHWS, all districts in Essex have been asked to produce a local Health and Wellbeing Strategy.

Tendring Health and Wellbeing Strategy going forwards

The Public Health, Wellbeing and Environmental Protection Manager and Public Health Improvement Coordinator created a draft Tendring Health and Wellbeing Strategy that focuses on the following priorities;

- Improving mental health and wellbeing
- Tackling obesity, improving diet and increasing physical activity
- Better support for people living with long term conditions.

The above priorities were established by utilising evidence and data from the Public Health England Tendring Health Profile and the Local Authority Portrait for Tendring 2016, which forms part of the Joint Strategic Needs Assessment (JSNA) and Essex Joint Health and Wellbeing Strategy (JHWS).

The strategy is currently in a draft format and to date has been internally sited by the Public Health Officer's group (PHOG) and also the Tendring Health and Wellbeing Board.

Housing and Health

Background

The aim of the project was to increase awareness of housing hazards and strengthen the referral pathway between TDC Housing Team and local commissioned provider services including Anglian Community Enterprise (ACE) as well as Essex County Council (ECC) Adult Social Care.

Progress to date

After liaising with both ACE and ECC, it was decided that in order to raise awareness between both staff and residents, the most efficient way of communication would be to develop the *livewell Housing and Health* video.

Since developing the video, the Public Health Improvement Coordinator has promoted the video to ACE, ECC and other external partners such as Community Voluntary Services (CVS) Tendring by attending and presenting the video at the Partners Network meeting in February 2018. The video is live on the Tendring District Council website and can be viewed by clicking on the following link <https://www.tendringdc.gov.uk/housing/livewell-housing-and-health-video>.

Junior parkrun

Background

Tendring currently has two parkrun's in Harwich and Clacton that are free, weekly, 5km timed runs on Saturday morning's at 9am. The parkrun's are open to everyone and are safe and easy to take part in and are considered to be an inclusive initiative as you can walk the course instead of run, are allowed to participate with your dog and can also participate with a push chair.

The Harwich parkrun has completed 144 events to date and averages 90 runners per week and the Clacton Seafront parkrun has completed 72 events with an average of 110 runners per week. Based on the success from launching the Harwich and Clacton parkrun's, the community

expressed interest is setting up a junior parkrun in both Harwich and Clacton. Junior parkrun is a 2km run on Sunday mornings at 9am for children aged 4 to 14 years old and are free events held in areas of open space around the UK.

Clacton Junior parkrun

The Public Health Improvement Coordinator collaborated with the Clacton Seafront parkrun to establish a Core Volunteer Team to take forwards the organisation of the Clacton Junior parkrun. The Junior Core Team consists of 6 individuals who have been DBS checked and the Event Director has undertaken appropriate safeguarding training. A 2km route (see map below) has been established and approved by both parkrun UK and Tendring District Council using the upper and lower paths on the seafront, with the starting and finishing points being located near the Beach Diner. The route is 2 laps of the promenade.

The launch date for the parkrun was **Sunday 15th April 2018 at 9am** on Clacton Seafront.

Harwich Junior parkrun

The Public Health Improvement Coordinator liaised with Harwich parkrun, Harwich Town Council and Community Voluntary Services (CVS) Tendring to promote and recruit the Harwich Junior parkrun Core Volunteer Team. There are currently 4 members of the team who are working together alongside the parkrun UK Ambassador to organise the Harwich Junior parkrun. A 2km route (see map below) has been established and approved by both parkrun UK and Tendring District Council. The route starts in Cliff Park and is an out and back run along the promenade that returns to Cliff Park to the finishing point.

parkrun UK have not yet released a launch date for the Harwich Junior parkrun.

Funding

parkrun UK part-fund all parkrun initiatives, however, they require a £3,000 funding contribution towards all new parkrun's. The funding is used for necessary start up equipment including timers, barcode scanners, laptop with parkrun software etc. and parkrun UK also allocate a parkrun UK Ambassador to each new parkrun to support with the set up process. The funding for both the Clacton and Harwich Junior parkrun's was provided by the Tendring District Council Public Health Grant.

Livewell

Background

The Livewell campaign/branding was originally developed by Braintree District Council with the aim to improve health and wellbeing of residents. The campaign encourages positive health behaviours and is comprised of six themes including; startwell, bewell, eatwell, feelwell, staywell and agewell.

Progress to date

Through the Local Authority Public Health (LAPH) Network, it was agreed that all Essex Local Authorities excluding the Unitary Authorities would top-slice the Public Health grant in order to support the Essex wide development and roll out of Livewell. The grant was used to develop an Essex wide appropriate website that would be managed by the Livewell Communications Officer, both of which are hosted by Braintree District Council.

The website is aimed at being a 'one-stop shop' for signposting to appropriate health and wellbeing related information that fits within the remit of the six Livewell themes. It is not a resource that will host information and therefore avoids any duplication of other websites.

There is an expectation that each district will provide appropriate information of local initiatives and events to support the Livewell Communications Officer with populating the Livewell website. The Livewell Communications officer will then upload and actively promote the information and events via the website, Twitter, Facebook and Instagram.

The website can be viewed on the following link; <https://www.livewellcampaign.co.uk/> and is promoted on the Tendring District Council website here <https://www.tendringdc.gov.uk/health-and-social-care/health-and-wellbeing/livewell-tendring>

Parkeston Welfare Park – New community site for development

Background

During 2017, the Public Health Improvement Coordinator met with the Chairman of the Parkeston Welfare Park on numerous occasions to discuss potential development of a new community site in Parkeston.

Progress to date

The Chairman of the Parkeston Welfare Park secured a new piece of land known as the 'old Bowls Club' from the Harwich Port/Railway Club on a 25 year peppercorn rent. The Chairman has a vision for the site to be redeveloped into a community hub including redeveloping the worn out bowling green into a 5-a-side football pitch that will enable the development of a 5-a-side football league. There is also scope to develop one of the outer existing buildings into a Football Clubhouse. Another of the outer buildings will be used as a Community Hub and the existing Parkeston Dining Club will be relocated to the hub.

In order to make this happen, the Chairman secured £5,000 funding from the Tendring District Council Big Society Fund as well as £5,000 from the Public Health grant.

COMMUNITY SAFETY

Community Safety Projects in this report are:-

- Tendring Hub – Stay Safe for Summer event
- Tendring Community Safety Partnership – Street Action Day
- Task & Finish Groups
- Daily Hub Tasking Conference Call
- Tendring Problem Solving Group
- Operation Valour
- Project Mercury
- Crucial Crew
- Gangsline

Tendring Hub – Stay Safe for Summer Event

On Tuesday 11th July partners from the hub joined up for a "Stay Safe for Summer" event on the Town Square in Clacton. Representatives of many organisations were available on the day to talk to residents and visitors on a variety of topics. These included Essex Police, Active Citizens, NHW, Dog Watch, Catch 22, TDC Community Safety, Licensing and Environmental teams, Open Road, ECC Trading Standards, and Victim Support.

Tendring Community Safety Partnership - Street Action Days

Tendring Community Safety Partnership's held its first "Street Action Day" in Harwich in July 2017, with 6 agencies participating including the Department for Works and Pensions (DWP), Essex Police, One Support, Tendring District Council, Essex County Fire and Rescue Service (ECFRS) and Volunteers from the Active Citizen programme.

The Street Action Day (S.A.D.) was the first of its kind in the area. Using 'hot spot' data we were able to identify two streets that were the focus for the day and for partners to carry out the surveys/practical needs assessments. These covered all aspects of vulnerability including housing, health, financial and benefit support as well as crime and local issues. Following the success and positive feedback from both residents and agencies, Street Action Days are now organised monthly informed by hotspot data. We have continued with the S.A.D's each month since, they are having a great impact in the areas where we have delivered the days.

Task & Finish groups

Three Task and Finish groups were successfully held recently (over a two month period), with a number of partners involved to tackle local issues including street drinking, anti-social behaviour and problem premises within the District.

Daily Hub Tasking Conference Call

We are continuing with our Daily Hub Tasking Conference Call and these are starting to gather momentum from partners dialling into the call on a regular basis, enabling a better understanding of any potential hotspots for ASB, and to gain information on current trends or spikes in crime, missing people and other issues. Partner agencies are able to bring their concerns to the call and tasks get allocated to the most appropriate agency. This has been really successful recently in tracking down “wanted” people and on occasion those known as missing.

Tendring Problem Solving Group

A monthly Problem Solving Group (PSG) is a smaller number of ‘active’ partners meeting on a monthly basis to discuss identified ‘problems’ in the community. The ‘problems’ will be identified using the PAT Analysis Triangle and any partner/agency can bring a ‘problem’ to the table for discussion. We held our first PSG at the end of July, the purpose of the meeting is to provide a platform for true partnership/multi-agency working to collaboratively resolve issues.

Meetings have started to gather momentum the August meeting saw updates and completed actions being discussed. 14 people attended this meeting with referrals from other agencies including Housing Associations. 8 very different referrals were brought to the meeting this time, from very low level ASB to high level flytipping and arson.

This PSG has continued into early 2018, and we are starting to see some real success with tackling issues and getting some resolution for the victim or by taking action against the offender. This is very much a multi-agency approach that is starting to embed itself into our every day working practices.

Harwich Community Day

On Wednesday 9th August 2017, Tendring Hub partners engaged in a “Community Day” which was held on one of the larger Council Estates in Harwich. The main focus for the day was anti-social behaviour (ASB) and crime prevention. Tendring Council Housing organised the day, and the partners involved included the Safer Communities team, Essex Police, Police Cadets and Active Citizens, together with Neighbourhood Watch, Essex County Fire and Rescue and Crimestoppers. There were a number of activities for young people to get involved on the day including a climbing wall, bouncy castle, and dancing to the resident DJ! The CSP continues to run two community days of action per year.

Operation Valour

Launched in August 2017, Operation Valour is a joint initiative between the Tendring Council and Essex Police, and aims to identify and support those that have been exploited or are at risk of exploitation through ‘Cuckooing’.

Cuckooing is the process of taking over a vulnerable persons home in order to set up a base of operations to sell drugs. This technique is popular with drug gangs from London, Liverpool, and Manchester, who are running County Lines into the district and target the most vulnerable within our community. However it is not just out of area gangs that are using this approach, and we are have recently seen cases where local people have been exploited by members of their own community or ‘mate crime’ as it is sometimes called.

When a vulnerable person has been identified as being cuckooed, or has the potential to be exploited in this way, they will be approached by Essex police in the first instance. A letter will be given to the occupant explaining that they are vulnerable to exploitation and that should they need further support they can contact the Police. This also serves as a ‘shield’ when approached by those looking to exploit. The occupant can show them the letter and explain that the Police are aware that they are a potential victim of exploitation, in the hope that this will act as a deterrent to those looking to occupy the property

As well as targeting individuals, promotional posters will be used in areas of concern, to highlight that we are aware of this type of activity to serve as a deterrent to those looking to exploit. It is also hoped that this will encourage residents to be vigilant and mindful of their neighbours.

Once a potential victim has been identified, an assessment is carried out to establish needs and

the appropriate referral to partner agencies is made. This allows for a holistic approach to supporting those vulnerable to exploitation, with a focus on moving forward, as opposed to returning to previous patterns of behaviour.

Running parallel to work we are doing with individuals that are vulnerable, or are vulnerable to being exploited in this way; we are also rolling out a comprehensive training course for frontline professionals that will enable them to recognise the potential signs and symptoms associated with being exploited in this way.

Cuckooing training

Alongside Operation Valour, in October CST delivered training for professionals regarding Cuckooing and exploitation through 'mate' crime. More than 100 frontline staff were trained over three days.

With the exploitation of vulnerable people becoming more and more prevalent, we wanted to ensure that we are being proactive in supporting those that are vulnerable to this type of crime.

The hope is that with professionals trained to spot the early warning signs and symptoms, we will be able to put in the appropriate support. This training also feeds into Operation Valour and referrals are expected to rise due to the training.

Project Mercury

Project Mercury was a Police led operation aimed at targeting areas identified by analysts as being susceptible to dwelling burglary as the darker nights approached. The CPT, supported by Active Citizen Volunteers, Voluntary Police Cadets and the CSP including Trading Standards, carried out a day of activity across the Tendring area. The main focus of activity was going door to door and engaging with residents, raising awareness of the issue and carrying out Property Vulnerability Assessments to identify areas of weakness and provide solutions where possible. A Crime Prevention display was put up in the focal point of Clacton Town Centre along with Co-op stores in both Manningtree and Frinton. Over 350+ residential properties were visited.

Older Persons Crucial Crew

In October 2017 Tendring Community Partnership held their fourth Older Persons Crucial Crew event at the Princes Theatre. This involves 14 tables with 7 organisations, rotating and every 15 minute delivery talks at each table. 120 people attended this event and there were also exhibition stands around the outside of the room that the attendees had chance to visit to gain more advice and information. Speakers at this event included ECC: Independent Living, and Adult Social Care teams, Essex County Fire and Rescue Service, Healthwatch, Elder Abuse, Essex Police and Community Voluntary Services Tendring Hill Team. Feedback from the day was extremely positive and a further event is planned for 2018.

Young Persons Crucial Crew

This year we piloted a new 3 session Crucial Crew format, with each session lasting 30 minutes. The sessions were delivered over 8 days (every Tuesday for 8 weeks) instead of every day for a fortnight. Working with partners the following sessions were delivered; Gangs, Healthy Relationships and Grooming & Internet Safety.

35 Primary Schools across Tendring participated, with more than 1300 pupils in attendance. The feedback received has been really positive from both teachers and pupils. In November, we were pleased to have a visit from the High Sheriff at one of our sessions. This will run again in Oct/Nov 2018.

Gangslime

A large part of the Safer Communities Officer's role this year has been the co-ordination and implementation of Gangslime into the District. Delivered through a three tier approach as follows:

- **Training professionals:** Providing gang awareness training to frontline professionals from a range of agencies, in order to educate on the signs and symptoms of gang activity. Gangslime have trained 120 frontline staff, with another 4 sessions to be held throughout next year. As well as training for frontline staff, we have also trained half of the CPT at the Police station with a view to training the rest of the team next year. The feedback from these sessions has been very positive, and with a better understanding of gangs, gang

culture and activity, professionals are armed with the tools needed to make quality decisions based on the information they are presented with

- **Schools Workshops:** The second tier of work being carried out by Gangsline in the District is gang awareness workshops for schools. By being proactive and educating young people on the dangers of gang life, recruitment techniques, and the punishment of perceived wrong doing against the gang, we are arming our young people with the skills needed to make quality decisions based in fact and not fiction. The feedback from the schools and pupils has again been excellent, with one school having a young person disclose that they have been holding a gun on behalf of their boyfriend.
- **Mentoring:** The third tier of work being provide by Gangsline, is mentoring of young people that are involved in gang activity. Young people are targeted for many reasons and in many different ways by gangs that operate in this area. Gangsline work with the individual to get them to make decisions that have a positive effect on their lives. They will work in a way that ensures the young person has the support they need.

Conclusion

This report provides an overview of the projects, which have been identified in accordance with the role of the Council, as a Community Leader. The Council is not the lead provider for education, health and wellbeing, and community safety. However, through influence, bringing stakeholders and partners together to share and improve practices there are a number of areas where the Council can offer support to education, health and community safety providers and ultimately the pupils, learners, patients and residents across the District.

The projects identified above will continue to form the subject of regular updates to the Portfolio Holder and health, education and community safety will continue to be subject external overview and scrutiny through the work of the Community Leadership Committee.

One of the recommendations from the LGA Peer Review was that housing be added as a strand to our community leadership work. This is being taken forward as part of the action plan from the Peer Review and we will consider incorporating a housing update in the next report.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

Appendix A – Education Newsletter

Appendix B - Sport England – Map of Pilot Sites

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CONNECT

Wellbeing Hub

Great Bentley Primary
School

Book Now!

FREE Workshops for
schools, parents and
carers

IntoUniversity

A BIG welcome!

Teach First

In Tendring

Tendring
District Council



Junior Warden

A new and great
project



Councillor Lynda McWilliams -
Cabinet Member for Health and Education

As Portfolio Holder for Health and Education, I would like to welcome you to the first edition of 'CONNECT' our education newsletter from Tendring District Council. Highlighting the varied work we do with our schools and partners to make a positive impact on the children, young people and their families in the District.

Rebecca Morton, Executive Projects Officer at Tendring District Council has a varied work programme, with the primary focus of working with and supporting schools and education initiatives across Tendring. She is also a Youth Mental Health First Aid Instructor with Mental Health First Aid England.



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Wellbeing Hub at Gt Bentley Primary School

Gt Bentley Primary school launched their pilot Wellbeing Hub in April 2017, a project developed out of concerns regarding the waiting times for mental health support. The Hub is an after school provision. It runs on a six weekly cycle, of one hour group sessions for children who are identified by teaching staff as needing additional support.

"A haven of time in a busy society. Time for the children to understand themselves."

Executive Headteacher Gt Bentley & Frinton Primary School, 2017

A team of teaching staff support the Hub, all of which have undertaken additional training to support the children including Youth Mental Health First Aid training (MHFA England), (delivered by Rebecca Morton, Executive Projects Officer, Tendring District Council), and also Theraplay and Thrive Training.

The sessions for the children are arranged in groups around the themes of play, art, construction and science. The overall aims of the Hub are to:

- Build resilience and self esteem
- Encourage each child to recognise and express emotion, and
- Learn tools and techniques to deal with these
- Develop a culture where the children accept feelings such as anxiety will happen, and learn how to identify that in themselves and how to manage it
- To gain "a rucksack of skills" to take them forward into secondary school and beyond

Running alongside the sessions for children, the school also offer support to parents and carers in terms of information sessions on subjects such as sleep and nutrition.

Evaluation of the first term of the Hub shows very positive early signs of improvements, with children able to express their feelings, help one another and generally feeling better about themselves.

Both Gt Bentley Primary school and Tendring District Council have a shared vision of the development of the Hub model in other primary schools across the District.

"Equipping children with skills to manage their feelings and mental health at the primary school age can only have a positive impact on their future."

Rebecca Morton, Executive Projects Officer, TDC & Youth MHFA Instructor

For further information:

If you are parent/carer and would be interested in finding out more about the Hub, please contact Gt Bentley Primary School.

Tel: 01206 250331

Email: wellbeing@greatbentley.essex.sch.uk

If you are a school, and would be interested in finding out more about setting up a Hub, support can be offered by both Gt Bentley School and Tendring District Council. We would be happy to assist!

Rebecca Morton, Executive Projects Officer, Tendring District Council

Tel: 01255 686305

Email: rmorton@tendringdc.gov.uk

Gt Bentley Primary School

Tel: 01206 250331

Email: wellbeing@greatbentley.essex.sch.uk

Gangline Workshops - raising awareness in secondary schools

Part of the Gangline work undertaken by Tendring District Council's Community Safety Team includes training for frontline professionals, mentoring of vulnerable gang members, and workshops within secondary schools.

During the **school workshops**, Gangline work with all year groups from years 7 to 11. Although the sessions for each year group are slightly different the message remains the same.

During the sessions Gangline will talk about recruitment techniques used by London gang members that are in the area, the risks associated with gang activity, and the legality of certain activities.

So far we have been able to offer these workshops to three Tendring schools, with a further three being offered workshops throughout 2018.

It is hoped that young people, armed with information about the pitfalls of gang activity, will be able to make positive life choices that have beneficial affects on their future, and the community as a whole.

Gangline workshops will be available for Tendring schools on the following dates at our Weeley Offices, 9.30 - 4.30pm

Monday 12 March 2018

Monday 16 April 2018

Monday 14 May 2018

Monday 11 June 2018

FOR SCHOOLS TO BOOK the Gangline workshop, or for further information, please contact:-

Richard Eastwood, Safer Communities Officer

Tel No: 01255 686078

Email: reastwood@tendringdc.gov.uk



Richard Eastwood - Safer Communities Officer



FREE - E-Safety Parent Sessions

FREE E-Safety Parent Sessions are to be held in March 2018 at the Princes Theatre for Parents/Guardians/Carers of children in years 6/7/8/9 across the Tendring District.

The Dark Web, how much do you know? This information session will get parents up to date with apps your children are using.

When you think about Stranger Danger, are you thinking of a white van outside a school or a man with a dog that has just had puppies? This event will take that message and turn it on its head.

The 'Walk Online Roadshow' includes presentations to both parents and children. The roadshow was inspected by OFSTED in 2016, and was singled out in January 2017 as being an example of National Outstanding Practice. This roadshow has now been delivered to over 35,000 children in the past year and continue to receive outstanding reviews.

Unlike similar events this presentation will not be covering issues like password security or blocking software. The aim is to bring parents totally up to date regarding the apps their children are using and how they are being directly targeted in that environment by paedophiles.

The figures that are mentioned will be coming direct from children in Essex who have been spoken to within a week of the event and are sure to shock everyone that attends.

TO BOOK: The E safety sessions are running 1st, 8th, 15th March in the Princes Theatre, 7pm – 9pm. Tickets bookable online <https://princetheatre.ticketsolve.com/shows/873586044>

Charlotte Root
Safer Communities Assistant, Tendring District Council
Town Hall
Clacton on Sea
EssexCO15 1SE
Tel: 01255 686359
Mob: 07748 657147
Email: croot@tendringdc.gov.uk / gc.croot@tendringdc.gcsx.gov.uk



The Tendring
Community Safety
Partnership

**PRINCES
THEATRE**
Clacton-on-Sea

Young Persons Crucial Crew

Young Persons Crucial Crew is an annual event for all year 6 pupils. This year the event was held at the old Bishops Park College on Jaywick Lane. It ran for 1 day a week over an 8 week period. The format was changed for this 2017 event; previously there were 10 x 10minute sessions. This year there were 3 x 30 minute sessions focusing on the real issues young people face today;

Gang awareness, Internet Safety/Grooming and Healthy Relationships

At the end of each session an evaluation form was completed by pupils and school staff. The feedback received has been excellent.

In 2017, we had 34 schools from across the Tendring District attend Crucial Crew with over 1300 pupils. Further sessions for school to be planned for 2018.

For future information on Crucial Crew please contact Charlotte Root on the contact details above.



The Tendring
Community Safety
Partnership

Tendring
District Council



IntoUniversity

Tendring would like to offer a warm welcome to IntoUniversity, who opened their Learning Centre in Rosemary Road Clacton in October 2017.



IntoUniversity is an education charity that provides local learning centres where young people are inspired to achieve. At each of our 24 local centres across England **IntoUniversity** offers an innovative, long term programme that supports young people from disadvantaged backgrounds to fulfil their academic potential. We work with young people from age seven to eighteen, both in-school and after-school to provide long term pastoral support, enabling them to make the best choices for them about their future, supplementing the work done by schools and families to ensure that these young people can go on to University, or whatever their chosen aspiration. As a charity, we are funded to work with young people who meet certain criteria, you can find out more about that on our website: www.intouniversity.org

IntoUniversity opened in Clacton in October 2017 after a long consultation period, followed by some building work on the chosen site in Rosemary Road. The Clacton centre has four full time members of staff and has a particular focus on the STEM subjects (Science, Technology, Engineering and Maths.) With this in mind, it has a range of resources to support learning from a well-stocked fiction library, non-fiction texts, revision guides and prospectuses to a computing suite with iMacs and a 3D printer. The centre is part funded by Anglia Ruskin University, with the rest of the funding coming from various trusts and foundations as well as charitable giving - all raised by our dedicated Head Office Fundraising team - this means our services are free to schools and families.

Since opening in October we have delivered our Year 6 Primary FOCUS Week, to four different classes, with another 4 classes scheduled to take part in the Spring Term. The Year 6 classes have been on exciting trips to Colchester Zoo, Weston Homes Community Stadium and also Anglia Ruskin University. We have also delivered a range of workshops in both Clacton County High School and Clacton Coastal Academy, including one-to-one support with Personal Statements for Year 13. We have also launched our after-school academic support and have had 21 secondary aged pupils attend our session to get support with their homework, and to work on their soft skills and think about their futures. We have also welcomed 11 primary aged students who all took part in our engaging primary curriculum; we studied psychology last term, and we are studying chemistry in the spring term. We will also in the future be offering young people in Year 6 and above the chance to have a university student mentor, we plan to recruit volunteer students from Anglia Ruskin to have regular one-to-one meetings with the young people who access our provision.

IntoUniversity began in 2002 and became a charity in its own right in 2007; in all that time we have never closed a learning centre. This means we're hoping to become an established part of Clacton, and so far the community has been incredibly welcoming.

We're always happy to have visitors and to answer any questions so feel free to come and see us and find out more about who we are and what we are offering.

Kizzi Keast
Team Leader, IntoUniversity
Imperial House
20-22 Rosemary Road
Clacton-on-Sea
CO15 1NZ

Tel: 01255 446857

Email: kizzi.keast@intouniversity.org



'Teach First' Teacher Training Programme

Education in the UK isn't fair. Children from the poorest backgrounds aren't achieving their ambitions.

Teach First is a charity with the vision that no child's educational success should be limited by their socio- economic success. In September, 66 new Teach First teachers began making an impact in classrooms across the East of England, including **11 new primary and secondary teachers in Tendring**. Clacton Coastal Academy have three first year TeachFirst trainees, two in English and one in history.

TeachFirst

Stephanie Neill, Principal at Clacton Coastal Academy comments:

"This is the first year we have had the privilege of working with 'Teach First'. The quality of our Teach First teachers is exceptional and they are already having a significant impact in the departments where they teach and across the school. Our young people deserve the highest quality teaching and "Teach First" is a key part in ensuring this happens."

Charlotte 'Teach First participant 2017' comments - "Teaching in Clacton has introduced me to an area of the country I knew very little about and I feel is often overlooked. Clacton has opened my eyes to some of the educational issues which lie right here on our doorsteps in the UK. That being said, I have had such a wonderful experience; everyone at the school has been so welcoming and supportive. I have had a fantastic time living with other Teach First participants, exploring the local area together. Above all, I have thoroughly enjoyed building relationships with the children in my class and feel like I have learnt just as much (if not more!) from them as they have from me!"



Rhian Harris - Partnerships Manager

The Future

"I feel that I will definitely want to continue teaching at Whitehall once I have completed the Teach First programme. This school is an absolute joy to work in despite the issues it faces and the staff here are truly inspiring. Furthermore, I have become involved in the local community as a Scout Leader and really feel there is a lot to be gained from getting really involved in your local area. On top of all that, our explorations have shown us that the East of England, and Tendring in particular, has some truly beautiful beaches and scenery to be discovered!

Charlotte 'Teach First participant 2017'

Teach First's Leadership Development Programme is the only teacher training programme in the country with a focus on leadership development to meet the needs of disadvantaged young people, and our trainees now make up over a fifth of new teachers in low- income areas of England.

Teach First is now looking to support further eligible schools in Tendring to recruit high calibre teachers for September 2018.

Please contact school partnerships manager Rhian Harris at rharris@teachfirst.org.uk or on 07447 180 056 to find out more about how Teach First could support your school. There is also more information on our primary and secondary programmes on our website - <https://www.teachfirst.org.uk/schools/our-world-class-teacher-training>

The Junior Warden Project

Developed by Tendring District Council, and working in partnership with the Jaywick Sands Community Forum, the annual Junior Warden project is aimed at encouraging children below senior school age to become more involved in their community and take pride in the area in which they live. Junior Wardens are encouraged to show respect for themselves, their community and their environment.

This project has been running annually for four years now with year 6 pupils, and is delivered over two months. During 2017, the focus was Cultural Awareness and by being part of the project Junior Wardens became community ambassadors who delivered the message to friends and families about their understanding of the differences between themselves and people from other countries or other backgrounds, especially differences in attitudes and values.

The activities that the children were involved in reflected differences in culture within countries such as China, Africa, and India. The children also looked at regional culture in London, England.

By immersing themselves in these activities the children journeyed through lands far away, without leaving their classroom. They sang, they danced, they acted out scenes, they learnt. The journey was creative and fun. Most importantly they discovered that each culture had something in common - "That we are all from the same planet!"

At the end of it all they agreed that they had not only learnt about these differences - they had celebrated them too!

Exciting news for schools in 2018!: Following a successful funding bid to the Essex Police and Crime Commissioners Community Safety Development Fund, Tendring District Councils Junior Warden Project is to be extended this year to reach 10 schools in the Tendring area. The theme this year continues to be Cultural Awareness and the pupils will learn about and celebrate other cultures through Multi-Cultural activities which include: storytelling, drama, dance and art.

For further information please contact Teresa Watson:-

Jaywick Sands Neighbourhood Team Manager
Unit 7, The Enterprise Centre
Lotus Way
Jaywick, CO15 2LU

Tel: 01255 428090
Mobile: 07824607042
E-mail: twatson@tendringdc.gov.uk





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

18 MAY 2018

REPORT OF THE DEPUTY CHIEF EXECUTIVE

A.4 **CORPORATE PEER CHALLENGE - ACTION PLAN**

(Report prepared by Martyn Knappett and Lizzie Ridout)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide Cabinet with the proposed Peer Review Action Plan for information and approval.

EXECUTIVE SUMMARY

- The Local Government Association (LGA) Corporate Peer Challenge of Tendring District Council took place from 6th to 9th March 2018.
- The purpose of the review was to look at how the Council works in terms of its internal processes and how it interacts with partners, businesses and residents to shape Tendring as a district.
- The Feedback Report, which has been provided to all Members, highlighted a number of actions which have been formulated into a Peer Review Action Plan (Appendix A).
- Some of the actions fall within the remit of Cabinet, some within the remit of the HR Committee and others are operational management issues but the Action Plan is reported to Cabinet for the sake of completeness.
- A number of the actions proposed have already been completed whilst others have been incorporated into the Cabinet's priorities and Performance Reporting arrangements which were agreed by Cabinet at its last meeting on 20 April 2018.
- Notwithstanding the above, progress reports will be made to Cabinet (and subsequently to the Resources and Services Committee for scrutiny) in 6 and 12 months time.

RECOMMENDATION(S)

- (a) That Cabinet agrees the Peer Review Action Plan;
- (b) that Cabinet notes further updates will be provided in October 2019 and March 2019; and
- (c) that the report be referred to the Resources and Services Overview and Scrutiny Committee for their information and review.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The actions set out in the Action Plan will significantly improve the Council's capacity to deliver its Corporate Priorities and its long term financial strategy. They will enhance the reputation of the Council and strengthen governance arrangements.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

The actions proposed can be delivered within existing budget provision.

Risk

There is a risk that the actions will not be implemented, this will be mitigated by close monitoring of key actions and full progress reports on all actions to Cabinet in six months and twelve months time.

LEGAL

The Action Plan contains a wide range of actions of varying types, all of which are within the Council's legal powers.

OTHER IMPLICATIONS

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

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

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The Peer Review Team met between the 6th - 9th March 2018 and consisted of the following individuals:

- Chief Executive: Phil Drury – Boston Borough Council
- Member peer: Cllr Simon Cooke – City of Bradford Metropolitan District Council
- Senior officer peer: Dai Larnier – Executive Director - Staffordshire Moorlands District Council
- Senior officer peer: Jonathan Lund – Corporate Director Transformation - Gloucester City Council
- LGA peer challenge manager: Gill Elliott
- Shadow Peer Laurie Woodgate Economic Development Team | Place Department Nottinghamshire County Council

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at Tendring, during which they:

- Spoke to more than 90 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 30 meetings, visits to key sites in the area and additional research and reading.

- Collectively spent more than 220 hours to determine their findings – the equivalent of one person spending more than 6 weeks in Tendring.

There is a range of suggestions and observations within the main section of the Feedback report which have informed the development of the Action Plan. The key recommendations in the Feedback report are:

1. Improve how you tell the story of your ambition, your plans, your successes and the positive impact you are having across the whole district.
2. Devise a TDC approach to programme management, project delivery and performance reporting and be consistent in using it. This should include a focus on improving governance.
3. Bring the four key elements of your transformation programme together: office accommodation, digitalization, customer service and people.
4. Review how you deal with underspends, savings, risk and phasing of the capital programming.
5. Add housing to the existing key strands of joined up working (health, education and community safety) and incorporate this into your emerging housing strategy.
6. Be confident in your plans for Jaywick Sands. Build a shared commitment with community and other partners, setting this out in a strategic development plan.

Each of these is set out in the Action Plan, in most cases expanded upon by further information from the Feedback Report, together with a number of additional actions which were mentioned in the body of the report but not included in the key recommendations.

CURRENT POSITION

Management Team and Senior Managers have had the opportunity to review the Feedback Report and have collated their suggestions into the Peer Review Action Plan.

Many of the actions have already been acted upon and incorporated into the Performance Management targets and reporting arrangements agreed at Cabinet on 20 April 2018.

The Peer Review Action Plan picks up on all of the elements in the Peer Review Feedback Report where it suggests the Council should consider action or act to achieve improvements – as well as the six key recommendations from the report.

(Actions are prefixed with a 'K' where they are key actions and with an 'M' where they are miscellaneous actions taken from the report).

APPENDICES

Appendix A - Peer Review Action Plan

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CABINET – MAY 2018

RESOURCES AND SERVICES COMMITTEE – JUNE 2018

TENDRING DISTRICT COUNCIL PEER REVIEW

ACTION PLAN

K = Key Recommendation

M = Misc other recommendations

Ref	Recommendation	Action	By whom	By when
K1	Improve how you tell the story of your ambition, plans, successes and positive impact across the whole District. <ul style="list-style-type: none">Improve public awareness of impacts across the District.	<p>Establish TDC Corporate Facebook page.</p> <p>Raise the national profile re Garden Communities and Jaywick Sands</p> <p>Develop proactive Communications Plans in relation to agreed priorities (and as part of new project approvals).</p>	<p>ID lead WL</p> <p>EG</p> <p>WL</p>	<p>October 18</p> <p>Sept 2018</p> <p>Ongoing</p>
K2	Devise a TDC approach to Project Management, project delivery and performance reporting – strengthen governance. <ul style="list-style-type: none">Be clear from outset of projects re desired outputs / outcomes.Establish a clear decision making process re priorities / projects and ensure it is understood by members, staff, partners.	TDC Project Management approach <p>Proposed “fit for purpose” approach to be worked up and presented to MT by end July 2018. (To include formation of a Project Board). Formal decision by Cabinet in September 18</p>	<p>MBK lead</p>	<p>Cabinet Sept 18</p>

	<ul style="list-style-type: none"> Develop a TDC approach to Project Governance – eg business cases, PID, risk, dependencies, budget, tolerances, milestones, performance management. Set out clear “golden thread” to members / staff / partners linking Corporate Plan, annual priorities, budgets, performance monitoring. Quarterly Performance report should cover all Cabinet priorities and projects. Strengthen role of Members on Performance Management - ensure new O+S arrangements add value and align strongly with key priorities and projects. 	<p>Performance Reporting</p> <p>Cabinet priorities / projects to be formally reported to Cabinet.</p> <p>All Cabinet priorities to be incorporated into the Performance Monitoring report</p> <p>Member role in Performance Management</p> <p>Performance reporting split so each new Committee reviews performance relevant to its terms of reference to enable focus.</p> <p>Quarterly performance report to each O+S will cover Cabinet priorities and allow scrutiny of them.</p> <p>Briefing to be provided to each of the new Committees re their Performance Management role. (MBK)</p> <p>Corporate Risk Register review</p> <ul style="list-style-type: none"> Re-assess and re-confirm TDC appetite for risk and review Corporate Risks accordingly. Revise risk approach to clearly differentiate between Corporate risks, Risks to delivery of individual projects / priorities and Financial Risks. Agree the most appropriate reporting mechanism for each of the differentiated 		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Quarterly</p> <p>May/June 18</p> <p>May / June 18</p>
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		risks identified from the above exercise.		
K3	Bring the 4 elements of Transformation work together into a single Programme. <ul style="list-style-type: none"> • Single Board for overall programme. • Deliver swiftly • Ensure good staff communication • Clear monitoring and reporting to Members. • Equality impact assessments to be completed for all of the Transformation plans. • Likely need for additional resources to deliver the programme. 	Transformation Board Establish single Transformation Board. All four workstreams <ul style="list-style-type: none"> - Office accommodation - Digitisation - Customer Service / channel Shift - People Include Portfolio Holder. Chaired by MBK. Additional Resources Full time fixed term agency Building Surveyor engaged. Additional capacity for Operational Services to give in house capacity to deliver – to be identified and resourced. Speed of project delivery / Programme Programme to be finalised and communicated to staff and members. Monitoring and reporting to Members Via Transformation Board meetings to Portfolio Holder Quarterly to Cabinet and O+S Equality Impact assessments Methodology to be developed. Included as an action in the Performance Monitoring report.	MBK lead	Began April 18 and to meet monthly. May 18 May 18 From May 18 October 18?

K4	<p>Review how you deal with underspends, savings, risk and phasing of the Capital Programme.</p> <ul style="list-style-type: none"> • Review the balance between holding reserves and managing risks • Review current and past underspends and build more into base budgets • Incorporate risk assessed assumptions re increased income in future years in the forecast. • Strengthen approach to financial risk management. • Develop more detail re how savings / new income will be achieved projected into the forecast. • Profile Capital budgeting projected into the forecast. 	<ul style="list-style-type: none"> • The 2019/20 Forecast (and beyond) to be revised and include an assessment of: <ul style="list-style-type: none"> i) Risk assessment of potential favourable items such as planning income and other potential savings to identify amounts to be built into the budget. This is especially important to offset potential reductions in services that may be required to meet the long term savings target or alternatively be used for invest to save activities. ii) Historic underspends to be reviewed to identify budgets that can be removed – initial target of £100k suggested. iii) Each line of the long term forecast to be risk scored to focus management action on key deliverables and be included in a more detailed financial performance report to MT and Members alongside the current Budget Monitoring Report. iv) Financial Risks to be included in future Spending / Investment Project Appraisal Template v) Services to be requested to review all Capital Projects and identify likely spending profile to be included in the first quarter's CBM for 2018/19 	MBK / RB lead	<p>By July 2018</p> <p>By June 2018</p> <p>By Aug 2018</p> <p>By Aug 2018</p>
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		<ul style="list-style-type: none"> • Consideration to be given to identifying / maintaining an on-going Capital Projects Plan to be populated with projects that have been through a corporate project appraisal approach which will also have the secondary benefit of supporting the implementation of the Community Infrastructure Levy. • Capital Investment plans for major projects (eg Jaywick Sands, Garden Communities) to be developed. 		<p>October 2018</p> <p>October 2018</p>
K5	<p>Add Housing to the existing key strands of joined up working / Community Leadership.</p> <p>Housing Strategy to reflect work with partners and private sector and contribution to growth and regeneration.</p> <ul style="list-style-type: none"> • Speed up development of Housing Strategy which should include: • District development programme and timetable – for own stock and enabling private sector building • Plan for engagement with private landlords • Enforcement of housing regulations against rogue landlords • Extending the scope of mandatory licensing of HMOs. • Then develop a partnership to deliver the strategy to include registered providers, private sector landlords and developers. 	<p>Housing Strategy / Community leadership</p> <p>Recruit an additional post to focus on Strategic Housing across Housing and Planning Services. To</p> <ul style="list-style-type: none"> • Develop / align housing and planning policy for public and private housing • Establish links with PRP's • Develop community leadership dimension of housing 	PP lead	June 18

K6	<p>Be confident in your plans for Jaywick Sands. Build a shared commitment with community and other partners – prepare a strategic development plan.</p> <ul style="list-style-type: none"> • More formal approach needed – write the plan down. • Develop a strategic development plan with partners and the community to set out ambitious outcomes. 	<p>Jaywick Sands stakeholder event to develop next steps for development process (already programmed for CCT to lead on this). Identify a programme plan for decisions.</p> <p>Develop formal supplementary planning guidance (Place Plan or SPD) to cover Jaywick Sands development.</p> <p>Join the Community Interest Company to demonstrate commitment to community led initiatives</p> <p>Consider transport and connectivity challenges in the wider west Clacton context.</p>	PP lead	<p>June 18</p> <p>October 18</p> <p>June 18</p>
M7	<p>Training for Members to clarify roles of Councillors and Officers – especially re Planning.</p> <ul style="list-style-type: none"> • Include awareness training re Planning for non-planning members. 	<p>Training for Planning Committee members</p> <p>All Member Briefing</p>	EG lead (CB)	<p>June / July 18</p> <p>July 18</p>
M8	<p>Internal Communications opportunities to improve:</p> <ul style="list-style-type: none"> • More corporate information to staff • Tell story re outcomes / delivery • Staff keen to learn more about other parts of the Council / interact more across departments. • Improvements to PING! (intranet) 	<p>The Memo (staff bulletin) to be produced more frequently – every 2 months.</p> <p>To include each issue</p> <ul style="list-style-type: none"> - Focus on a specific service (to inform/engage staff) - Progress on delivery of one of the Corporate priority outcomes <p>Operation and effectiveness of PING to be reviewed and proposals to increase use by / value to staff to be submitted to Management Team.</p> <p>Responsibility for Internal Comms and relevant staff</p>	MBK / WL lead	<p>From April 2018</p> <p>By Sept 18</p>

		resources to be brought together under a single Head of Service.		June 18
M9	Capacity issues identified <ul style="list-style-type: none"> • Strategic housing • Planning – day job vs strategic • Delivery of major projects 	Reshape Planning and Regeneration to ensure capacity is in place to deliver services and strategic projects. Additional post of Executive Projects Officer to be established to support delivery of projects. See above re Strategic Housing / Planning post.		Completed Completed
M10	Review the SME Growth Fund and its links to delivery of the Economic Strategy.	Report to Cabinet on delivery performance to date and to propose re-focus and streamlining of the scheme.	EG lead	Completed

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