

# PERFORMANCE REPORT

(COMMUNITY LEADERSHIP)

Q1 JUNE 2018

APPENDIX A



# Introduction

The following pages include the Council's Corporate Plan 2016 - 2020 and Tendring District Council's Priorities and Projects 2018/19 where the Council have an influencing role. There is a clear link between the aspirations, detailed in the Plan, and Priorities and Projects noted. Projects sit under the following headings:-

	<b>Council and Community</b>		<b>Health and Housing</b>		<b>Employment and Enjoyment</b>
	<u>Education</u> Page 4 & 5		<u>Housing Strategy</u> Page 11		<u>Improved Broadband</u> Page 13
	<u>Community Safety</u> Page 6, 7, 8 & 9		<u>Health and Wellbeing</u> Page 12		
	<u>Manningtree Infrastructure</u> Page 10				

# 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 2018/19

## Chief Executive

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

## Deputy Chief Executive (Corporate Services)

- Transforming the way we work
- Digital
- Customer experience
- Office Accommodation
- People
- Finance
- Deliver 10 year Financial Strategy
- Capital Strategy / profiling
- Management of financial risks
- Governance
- Effective financial management
- Development of programme and project management
- Information security

## Corporate Director (Operational Services)

- Jaywick Sands regeneration and renaissance
- Revised and updated Housing Strategy
- Waste, recycling and street sweeping contract renewal
- Cliff stabilisation
- Complete repairs to the Venetian Bridge
- Produce a long term sustainable scheme around Sport England grant funding
- Contribute to Mayflower 400 commemorations

## Corporate Director (Planning and Regeneration)

- North Essex Garden Communities
- Local Plan
- Ensure delivery of improved Broadband coverage
- Effective outcomes from the Corporate Enforcement Group
- Lobby for road and rail crossing improvements at Manningtree
- Strategy and plan for Harwich and Dovercourt public realm
- Holland Haven and seafront opportunities
- Economic Growth

## Community Leadership

- Delivery of high quality, affordable services
- Working positively with others - including partnership working on education, health, community safety and housing

**“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 2018/19 via the Tendring Education Improvement Group.

**Update:** This section relates to ongoing activity where the Council’s role is that of influence.

Activity	Current Position	To be Completed
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.	Meeting held with ECC Director of Education to discuss the potential for a new Tendring strategic head teachers group to be set up following the end of TEIG (Tendring Education Improvement Group - terms of reference achieved). This will give the District an opportunity to discuss various projects and initiatives where there is a linkage and benefit to schools. It is also an opportunity for schools to feedback their key priorities and explore ways in which the Council, in its influencing role, can provide support. School Readiness project ongoing, part of the work of the North East Essex (NEE) Children's Partnership Board.	On-going
Stay Safe – children and young people feeling safe in their community.	Essex Safeguarding Children Board Safeguarding Audit completed. See Community Safety update.	On-going
Mental Health & Emotional Wellbeing – enjoying good mental health and wellbeing - Wellbeing Hub – Gt Bentley School, consider funding opportunities for roll out.	Following the introductory paper presented at the Sustainability and Transformation Partnerships (STP) Board , it has been agreed a task and finish group will be set up to look at the Wellbeing model for schools and potential for rollout across the STP footprint. This group will include the Executive Projects Officer, TDC and a representation from Gt Bentley Primary School.	Gt Bentley School - consideration to rollout of model - 31 Dec 18

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

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Positive Futures - working together with partners to enable families to lift themselves out of poverty, enhance aspirations and provide opportunities for life long wellbeing.	Executive Projects Officer is part of the Harwich Deprivation multi partner project group, a second meeting has been held to continue with development of the draft strategy/action plan.	On-going
School Places.	No Further Update.	On-going
Supporting IntoUniversity and Teach First - Positive Futures.	No Further Update.	On-going
Strengthen links with Universities.	Executive Projects Officer made initial contact with Corporate Director to begin discussions regarding the MOU's for both Essex University and Colchester Institute. Memorandum of Understanding (MOU) with Essex University is currently under review as part of discussions and development of Garden Communities project.	On-going MOU with Essex University - Feb 19
Memorandum of Understanding Colchester Institute.	See above.	Mar 19

# Community Safety

## (Council and Community)

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*“Remain a low crime area and reduce the fear of crime. Address hidden harms.”*

Chief Executive

Health and Education Portfolio Holder

**Delivery Mechanism:** The Community Safety work plan 2018/19 as defined by the Responsible Authorities Group (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process (Strategic Assessment and Delivery Plan agreed at RAG meeting on 5 Feb 18).

**Update:** This section relates to ongoing activity where the Council's role is that of influence.

Activity	Current Position	To be Completed
<b>Tackling Anti-Social Behaviour and Acquisitive Crime</b> Identifying and supporting repeat and vulnerable victims. Identify hotspot locations and/or increases in crime trends. Anti-Social Behaviour (ASB) affects families and communities and by addressing these activities we can help improve the quality of life in the community, improve perceptions and facilitate local problem solving to address issues.	1. Street Drinkers; Public Mediation session hosted by Trinity Methodist Church was held to discuss street drinking in the town. Representatives from TDC departments, local Police and the street drinking cohort were in attendance. A further session is being planned to ensure those that were unable to attend, are able to have their voice heard. The feedback from the session has been good and the non judgemental approach was appreciated. 2. S.A.D: Street Action Day identified through Anti-Social Behaviour complaints, the Problem Solving Group, data from Essex Police and numerous TDC depts. Complaints ranging from serious and complex ASB, to reports of violence, gang and county line activity such as drug dealing. Residents were eager to share intel on activity in the area, with visits being carried out by Police colleagues later in the week to take statements. This SAD also had the ACE Lifestyles van in attendance offering free health checks to the over 40's and social media platforms were utilised to great effect, promoting the great work carried out. TDC Media / Comms Manager took a video of the days activities and that has received over 5,000 views on the Community Safety website / Facebook pages. 3. Planning another Internet Safety session(s) for parents/carers/guardians of children in the Tendring District. Due to be delivered on 24 July 18 so far we have over 90 people booked to take part. 4. Project 20 / 20 - Posters received from participating schools - Panel are judging the posters on Thursday 12 July 18.	On-going

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Activity	Current Position	To be Completed
<p><b>Protecting Vulnerable People from Hidden Harms</b></p> <p>Identifying and supporting repeat and vulnerable victims, educating both young and older people and encouraging proactive reporting of Hate Crime and Domestic Abuse. Implement/facilitate steps to protect identified victims.</p> <p>There will also be a clear emphasis on gangs and youth violence, drug dealing and drug trafficking, Child Sexual Exploitation, Preventing Violent Extremism, Modern Slavery, Human Trafficking and substance misuse (these are often termed 'Hidden Harms'). The CSP will aim to increase the understanding and awareness of the hidden harms our communities face, and encourage those who are suffering to come forward and seek help from the Partnership.</p> <p>Current risks within Tendring do not come from the more traditional crimes, but from Hidden Harms as described above.</p>	<ol style="list-style-type: none"> <li>1. Attended multi agency meeting in relation to a vulnerable victim of cuckooing: the individual had been a concern for two years and was finally able to discuss their issues. A recent incident had resulted in both life threatening and changing injuries was the antecedents for this change - Support plan put in place lead by the Safer Communities Officer, in conjunction with the housing provider that the individual is housed by.</li> <li>2. Gangsline training given to TDC Frontline staff which was well attended.</li> <li>3. Attended various events including, rough sleepers forum, Firebreak conference.</li> <li>4. Met various organisations with a view to partnership working in the future, and potentially working from the CSP Hub, including Social Workers for cuckooed Adults, visited the new NHS Hub, made links with health partners. Met with Phoenix Futures to discuss the opportunities of rolling out a project in Tendring. Met with Noo Yu Boxing - programme for young people involved in gangs and high level ASB.</li> <li>5. Met with two vulnerable people, one a person with very complex needs from out of the area who had fled cuckooing, and another victim of Modern Day Slavery also having multiple complex needs - supporting both victims to move on.</li> <li>6. Other collaborative activity includes submitting Police Intelligence Report's (PIR's).</li> <li>7. Continued support and attendance of the Youth Offending Service (YOS) gang's framework meeting.</li> <li>8. Facilitated Responsible Authorities Group Meeting.</li> <li>9. Chaired Problem Solving Group, there were 6 referrals this month.</li> </ol>	<p>On-going</p>

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Activity	Current Position	To be Completed
<b>Reducing Violence and Knife Crime</b> Identifying hotspot locations, and/ or increases in crime trends. Work with partner agencies to raise awareness of Knife Crime across the District. The fear of crime, whether real or perceived, can also have a very serious impact upon people and communities, Violence with Injury and Possession of Weapons were the top two crime types that scored the highest in terms of risk for the District.	1. Provide 'Gangline Training' for frontline staff within TDC and also within partner organisations.  2. Attended a PREVENT Development Day - How to deal with radicalisation and extremist groups and views.	On-going

# Manningtree Infrastructure (Council and Community)

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***“Lobby for road and rail crossing improvements at Manningtree”.***

Ewan Green – **Corporate Director**

Portfolio Holder

**Delivery Mechanism:** To lobby the Highway Authority and rail companies to agree a package of parking and highway improvements to alleviate congestion in the area of Manningtree Railway Station.

**Update:** A partnership group has been formed including local MP's, ECC, Suffolk CC, Babergh & Mid Suffolk Council, TDC, Haven Gateway Partnership, Essex Rail Users.

Milestones	Current Position	To be Completed
Work with partners to develop an outline proposal for improvements <i>(to include; the economic, social and environmental needs and benefits)</i> and lobby for Government support.	An initial proposal will be developed, led by ECC, in order to detail the economic, social and environmental needs and benefits which future investment will address.	TBC

# Housing Strategy

## (Health and Housing)

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### **“Revised and updated Housing Strategy.”**

Paul Price – **Corporate Director**

*Housing Portfolio Holder*

**Delivery Mechanism:** Consultation with relevant officers and other key stakeholders to produce Housing Strategy to be agreed by Full Council.

**Update:** Research has been undertaken and other Council’s housing strategies have been reviewed. The Government is due to publish its Housing Green paper in the Summer which will help set the direction for the strategy. An Executive Projects Manager post has been created to lead on the writing of the strategy and an officer will be starting in post on 9 July 18.

Milestones	Current Position	To be Completed
Develop draft Housing Strategy.	A template strategy has been drawn up. Research and consultation are still required and approval has been granted for an Executive Project Manager post to lead on taking the writing of the strategy forward to completion.	May 18  *Revised Dec 18
Seek Cabinet approval.		Jul 18  *Revised Dec 18
Further development dependent on Housing Green Paper, which will inform strategy.  (Publication date: Apr 18)	Green paper not anticipated until July 18 so will tie in with the drafting of our strategy.	Sep 18

**Exception:** A number of factors have contributed to the delay, including a lack of dedicated staffing resources which has now been addressed through the creation of a new post. The uncertainty from government around their housing strategy makes it difficult to draft a document that could require major revisions should the policy direction alter significantly when the Green Paper is published.



# Health & Wellbeing

## (Health and Housing)

*“Seek to influence and assist partners in the delivery of improved health and wellbeing outcomes for residents and visitors to the area. Produce a long term sustainable scheme around Sport England grant funding”*

Paul Price – **Corporate Director**

Health and Education Portfolio Holder

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

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

Milestones	Current Position	To be completed
Sport England Local Delivery Pilot.	Five local organisations were put forward for Evaluation and Action Research projects and have been successful in the application. A total of £47,000 will be coming to Tendring to support the following organisations; Mental Health Hub (£6,000), Teen Talk (£14,000), Dig 4 Jaywick (£5,000), Parkeston Welfare Park (£10,000) and Community Voluntary Services (CVS) Healthier Independent Longer Lives (HILL) Programme (£12,000). This funding is part of the initial development award from the Sport England Local Delivery Pilot fund and will be used to further develop the organisations existing services/projects leading to an increase in physical activity in the district. Collaborate are due to perform a consultation review of the current system in Tendring via one-to-one interviews with several internal officers and external partners on the 6 July 18.	On-going
Review agenda of Health & Well-being Board and develop future work programme.	Recent board meeting took place on 21 June 18 with key actions decided by Board were to; Transform the Draft Tendring Health and Wellbeing Strategy into a Board document owed by all partners rather than a stand alone Tendring District Council document, Organisation of a meeting to be arranged with key partners around the potential to set up the Sport for Confidence programme in Tendring Leisure Centres is required, an update of the Board Terms of Reference is required and an update of the Board membership was completed both prior to the meeting as well as during the meeting with consultation of the current board members. Next Board meeting will be in November 18.	Nov 18
Health and Wellbeing Strategy (dependent on above).	Draft strategy created and is now required to be amended to be suitable as a Health and Wellbeing Strategy to be adopted by the Board. Currently ensuring it is aligned with the Draft Essex Joint Health and Wellbeing Strategy that is currently under consultation.	Nov 18
Attended Staff Benefits event to promote Livewell.	Excellent engagement with staff with 101 responses to the Livewell Survey collected at the event. The survey was then cascaded via an all user staff email and in total collected 128 responses and 11 members of staff identifying that they would like to become an internal Livewell Champion.	Complete

# Improved Broadband (Employment and Enjoyment)

*“To work with all parties to boost superfast broadband coverage in the Tendring district. This work is part of a new multi million pound contract with BT Group as part of the Superfast Essex programme.”*

Ewan Green – **Corporate Director**

*Finance and Corporate Resources Portfolio Holder*

**Delivery Mechanism:** The £9million contract signed by Essex County Council and BT Group will ensure superfast speeds of 30Mbps and above are made available to an extra 5,400 homes and businesses in the District by March 2020. TDC have contributed £250K towards the cost of the contract vis-à-vis BT’s operational work in the District.

**Update:** Work will start in late 2018 and will take place in parallel to existing fibre broadband rollout plans by Superfast Essex. The additional coverage will lift superfast broadband availability in Tendring District to more than 98% by early 2020, making the area one of the best-served areas in Essex. TDC will monitor delivery through 6 monthly progress reports from Superfast Essex.

Milestones	Current Position	To be completed
Funding secured (£9m) and programme of work established to deliver Superfast Broadband to 5,400 homes and businesses by Mar 2020. This programme will ensure that over 98% of the district has access to a superfast broadband service.	Work advancing according to funding agreement/contract.	Mar 20