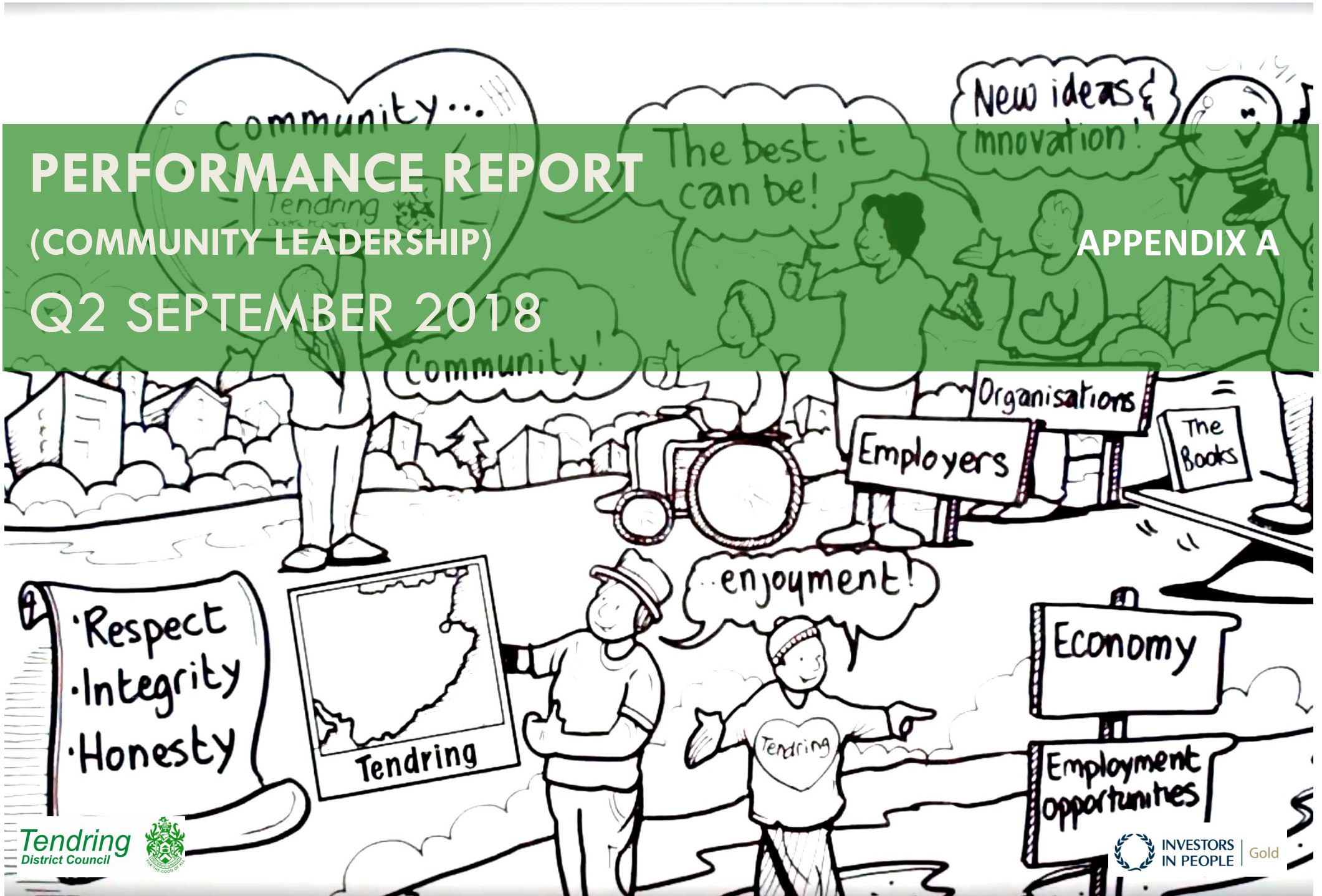


# PERFORMANCE REPORT

(COMMUNITY LEADERSHIP)

Q2 SEPTEMBER 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 10		<u>Improved Broadband</u> Page 12
	<u>Community Safety</u> Page 6, 7, & 8		<u>Health and Wellbeing</u> Page 11		
	<u>Manningtree Infrastructure</u> Page 9				

# 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

# Education

## (Council and Community)

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**“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.	School Readiness project ongoing. Interviews with a sample group of parents in participating schools commenced with Whitehall Primary, Clacton on 26 Sept 18. This is part of the work of the North East Essex (NEE) Children's Partnership Board. Children's Partnership Board to agree/set project deadlines.	On-going
Stay Safe – children and young people feeling safe in their community.	See Community Safety update, detailed below.	On-going
Mental Health & Emotional Wellbeing – enjoying good mental health and wellbeing - Wellbeing Hub – Gt Bentley School, consider funding opportunities for roll out.	<p>Mental Health &amp; Emotional Wellbeing - STP setting up Task and Finish Group to consider the option of a Wellbeing Hub model for schools. Awaiting update/further Information following initial discussions, partners including TDC to be involved at a future date.</p> <p>Executive Projects Officer (EPO) met with Football Development Officer &amp; Technical Lead Equality &amp; Inclusion, from Football Association (FA). Early discussions underway involving EPO/FA/Sports Facilities Business Manager for the possibility of "Grow the Game" grant funded scheme at Clacton Leisure Centre for adults and young people experiencing mental health issues.</p>	Sustainability and Transformation Partnership Board (STP) currently reviewing Gt Bentley School model via Task and Finish Group. Awaiting Task and Finish timescales from the STP. Teen Talk booklet to be produced and distributed to schools by end of March 2019.

**“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
Positive Futures - working together with partners to enable families to lift themselves out of poverty, enhance aspirations and provide opportunities for life long wellbeing.	Working with ECC, including the Post 16 Engagement Manager, Tendring are to be part of a pilot for the Essex Inspires project with schools and other key stakeholders. The project would develop a ‘pilot’ detailed partnership task and finish group with the support of Tendring District Council, to review the consistency of careers advice across schools, to map the plethora of agencies working in this arena and post 16 retention rates. Engage with key stakeholders inclusive of businesses to understand their vision for the next 5-10 years and drive a systems change approach, ensuring resources are utilised to support young people to gain appropriate information and skills equipping them for future career opportunities.	Proposed inaugural meeting Nov 18.
School Places.	On going work with ECC to support school places for local children.	On-going , via regular updates with ECC
Supporting IntoUniversity and Teach First - Positive Futures.	Teach First - EPO held meeting with the Schools partnership Lead, the government targets linked to "opportunity areas" remain in place for TeachFirst until 2020. As a result the number of placements are lower this year than last. TeachFirst have placed 3 teachers in Tendring in 2018, - 1 in secondary, 2 in primary (11 teachers placed in 2017). Pilot recruitment initiatives currently underway in other parts of the UK, should (all being well) be "rolled out" to East of England in 2019. IntoUniversity end of year report due Dec 18.	Dec 18
Strengthen links with Universities.	On-going, in discussion with TDC Officers to establish current position.	MOU with Essex University - Feb 19
Memorandum of Understanding (MOU) Colchester Institute.	Discussions to take place to determine whether both organisations wish to enter into an MOU.	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 (RAG) (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
<p><b>Tackling Anti-Social Behaviour and Acquisitive Crime</b></p> <p>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.</p>	<ol style="list-style-type: none"> <li>1. S.A.D: Street Action Day identified through Anti-Social Behaviour complaints, the Problem Solving Group, data from Essex Police and numerous TDC depts. Many partners were in attendance and referrals were made to relevant agencies including Environmental Services.</li> <li>2. Supported the Illegal Money Lending Team in a week of action, in Harwich.</li> <li>3. Collating responses from Tendring primary schools about the offer of advisory 20mph road signs to be erected outside their school, this would also have the winning design from the poster competition on the bottom of the sign.</li> <li>4. Delivered Older Persons Crucial Crew for over 120 older people in Tendring District, the event was well attended and older people received information about staying safe in the community.</li> <li>5. Attended Fortnightly Force Tasking as representative from Tendring Council; cascaded the information to the relevant departments within the Council.</li> <li>6. Website kept up to date with latest news and projects etc. <a href="http://www.safercommunitiestendring.co.uk">www.safercommunitiestendring.co.uk</a>.</li> <li>7. Attended Harwich Crime prevention panel as TDC rep advised on local issues and problems.</li> <li>8. Visited Nurture Farms to discuss using animal therapy to work with people showing signs of ASB.</li> <li>9. Chaired Community Safety Networking quarterly meeting. Various partner updates and some new projects launching in the district i.e: Nurture Dogs, Wicketz, Noo yu Boxing and Unity Enterprises, mostly working with young people. All new to the area.</li> <li>10. Attended High Sheriff garden party to represent TDC and CSP - liaising with other community safety partners.</li> <li>11. Integrated Offender Management (IOM) Steering Group, new group set up to discuss IOM in Essex. Safer Communities Manager at TDC is representing all CSP's in North Essex. Feedback to County Community Safety Managers meeting.</li> <li>12. Attended TDC Corporate Enforcement Team meeting to feedback on Anti-social behaviour cross cutting issues.</li> <li>13. Met with Essex Youth Service regarding ASB in Clacton Town Centre. Essex Youth Service are doing out reach work engaging with the young people causing trouble.</li> </ol>	<p>1 day a month</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Fortnightly</p> <p>On-going</p> <p>Bimonthly</p> <p>Complete</p> <p>Quarterly</p> <p>One off</p> <p>Quarterly</p> <p>Quarterly</p> <p>Will complete in Feb 19</p>

# 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 (RAG) (Community Safety Partnership (CSP) through the Annual Strategic Assessment process (Strategic Assessment and Delivery Plan agreed at RAG meeting on 5 February 18).

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

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. Signposting vulnerable people to the correct support services.</li> <li>2. Met various members of the public presenting at the Town Hall with a range of complex needs, initial support given and signposting to the most appropriate agency.</li> <li>3. Meeting with Businesses in Clacton Town Centre with a view to seek representatives from the Business Community in attending a mediation session with street drinkers.</li> <li>4. Loan Shark Week in Harwich, visiting schools to promote awareness of Loan Sharks, working with local businesses to raise the profile of Loan Shark Team, training TDC Staff and Police in relation to Loan Shark awareness and how to tackle the situation if reported. Collating intelligence for the Loan Shark Team.</li> <li>5. Continue planning for the Town Hall to become a Hate Crime Reporting Centre, where people will be able to report Hate Crime without going to the Police, we currently have 5 Hate Crime Ambassadors who will be able to take those reports if required.</li> <li>6. Other collaborative activity includes submitting Police Intelligence Report's (PIR's).</li> <li>7. Meeting with Colchester United to discuss future projects working together with the CSP.</li> <li>8. Attended MACE - Missing and Child Exploitation meeting on behalf of the Council, delivered a report on CSE - Child Sexual Exploitation and Hotspots for exploitation in Tendring District.</li> <li>9. Attended Safer Essex Gangs and Violence Framework - discussion about how the framework is going to be implemented across Essex.</li> <li>10. Represented the Council at a Crimestoppers Regional Conference - gave a presentation about Gangs and County Lines that are affecting the Tendring District.</li> <li>11. Meeting with Essex Police and TDC with a view to a small project group revisiting and reviewing the CS Hub procedures and practices in relation to potentially moving hub from the Police Station and changing the hub structure as Policing is returning to geographical policing areas (Ward based - a few wards in a cluster with a dedicated Police Community Support Officer and Police Constable for each area).</li> </ol>	<p>Mar 19</p> <p>Mar 19</p> <p>Complete</p> <p>Complete</p> <p>Nov 19</p> <p>On-going</p> <p>Complete</p> <p>Bi monthly</p> <p>Mar 20</p> <p>Complete</p> <p>Jan 19</p>



# 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 (RAG) (Community Safety Partnership (CSP) through the Annual Strategic Assessment process (Strategic Assessment and Delivery Plan agreed at RAG meeting on 5 February 18).

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

Activity	Current Position	To be Completed
<p><b>Reducing Violence and Knife Crime</b></p> <p>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.</p>	<p>1. Ongoing talks with various agencies regarding knife crime awareness projects - more to detail over the coming months.</p>	<p>Mar 19</p>

# 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. Options for short term improvements are currently being developed by ECC.	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 published its Housing Green paper in August 18 which provides some indication on the Governments future policy direction. The Executive Projects Manager is now in post and working on a project plan to include the key milestones in the development of the strategy.

Milestones	Current Position	To be Completed
Develop draft Housing Strategy.  *Housing Green Paper, will inform strategy.	The Executive Projects Manager is in the process of drafting headings and consulting officers on the detail of the strategy.	May 18 *Revised Dec 18
Seek Cabinet approval.		Jul 18 *Revised Dec 18

**Exception:** The uncertainty from government around their housing strategy has made it difficult to draft a document that could require major revisions should the policy direction alter significantly. The recently published Green Paper and announcement on the proposed lifting of the Housing Revenue Account borrowing cap has helped to address some of this uncertainty.

# 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.	Initial draft reports from Collborate, Essex University and Intelligent Health received and being considered around evaluation of the system, action research projects and data and to be used to develop the investment plan. Physical Activity Co-ordinator now in post and meeting projects and partners. Visit by Chair of the Board of Sport England and senior representatives to Essex on 21 Sept 18 starting in Jaywick and visiting the Leisure Centre followed by a Senior Sponsors Meeting at County Hall. Very positive feedback received from the Chair in relation to this visit.	On-going
Review agenda of Health & Well-being Board and develop future work programme.	An update of the Board Terms of Reference is to be presented to the next Board meeting in Nov 18.	Nov 18
Health and Wellbeing Strategy (dependent on above).	The draft strategy is aligned with the emerging Essex Joint Health and Wellbeing Strategy.	Nov 18
My Weight Matters Programme	Training provided to key staff and My Weight Matters programme now operating in Council Offices to assist staff but also accessible to the public.	Sessions started on 13 Aug 18
Attended Staff benefits and Tendring Show to promote Livewell.	Good public engagement at Tendring Show to highlight awareness of Livewell with information and water bottles with the logo have been provided to promote and advertise Livewell.	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 not be concluded until 2020. The work 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. The Council entered into a contract with ECC (Superfast Essex) some months ago that in the fullness of time will require BT Open Reach to provide additional fibre to new cabinets in Tendring. This work is part of a much bigger Open Reach contract covering other parts of 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