

PERFORMANCE REPORT

(RESOURCES AND SERVICES)

Q3 DECEMBER 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. 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 |
|---|---|---|--|---|---|
|  | Transforming the way we work Page 4, 5, 6, & 7 |  | Holland Haven and Seafront Opportunities Page 9 |  | Local Plan Page 14 |
|  | Property Management Page 8 |  | Jaywick Regeneration and Renaissance Page 10 |  | Harwich and Dovercourt Public Realm Page 15 |
| | |  | Cliff Stabilisation (Protecting our Coastline) Page 11 & 12 |  | Economic Development Delivery Page 16 |
| | |  | Venetian Bridge Page 13 |  | Maximising Tourism and Leisure Opportunities Page 17 & 18 |
| | | | |  | Garden Community Page 19 |
| | | | |  | Waste Recycling and Street Cleaning Contract Renewal Page 20 |

TARGETS

| | | | Miscellaneous Indicators |
|---|---|---|---|
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|  | Missed Bins Page 22 | - | Sickness and Authorised Covert Surveillance (Influencing) Page 24 |
|  | Recycling Rate Page 22 |  | Complaints Page 25 & 26 |
|  | Handling of Planning Applications Page 23 | | |
|  | 5 Year Housing Land Supply Approvals Page 23 | | |

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 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

Transforming the way we work (Council and Community)

“Deliver the agreed elements of the Transformation Programme relating to office accommodation, digital transformation, customer service and people effectively, on time, on quality and on budget.”

Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder



Office Accommodation

| Milestones | Current Position | To be Completed |
|--|--|--|
| Westleigh House site in use as car park. | Tenders for demolition work including demolition of adjoining redundant public convenience are being prepared. Tracing of services is completed. The reconnection of electricity to the multi-story car park is scheduled for 28 Jan 19. Demolition and improvement work will begin in Feb 19. | Nov 18 *Revised Dec 18 *Revised Feb 19 |
| Pier Avenue refurbishment complete. | The office areas and new reception became fully operational on 10 Dec 18. | Complete Dec 18 |
| Barnes House extension complete. | Planning permission has been obtained and building regulation application has been made. Tenders were returned on 12 Oct 18. Contract is pending. The lowest tender accepted includes a longer contract period. A letter of intent has been issued and formalities are being progressed aiming for a construction period starting in Jan 19. | Apr 19 *Revised Jun 19 |

Customer Experience

| Milestones | Current Position | To be Completed |
|---|--|--|
| Access to the Print and Post Hub as a default print facility to enable a complete support service for all print and post requirements. | All bulk users now have capability to print directly to the Print Hub. Officers will be sending out a short 'How To' and monitoring usage. | Complete May 18 |
| Close Pier Avenue reception and relocate to the Town Hall. | Running smoothly. | Complete May 18 |
| Review service needs and create a roadmap for the digitisation of processes with consultants. | Roadmap agreed. | Complete Jul 18 |
| Self serve portal online and first services available to Customers. | The Garden Waste service is currently being tested. It is still hoped to have this deployed to the public during Jan 19. | Oct 18 *Revised Nov 18 *Revised Jan 19 |
| Amalgamation of the contact centre/switchboard, building repairs/housing reception and the admin function within Environmental to create a Customer Service Team. | Staff relocated and working together as a Customer Service team. | Complete Dec 18 |
| Back scanning and secure disposal of existing documentation. | On target. | Jul 19 |

Transforming the way we work (Council and Community)

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“Deliver the agreed elements of the Transformation Programme relating to office accommodation, digital transformation, customer service and people effectively, on time, on quality and on budget.”



Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder

| |
|---------------|
| People |
|---------------|

| Milestones | Current Position | To be Completed |
|---|---|--|
| 'Transformation' training programme to be drafted and agreed by Project Board. This will be based on training priorities identified by Managers and Officers. | Remote Working Policy and Flexible Working Hours Scheme and Time Off In Lieu (TOIL) published on Ping! Dates re manager and staff training are really 'ongoing'. | Complete Jan 19 |
| Manager training programme to be delivered across the organisation. | Training will continue as the project progresses and different training needs are identified. | Ongoing |
| Staff training programme to be delivered across organisation. | Training on-going as needs identified. Date changed in line with project timetable. | Aug 19 |
| 'Transformation' Communications Plan to be agreed by Project Board to ensure effective communication with Public/Officers and Councillors. | Communication plan was presented to the Transformation Board on 21 May 18. Staff updates provided every 4-6 weeks, via a Transformation Bulletin. | Complete Jul 18 |
| IIP Gold Accreditation Re-assessment. | Full assessment process completed. Awaiting IIP assessment report , due end of Jan 19. | Complete Dec 18 |
| Equality Impact Assessments (EQIA) prepared across services. - Revised policy agreed. - Training delivered. | Review of current practices is ongoing. Feedback from National Inclusion Standards has been provided. EQIA webinar completed providing training for all managers/supervisors (26 managers participating from different locations). Guidance and a new EQIA assessment form prepared and available on intranet. | Complete Sept 18 *Revised Nov 18 Complete Dec 18 |
| Equality Impact Assessments prepared and kept under regular review across services. | | Ongoing |

Transforming the way we work (Council and Community)

“Deliver the agreed elements of the Transformation Programme relating to office accommodation, digital transformation, customer service and people effectively, on time, on quality and on budget.”

Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder



Digital

| Milestones | Current Position | To be Completed |
|--|--|--|
| General Data Protection Regulation (GDPR) compliance achieved against Information Commissioner’s Office (ICO) action plan. | Tendring District Council achieved GDPR/ UK Data Protection Regulation 2018 compliance on 25 May 18 as required by legislation. There is work on-going to maintain/ monitor compliance standards through our Information Governance regime, which includes the implementation of a new case management and monitoring application (DataWise). The nomination of Service Information Governance Coordinators to cover data protection, freedom of information and environmental information requirements within each of the departments is underway and additional training will be provided to these officers. | Complete May 18 |
| Self-service portal procured and technical implementation complete. | Firmstep product recommended and purchased w/e 19 Jul 18. Product demonstrated to Senior Managers' Forum 26 Jul 18. Technical installation and training complete. | Complete Jul 18 |
| Events App developed | An Officer Decision was taken 28 Sep 18 to commission the Leisure and Tourism Smartphone App through Amido Ltd. Although the original development was due for completion on 24 Dec 18, a decision was made by the developers to increase the level of functionality ahead of handing the application over to the Council to prepare for implementation. This development is close to completion with the aim that the app will still go live in Jan 19 coinciding with Leisure's busiest promotional period. | Jul 18 *Revised Dec 18 *Revised Jan 19 |
| Town Hall & Pier/ Barnes network low level design (cabled & Wi-Fi) completed and implementation commenced. | Meraki WiFi now installed and working on the ground and first floors in Pier Avenue. The design principles are all agreed but the document remains dynamic as we deliver each element at each of our office locations NOTE: Our strategy is to deliver 80-90%+ IT services through WiFi technology to promote work flexibility and reduced paper reliance. Additionally Tendring are working with Thurrock Council (through the Essex Online Partnership) to design and pilot a partner-Essex-wide deployment of 'GovRoam' enabling partners to work seamlessly and securely at one another's locations. | Ongoing (each office area is being re-cabled with new WiFi installed as per Office Transformation plan). |

Transforming the way we work (Council and Community)

“Deliver the agreed elements of the Transformation Programme relating to office accommodation, digital transformation, customer service and people effectively, on time, on quality and on budget.”

Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder



Digital

| Milestones | Current Position | To be Completed |
|--|---|--|
| Compliance achieved against Public Services Network (PSN) (audit renewal). | The Council has passed its annual National Cyber Security Centre (NCSC) Public Services Network (PSN) cyber security audit and been re-certified for 18/19. Some work remains on-going to complete our submitted remediation action plan by due dates. The IT team is routinely undertaking cyber security scanning tools using 'in house' skills. Work has commenced to programme resources for our 2019/2020 IT Health Check, remediation and NCSC submission. | Completed 24 Jul 18 Now scheduling resources for Jul 19 cycle. |
| Website integration with new customer portal completion. | Some changes are ready and awaiting the first Firmstep go-live. Work is also ongoing in test environment with user testing also ongoing. The re-design work has effectively become a re-iterative process which will remain ongoing as each facet of the Firmstep portal is being delivered. | On-going Testing commenced Nov 18 |
| Customer Portal integration with IDOX, Northgate and E Payment systems. | E-payments integration is completed and tested. The Northgate and IDOX integration works are currently being mapped out and tested. A new module for Northgate has been purchased by the relevant service which has stalled progress until IT can understand and identify any potential impact on this project. The project will recommence once these issues (if any) are known and addressed. A more definitive date will be provided in the next report. | Dec 18 *Revised TBC in next report |
| Cyber awareness training and security initiatives. | Members and officers have received cyber awareness training and ongoing with regular 'all staff/ member' education emails highlighting risks. Management Team were given the results of the October phishing test and a further test took place in December. Through our new network managed service contract with Intergence the Council has a range of new security monitoring tools including 'intelligent data flow monitoring' within our network (recommended National Cyber Security Centre 'best practice'). We are working with Intergence consultants to understand and adopt yet further Cyber Security protection tools available via the Microsoft Azure platform as we develop our Cloud migration plans. | On-going |
| Cloud migration programme planning complete & 40% of services migrated. | Migration programme approved. Migration and testing of first applications has commenced and is ongoing. Our first 'user' services migration will be Exchange, Outlook and Skype (emails and telephony) anticipated in Feb 19. | Apr 19 |

Property Management (Council and Community)

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“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.

| Milestones | Current Position | To be Completed |
|--|--|--|
| Secure the construction and use of the new sports facilities at Eastcliff, Holland on Sea. | Completed. Building handed over to tenant on 18 May 18. Some external work remains to be completed as the pitch establishes during the growing season. Formal opening was held by the Club in Jul 18. | Complete 18 May 18 |
| Disposal initiative to identify £1m of further asset disposals. | Planning permission in respect of a first site has been granted. A formal decision on disposal terms is proposed for Cabinet in Jan 19. A Long list of potential further properties completed, subject to formal decisions. Initiation reports in respect of an first tranche of three sites to be subject of formal decisions in January 2019. Further tranches are to be prepared for consideration in stages in order to balance forward workloads. | Jun 18 *Revised Jan 19 Complete Dec 18 Jan 19 |
| <i>Review stock take in the light of the Property Strategy:</i> | The latest version was made public on the TDC Website in Aug 18. | Complete |
| <ul style="list-style-type: none"> Issue updated list of properties to service units. Provide “Asset Challenge” call for identification of properties no longer required by service units. | Current stocktake and guidance were published internally using Ping! in Nov 18. The documents were presented and the Asset Challenge given at the Senior Manager’s Forum on 7 Nov 18. | Complete Nov 18 Complete Nov 18 |
| Complete action plans for the disposal of poor quality sites at Main Road, Dovercourt and Station Yard, Walton. | Main Road site is currently on the market. An open tender process is under way, ending on 18 Jan 19. The Portfolio Holder has agreed to discontinue consideration of the freehold disposal Station Yard, Walton in the light of difficulties and increasing car park demand. | Nov 18 *Revised Jan 19 Discontinued |

Exception: Completion of the disposal of the Isolation Hospital site will be progressed after analysis of tenders and formal decision.

Holland Haven and Seafront Opportunities

(Health and Housing)



“Explore potential Holland Haven and Seafront Opportunities”.

Ewan Green – **Corporate Director**

Investment and Growth Portfolio Holder

Delivery Mechanism: Commission study and present options for Members to consider.

Update: Draft Management Team Report Prepared.

| Milestones | Current Position | To be Completed |
|--|--|--|
| Initial project scope (PID) developed and project team in place. | Preliminary investigative work completed, constraints map completed, draft Management Team Briefing prepared. | Jun 18 *Revised Oct 18 *Revised Mar 19 |
| Identify a longlist of potential projects and opportunities. | Draft project proposals in development drawing on recommendations of 2015 report, prepared by Planning Solutions, and new ideas to facilitate development. | Jun 18 *Revised Oct 18 *Revised Mar 19 |
| Projects developed to outline stage. | | Oct 18 *Revised Jan 19 |
| Place Plan completed for Cabinet consideration. | | Dec 18 *Revised Jan 19 |

Exception: The initial scoping of projects and related constraints mapping requires to be considered further in order to develop a viable set of projects for potential delivery. This has delayed further project development as the technical challenges with the site(s) are more complex than initially thought. A progress report will be prepared for March setting out options for next steps.

Jaywick Sands Regeneration and Renaissance

(Health and Housing)



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

Paul Price – **Corporate Director** Housing Portfolio Holder

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 | Current Position | To be Completed |
|--|--|---|
| Commence development of one of the three identified preferred development sites and construct 10 houses. | Tenders are going to have to be reissued for piling and up to first floor construction for houses with return of end of Jan 19 as two tenderers have declined to submit tenders. Anticipated start date late Feb 19, early March but very weather dependent. | Aug 18 *Revised Oct 18 *Revised Feb 19 |
| Development vehicle/mechanism agreed. | Linked in with HAT project work, viability assessment, flood resilience and re-insurance work underway. | May 18 *Revised Sep 18 Currently on hold |
| Identify funding mechanisms. | As above. | On-going |
| Work with Jaywick Sands Renewal Advisory Panel (JSRAP) and Coastal Community Team (CCT) to develop project plan. | This is on hold pending the development of the prospectus - being produced in collaboration with a legal company national housing consultancy and Housing and Finance Institute (HFI) and needs to be considered in context of potential spatial plan pause. | Jul 18 Currently on hold |
| Develop local lettings and sales plans for first 10 units. | (On-going) New Policy/Strategy manager now in post. | Jul 18 *Revised March 19 |
| Place Plan and Infrastructure Assessment completed. | HAT has moved on to second phase with initial assumptions being tested – EA coastal team engaged and flood re-evaluating potential project initiation. Outline of scope explained to Jaywick sands Annual General Meeting. | Oct 18 Currently on hold |

Exception: Environment Agency (EA) are remodelling, new climate change data issued Nov 18, this is likely to take 6—9 months and so a decision will need to be made as to how delivery mechanisms are mapped going forward prior to modelling data being available, project may need to be paused until this work is

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

Delivery Mechanism: Appoint consultant, via Environment Agency’s Government led framework, to undertake ground stabilisation works to a section of coastal fringe along Holland on Sea (stabilise ground re-profiling and installing drainage), also protecting coast road and residential properties.

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

| Milestones | Current Position | To be Completed |
|---------------------------------------|--|--|
| Tender period. | Updated tenders were received by 11 May 18. | Deadline 9 Apr 18 Complete *Revised 11 May 18 |
| Tender evaluation. | Tenders Evaluation has been carried out by the panel. The evaluation model is the ratio of price (60%) and quality (40%) and Jackson Hyder was identified as the preferred supplier. | Complete May 18 |
| Appointment of contractor. | Letter of intent sent to contractor on 4 Jun 18. Contractor was appointed 4 Jun 18. | Complete Jun 18 |
| Planning permission approval. | Natural England requested an extension of time to resound the Planning Application, as they are a statutory consultee the extension of time was given. Planning Permission was granted 28 Jun 18. | Complete Jun 18 |
| Start of contract. | Contract started on 4 Jun 18. | Complete Jun 18 |
| Translocation of reptiles. | Translocation completed, now in the monitoring stage. | Complete Jun 18 |
| Start of construction on site. | Construction work started on the 28 Aug 18, this allowed beach huts to be accessed and promenade to be open for the air show. The first site surveys have been completed including ground penetrating radar to check for voids, levels and a condition survey. All but four of the beach hut owners who are being effected by the scheme have booked an inspection of their beach hut before they are moved. Where the owners have not booked an appointment for inspection, TDC’s internal workforce will remove their locks and inspect the beach hut under the supervision of a member of TDC’s beach hut team. | Complete Aug 18 |
| Site set and relocation of beach huts | All the meetings with the beach hut owners have taken place and we ensured that the huts are empty and agreed the condition with the owners, the site fencing is currently being installed in stages to minimises the effect of the scheme on the Clacton Triathlon. | Complete Sep 18 |

Cliff Stabilisation (Protecting our Coastline)

Continued...

(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

Delivery Mechanism: Appoint consultant, via Environment Agency’s Government led framework, to undertake ground stabilisation works to a section of coastal fringe along Holland on Sea (stabilise ground re-profiling and installing drainage), also protecting coast road and residential properties.

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

| Milestones | Current Position | To be Completed |
|--|---|---------------------------|
| Completion of priority area 1. | The Contractor has programmed to construct phase 1 and 2 together and they are both due for completion Jun 19. | Nov 18 *Revised Jun 19 |
| 1a King post wall and filter drains. | The king post wall is now installed and back filled with regrade works ongoing. The installation of the drainage has also begun on section 1a. | Apr 19 |
| 2 slope regrade and drainage. | The top part of the cliff has now been regraded to form the first part of the new disabled slope and the concrete base and retaining L blocks are currently being installed. Work continues digging out one of the return legs of the slope. | May 19 |
| 1b Sheet piled wall and filter drains. | All sheet piles have now been installed to full depth and the capping beam is currently being fixed and due to be completed in the next couple of weeks. All piling rigs have been off hired and the crane mats are being removed and due for removal from site week commencing 21 Jan 19. The old retaining wall is in the process of being removed and the spoil from the piling rig is being mucked away at the same time. | Jun 19 |

Venetian Bridge (Health and Housing)

“Complete repairs to Venetian Bridge.”

Paul Price – **Corporate Director**

Leisure and Tourism Portfolio Holder



Delivery Mechanism: Working with contractors to deliver the necessary repairs and improvements.

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

| Milestones | Current Position | To be Completed |
|---|--|------------------------------|
| Undertake concrete and reinforcement stabilisation works to the bridge to prevent concrete spall and make bridge structurally safe. | All works including previously reported snagging works are now complete. | Complete 31 May 18 |

Local Plan (Employment and Enjoyment)



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

Ewan Green – **Corporate Director**

Corporate Enforcement Portfolio Holder

Delivery Mechanism: The timetable will coincide with that of Colchester Borough Council and Braintree District Council, as far as possible, to support the Council’s duty to co-operate.

Update: Examination in Public (EIP) Inspector's request for further evidence in relation to the garden communities proposals and subsequent discussions between the North Essex Authorities (NEA's) has delayed completion of the examination process for Section 1 of the Local Plan.

| Milestones | Current Position | To be Completed |
|--|---|--|
| Section 1 Examination Public Outcome (Joint plan with Braintree and Colchester). | Inspector's report received Jun 18. Additional evidence is being gathered for submission to the inspector to enable completion of the examination of Section 1. | Report Received Jun 18 *Revised Autumn 19 |
| Section 2 Examination in Public (Tending sites specific). | Behind. | Oct 18 *Revised Spring 20 |
| Local Plan adopted. | Behind. | Mar 19 *Revised Winter 20/21 |

Exception: The Local Plan Committee on 29th January 2019 will consider a report detailing a revised timetable, or Local Development Scheme(LDS), for delivery of the Local Plan. Key milestones in the revised LDS include examination of Section 1 in Autumn 2019; examination of Section 2 in Spring 2020 and adoption of the Local Plan in Winter 2020/21.

Harwich and Dovercourt Public Realm

(Employment and Enjoyment)

“Strategy and plan for Harwich and Dovercourt public realm.”



Ewan Green – **Corporate Director**

Investment and Growth Portfolio Holder

Delivery Mechanism: Project options to be developed via appointed ‘Design’ team.

Update: Urban Initiatives Studio (UIS) have been appointed to refresh the Council's Dovercourt Masterplan (Dovercourt Rediscovered) and to bring forward development scenarios for the Starlings site and Milton Road Carpark. Consultants have completed their baseline analysis and have prepared costed design solutions for the two sites identified, this concludes Modules One and Two of the Four Module commission. UIS and the Client Team identified some additional and previously unspecified work, which needed to be undertaken to further inform this work. This work has now been completed. An engagement event was facilitated on 15 Oct 18 to seek views from members of the Cabinet, the Harwich and Dovercourt Coastal Community Team and The Tourism Group along with senior officers of the Council. The next phase of work will include the completion of the Dovercourt Masterplan and the preparation of detailed and costed development proposals for the Milton Road Carpark and the Starlings Block in line with Stage 2 (Concept Design) of the RIBA Plan of Work. It is expected that this work will be concluded at the beginning of February 2019.

| Milestones | Current Position | To be Completed |
|---------------------------------------|---|--|
| Detailed project proposals completed. | Consultants appointed. Development scenarios prepared and costed. Additional work commissioned to identify and cost a range of shorter term interventions as part of a wider programme of activity. It is expected that this work will be concluded at the beginning of Feb 19. | Jun 18 *Revised Nov 18 *Revised Jan/Feb 19 |
| Delivery plan agreed by Cabinet. | To be determined. This will be informed by the work of the Council's external professional team (Urban Initiatives Studio). | Jul 18 *Revised Nov 18 *Revised Jan/Feb 19 |
| Project site start. | Dependant on Above. | To be Determined |
| Project completion. | Dependant on Above. | Mar 20 |

Exception: The work is behind the original programme due to additional technical and design works undertaken by the consultant team which were required to test the viability of initial project opportunities. It is planned to report progress and project delivery options in March 2019.

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: Consultants (Black Radley Limited) have been appointed to prepare a Creative and Cultural Strategy for Tendring, focussed on business growth and job creation. Consultants have prepared a baseline assessment and have staged a range of consultation events to inform their work. Consultants have submitted their 4th draft strategy for the Client Team’s comments. The Council’s SME Growth Fund remains popular with business applicants. Cabinet approved in December 2018 to allocate additional funding to support the scheme.

| Milestones | Current Position | To be Completed |
|--|---|--|
| Complete and launch Creative Cultural Strategy. | A draft strategy has been completed and the Team is now working with project partners, Arts Council for England (ACE), to create a Delivery Plan for 2019-2021. This will be reported in July 2019. | Oct 18 *Revised Dec 18 *Revised Jul 19 |
| Support 10 businesses through the Small Medium Enterprise Growth Fund programme. | Programme extended by Cabinet in Apr 18. Work to update the scheme’s marketing collateral is now complete. Expressions of interest received from new applicants. Cabinet approval secured in Dec 18 to allocate additional funding to support the scheme. | Mar 19 |

Maximising Tourism and Leisure Opportunities

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“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

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 | Current Position | To be Completed |
|---|---|---|
| <p>Mayflower 400: Series of events and projects to build up to the celebrations in 2020, including:-</p> <ul style="list-style-type: none"> - Agree projects and events for Mayflower 400. - Develop, with the Harwich Society, an interactive exhibition venue. - Finalise proposals and present Mayflower 400 report for consideration by Cabinet by May 18. - Deliver Illuminate Festival by Nov18. - Work with partners to finalise the Harwich Mayflower Trail and a high quality physical tourism product by Mar 19. | <p>A Mayflower 400 report and accompanying action plan was approved by Cabinet on 14 Dec 18. Project Planning is now taking place to ensure the projects are all complete in time for the commemorations. The projects include: A Welcome/Heritage Centre for Mayflower 400; The installation of a Mayflower Trail around Historic Harwich; A programme of M400 Events and wider promotion of the commemorations. An announcement has already been made about the house of Captain Christopher Jones, which will be opened up to visitors during 2020. Discussions are taking place with potential funders and private sector organisations for additional finance for the project.</p> <p>The annual Illuminate Festival took place on 23 Nov 18. and was well received.</p> <p>There are now 10 Mayflower tours on sale in the US, with Harwich in the itinerary. There has been a total of £500k awarded to the national group from Central Government, which has been allocated to spend on promoting the trail in the US and for digital resources for visitors. A national programme launch took place in Dec 18 at the House of Commons. A key note speech on plans for the commemoration was delivered by the Minister for Tourism.</p> | <p>Complete</p> <p>May 18 *Revised Dec 18</p> <p>Complete</p> <p>Nov 18</p> <p>Mar 19</p> |
| <p>Tour de Tendring.</p> | <p>The Tour de Tendring (TDT) took place on 13 May 18 and the event ran smoothly. The peripheral entertainment was scaled back for this year, as it has not been a feature for participants in recent years. Approximately 780 cyclists took part in this year’s TDT, which is down on the previous year’s total of around 900. Historically, weather plays a key role in numbers and inclement weather in the early part of the day, was considered to have been a key factor in this.</p> | <p>Complete</p> <p>May 18</p> |
| <p>Beside the Seaside.</p> | <p>The Harwich Festival Team have once again led on the Beside the Seaside Events. The Clacton event was held on 22 Jul 18, with large crowds present, perfect weather and excellent feedback. This year there was a greater focus on trade stands to add value to the event. The live music programme, which is a key feature was exceptionally well received. The event at Dovercourt Bay took place in Aug 18 and was very well received. Although the weather was overcast, good numbers attended. Following on from feedback, additional porta-loos were provided and additional food stands. The Council worked with the Frinton Beach Hut Association and other community groups for a further event which took place in Frinton on 26 Jul 18, under the Beside the Seaside banner. This was attended by approximately 2,000 people and was deemed very successful. The debrief took place in Oct 18 and learning points are now being discussed with a view to planning events in 2019.</p> | <p>Complete</p> <p>Jul 18 & Aug 18</p> <p>Complete</p> <p>Debrief: Oct 18</p> |

Maximising Tourism and Leisure Opportunities

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Continued...

(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 | Current Position | To be Completed |
|--|---|---|
| Clacton Airshow, with a theme relating to the 100 th anniversary of the end of WW1. | The 2018 Clacton Airshow was a huge success, with an estimated 250,000 visitors attending over the two days. The evening flying programme on the first day was twice the duration of previous years and tens of thousands of people stayed behind to watch. In the 100th anniversary of the end of the First World War, the Great War Display Team were a welcome addition and added an element of poignancy which was very well received. The multi-agency partnerships worked very efficiently and communications were considered a real positive outcome. The official debrief took place in Oct 18, which allowed partners to scrutinise the event and decide on learning points for future years. A presentation on the event will be made at an All Member Briefing—date to be confirmed. The formal bids have been submitted for the 2019 display and the Red Arrows have announced that they will be locating to North America during next year’s display season, so will not be available for the Clacton Airshow. Work has commenced to establish which flights could take place instead. | Complete Aug 18 Complete Debrief—Oct 18 |
| District Wide Tourism Strategy. | The Tourism Strategy is largely complete in draft form and was presented to the Resources and Services Committee in Nov 18, prior to a consultation exercise being undertaken. It is anticipated that the final strategy will be adopted by Cabinet in the spring after a wider consultation process has been undertaken. | Complete R&S Committee Nov 18 Cabinet Feb 19 |
| Princes Theatre - Delivery of Annual Pantomime. - Deliver two events/exhibitions. - Work towards continual service Improvements of the Theatre under a regime of self sufficiency and impact on the local tourism offer. - Replacement of the main Princes Theatre PA system. | Pantomime—Over 100 positive customer reviews on Trip Advisor and other social media platforms. Gross box office income; 2017 £137,021.00 2018 £138,496.50 Customers 2017 12898 Customers 2018 12636 Now preparing to seek new pantomime suppliers for the next three years to ensure best value and quality. | Complete PA work Complete Panto Dec 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

Delivery Mechanism: Selection of locations to be part of the Local Plan process. The Leader (supported by the Chief Executive) sits on North Essex Garden Communities Ltd board (NEGC). 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 to progress each Garden Community Area allocated in the Local Plan (although potential Development Corporation could change the role of the LDVs).

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

| Milestones | Current Position | To be Completed |
|---|---|-------------------------------------|
| Council approval of North Essex Garden Communities Ltd Business Plan. | NEGC Business Plan 2018-19 was agreed by Cabinet in Dec 18. | Jun 18 Complete Dec 18 |
| Work with partners to develop a detailed proposal for A120 / A133 Link Road for submission to Government. | A Stage 2 Housing Infrastructure Fund (HIF) funding bid is being developed, led by ECC in partnership with TDC and NEGC Ltd. This seeks funding for the proposed link road and a rapid transit initiatives. The bid is on programme to submit to Government by 31 Mar 19. | Nov 18 submission Mar 19 |
| Work with partners to develop a proposition and mandate for a North Essex Garden Communities Development Corporation. | Dialogue and engagement between LA partners, NEGC Ltd and Government is ongoing. LA partners are working through a range of related issues in order to inform a draft proposition for future consideration of Members. | Dec 18 *Revised TBC |
| Land Negotiations. | On-going. | On-going |
| Continue to engage with communities as part of the on-going process for the preparation of Development Plans. | Work on development plan documents for the garden communities will be programmed to follow gathering further evidence about the garden communities proposals in Section 1 of the Local Plan that has been requested by the Examination in Public Inspector. | On-going |

Exception: The behind target position is largely down to the ongoing consideration of options from which to progress the local plan. The HIF funding bid to support delivery of the A133 link road will be submitted by ECC in March 2019 in line with the revised Government timetable for bids.

Waste, Recycling and Street Sweeping Contract Renewal (Employment and Enjoyment)

“Extend and vary existing contract to commence variation of contract service from Summer 2019.”

Paul Price – Corporate Director

Portfolio Holder for Environment



Delivery Mechanism: Work with contractor to deliver contract variation and service improvements.

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

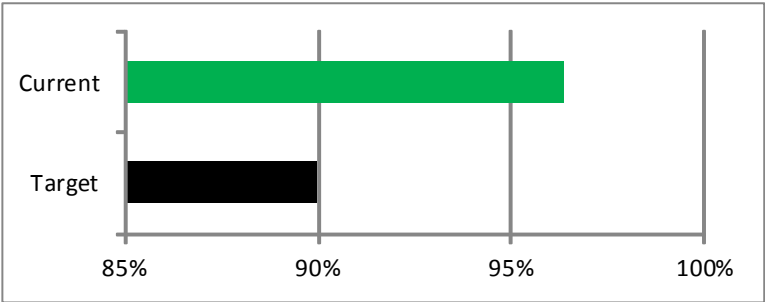
| Milestones | Current Position | To be Completed |
|---|---|----------------------------|
| Extension and variation documents to be confirmed by TDC and agreed by Veolia. | Documents confirmed and agreed by TDC and Veolia. | Meeting Complete Oct 18 |
| Completed negotiations and contract signed. | Current street sweeping and Waste and Recycling contract with Veolia for signing. | Dec 18 *Revised Jan 19 |
| Procurement of wheeled bins for roll out (dependent upon agreement of extension of contract). | Third meeting to be held with all parties on 6 Feb 19. Following negotiations delivery now back to start of June with a roll out of the new service of 10 weeks duration to be completed before the Air Show. | Jul 19 |

Exception: The terms and conditions for the extension and variation to the Street Cleaning collection contract was agreed with Veolia before its expiry on 31st December 2018, the documentation simply requires execution by the parties. However, the extension and variation to the Waste Collection Contract still requires some minor amendments to the Specification Schedule to be agreed with Veolia and Operational Services, these are currently being negotiated and the parties are working to the 31st January 2019 as the deadline, being the date of expiry for the existing term. Upon final agreement of all the documentation, the Deeds of Variation and supporting documents for both contracts will be executed by the parties.

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

TARGETS

Data does not include asbestos fly tipping which is outsourced to a specialist contractor (PHS) and is not subject to 72 hours clearance. Fly tipping data excludes vehicles, caravans or asbestos; all of which have to be removed by specialist contractors.

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 | 125 | 117 | 106 | 101 | 103 | 89 | 110 | 69 | 56 | | | |
| No. r'mvd <72hrs | 116 | 111 | 101 | 99 | 101 | 87 | 107 | 65 | 54 | | | |
| Performance (%) | 92.8% | 94.8% | 95.2% | 98.0% | 98.0% | 97.7% | 97.3% | 94.2% | 96.4% | | | |

For December the number of reported fly tipping incidents was 56. Whilst this number is low, it only covers the period of 1st December up to Christmas.

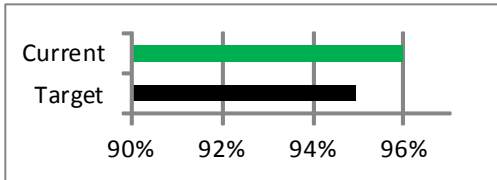
Missed Bin Collection

(Health and Housing)

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

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



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 | 97% | 98% | 96% | 96% | 97% | 96% | 96% | 96% | 96% | | | |

Total of 145 missed collections ; 6 collected outside of 24 hours. 25 missed red boxes (1>24hrs), 24 green boxes (1>24hrs), 24 waste food (1>24hrs) and 71 refuse (3 > 24hrs).

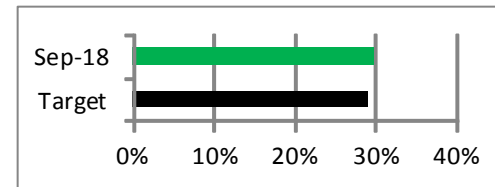
Recycling Rate

(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.

Subject to 1 month delay.

Monthly Performance Data



Q2 - Ahead of Target

| Month | F | 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% | 29.0% |
| Performance | 25.6% 5% | 23.3% 6% | 29.6% % | 30.5% % | 30.4% % | 26.6% 0% | 27.3% 1% | 29.8% 6% | 28.7% % | No Data | No Data | | | |

Tonnage data processed and verified by ECC. Still awaiting confirmation for November 18 data.

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: | | | |
| 2019 Assessment Period (01.10.16 - 30.09.18) | | | |
| Major 50% within 13 weeks | | Non-Major 65% within 8 weeks | |
| Major | 74.25% | Non-Major | 90.94% |
| 2020 Assessment Period (01.10.17 - 30.09.19) | | | |
| Major 60% within 13 weeks | | Non-Major 70% within 8 weeks | |
| Major | 78.64% | Non-Major | 90.63% |
| Handling of Planning Applications : Quality | | | |
| Decisions Overturned On Appeal. | | | |
| 2020 Assessment Period (01.04.17 - 31.03.19) | | | |
| Major <10% | | Non-Major <10% | |
| Major | 2.85% | Non-Major | 1.59% |

5 YEAR HOUSING SUPPLY

The Council can demonstrate a 5.66 year supply of deliverable housing land based on an Objectively Assessed Need (OAN) of 550 dwellings per annum.

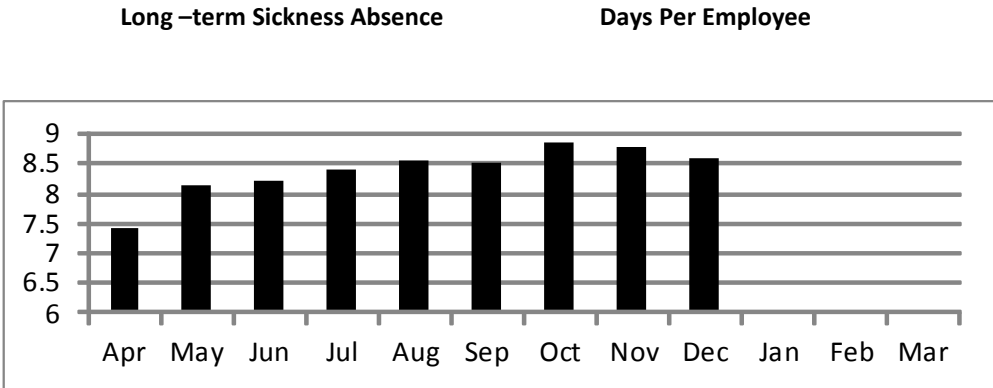
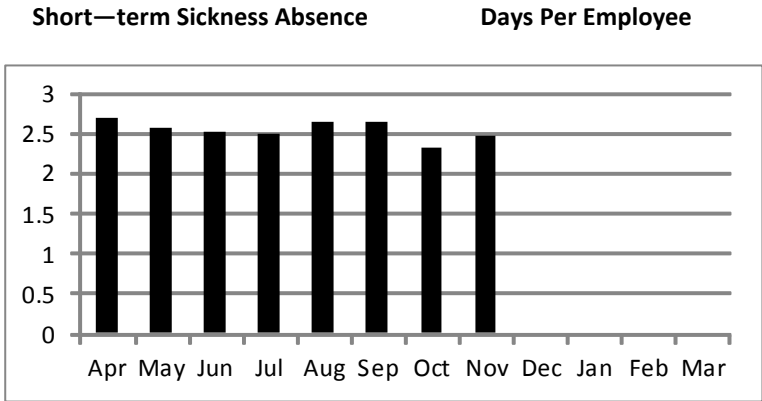
Note : This figure is updated monthly but some information that contributes to the calculation is only available periodically and so the figure may not be wholly accurate.

Exception: The Handling of Planning Applications is measured in line with the Government’s Planning Performance Framework.

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 | 2.69 | 7.39 |
| May | 2.56 | 8.11 |
| Jun | 2.51 | 8.20 |
| Jul | 2.49 | 8.39 |
| Aug | 2.64 | 8.55 |
| Sep | 2.64 | 8.51 |
| Oct | 2.33 | 8.84 |
| Nov | 2.48 | 8.75 |
| Dec | 2.43 | 8.59 |
| Jan | | |
| Feb | | |
| Mar | | |



NB: 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.

Exception: To put the long term absence figure into context, in terms of the permanent staffing establishment, 1.7% of the workforce are currently absent long term which is a decrease of 0.2% since the last reporting period.

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 | | | |
| Covert Human Intelligence Source | 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.

| | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR |
|--|------|------|------|------|------|------|------|------|------|-----|-----|-----|
| Stage 1 Complaints Performance No. | 8 | 2 | 6 | 11 | 7 | 11 | 18 | 2 | 9 | | | |
| % Time | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | | | |

| | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR |
|--|------|------|------|------|------|------|------|------|------|-----|-----|-----|
| Stage 2 Complaints Performance No. | 0 | 0 | 0 | 0 | 0 | 1 | 4 | 3 | 1 | | | |
| % Time | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | | | |

Notes: For December 18, it has been reported that there was 1 Stage 2 complaints for Planning. There were no ombudsman complaints for December 18.

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.



Complaints Summary October 18 to December 18.

| Q3 October 18 - December 18 | Stage 1 | Stage 2 | Ombudsman |
|--------------------------------|-----------|----------|-----------|
| Governance & Legal | | | |
| Finance, Revenues & Benefits | 1 | | |
| Property | | | |
| People, Performance & Projects | | | |
| IT and Corporate Resilience | | | |
| Public Realm | 1 | | |
| Customer and Commercial | 4 | | |
| Sport & Leisure | 1 | | |
| Housing & Environmental | 3 | 1 | |
| Building and Engineering | 8 | | |
| Planning & Regeneration | 11 | 7 | |
| Leadership Support & Community | | | |
| Total | 29 | 8 | 0 |