

# PERFORMANCE REPORT

(RESOURCES AND SERVICES)

Quarter 2 (July – September 2019)



# Introduction

The following pages include the Council's emerging Corporate Plan 2020 - 2024 and Tendring District Council's Priorities and Projects 2019/20. 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

	<b>A Growing and Inclusive Economy</b>		<b>Building Sustainable Communities for the future</b>
✓	<u>Tendring for Growth</u> <u>Developing New Businesses</u> <u>Supporting Existing Businesses</u> <u>Creating Job Opportunities</u> Page 6	✓	<u>Garden Communities</u> Page 9
✓	<u>Enhancing our Great Tourism Offers</u> Pages 7 & 8	✓	<u>Jaywick Sands</u> Page 10
-	<u>Exploring the Opportunities of Brexit</u> (Detailed in the Community Leadership Report under Influencing & Lobbying for Tendring)	✓	<u>Delivering the Local Plan</u> Page 11
		✓	<u>Creating Vibrant Town Centres</u> Page 12
		✓	<u>Residents Feeling This is a Great Place to Live</u> Page 13
		✓	<u>Housing Strategy</u> Page 14
		✓	<u>Manningtree Underpass</u> Page 15

### 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	!
No Data	●



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## PROJECTS

	Delivering High Quality Services		Strong Finances and Governance
	<u>Cliff Stabilisation (Protecting our Coastline)</u> Page 16	-	Budget (Reported in the Corporate Budget Monitoring Report)
	<u>Waste Contract</u> Page 17		Maximising Our Assets Page 24
	<u>Leisure Facilities Review</u> Page 18	-	10 Year Financial Plan (Reported in the Corporate Budget Monitoring Report)
	<u>Creating a Quality Environment for our Staff</u> Office Accommodation Customer Services People Digital Pages 19, 20 & 21		Clear Political Leadership and Effective Governance Page 25
	<u>Building and Managing our own Homes</u> Page 22		
	<u>Carbon Neutrality</u> 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	
No Data	

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## TARGETS

	<a href="#">Fly Tipping</a> Page 26		
	<a href="#">Missed Bin Collection</a> Page 27		Miscellaneous Indicators
	<a href="#">Recycling Rate</a> Page 27	-	<a href="#">Sickness and Authorised Covert Surveillance</a> Page 29
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### 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	
No Data	

## 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.

### Delivering High Quality Services

- Modern, high quality buildings and facilities for customers and staff
- 24 hour a day digital services – My Tendring
- Minimise waste; Maximise recycling
- Proactive Planning Service
- Public spaces to be proud of
- Effective regulation and enforcement
- Carbon Neutral by 2030

# Tendring District Council Corporate Plan 2020-2024



INVESTORS  
IN PEOPLE | Gold

### Community Leadership Through Partnerships

- Health and wellbeing - for effective services and improved public health
- Education - for improved outcomes
- Law and Order - for a safer community
- Sport England and Active Essex- for physical activity and wellbeing
- Joined up public services for the benefit of our residents and businesses
- Influence and lobby - for Tendring's future

## Community Leadership Tendring4Growth

### Building Sustainable Communities for the Future

- North Essex Garden Communities
- Jaywick Sands - more and better housing; supporting the community
- Vibrant Town Centres
- Building and managing our own homes
- Effective planning policies

### Strong Finances and Governance

- Balanced annual budget
- 10 year financial plan
- Effective and positive Governance
- Strong and focused leadership
- Use assets to support priorities

### A Growing and Inclusive Economy

- Develop and attract new businesses
- Support existing businesses
- More and better jobs
- Promote Tendring's tourism, cultural and heritage offers
- Maximise our coastal and seafront opportunities

## 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**

**Tendring**  
District Council



# PRIORITIES AND PROJECTS 2019/2020

## Chief Executive

Strategic Community Leadership

- Health
- Education
- Law and Order

## Deputy Chief

### Executive

(Corporate Services)

- Budget
- Maximising our assets
- 10 year financial plan
- Clear political leadership and effective governance
- Creating a quality environment for staff
  - ◆ People
  - ◆ Office accommodation
  - ◆ Digital
  - ◆ Customer Services

## Corporate Director

(Planning and Regeneration)

- Tendring4Growth
- Developing new businesses
- Supporting existing businesses
- Creating job opportunities
- Delivering the local plan
- Creating vibrant town centres
- Proactive planning approach
- Garden Communities
- Manningtree underpass
- Improving digital connectivity
- Exploring the opportunities of Brexit
- Influencing and lobbying for Tendring (proactive and reactive)

## Corporate Director

(Operational Services)

- Enhancing our great tourism offers
- Jaywick Sands
- Cliff stabilisation
- Waste contract
- Leisure facilities review
- Residents feeling this is a great place to live
- Housing Strategy
- Customer services
- Building and managing our own homes
- Sport England
- Carbon Neutrality

# Tendring4Growth: Developing New Businesses, Supporting Existing Businesses & Creating Job Opportunities

## (A Growing and Inclusive Economy)

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On  
Target

*“We aim to encourage and facilitate economic growth through recognising, and supporting, the ambitions of the diverse range of businesses and sectors across the District. Working with Partners across Tendring, and the wider North Essex area, we will deliver business support and infrastructure to achieve this”.*

**Management Team Lead:** Ewan Green – Corporate Director

*Business and Economic Growth Portfolio Holder*

**Lead Officer:** Tom Gardiner

**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, to support economic growth across the District. As part of a review of the Council’s business support activities, we have developed a range of business led events which promote growth opportunities, these include development of key sectors, bespoke business advice and business networking events.

Activity	Current Position	To be Completed
Work in partnership with Braintree, Colchester and Essex Councils, to develop a North Essex Economic Strategy.	The strategy is being developed to maximise the economic benefits of the North Essex A120 corridor, recognising that a collaboration will deliver outcomes at a scale and impact which will support economic growth. The strategy is being drafted and will be subject of a report to Cabinet in November 2019.	Dec 19
Develop and Deliver Tendring Business Week w/c: 30.09.19:- To include Jobs Fair and Blue Ribbon Awards.	Tendring4Growth week is fully planned and commenced on Monday 30 September ( <i>update will be provided in October report</i> ). Events include a focus on the energy sector, skills development and business to business networking opportunities.	Oct 19
Hold 10 Business Engagement Events aimed at supporting growth of Small Medium Enterprises.	A programme of events is being delivered which will raise awareness of new opportunities, support and networking for businesses across the district.	Mar 20
Support 10 businesses through the Small Medium Enterprise Growth Fund programme.	The programme budget has been fully allocated following assessment of applications received - funding agreements are now being finalised for each applicant. A full update will be provided for Members in November 2019.	Nov 19



# Enhancing our Great Tourism Offers

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## (A Growing and Inclusive Economy)

*“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.”*



**Management Team Lead:** Paul Price – Corporate Director

*Business and Economic Growth Portfolio Holder and Leisure and Tourism Portfolio Holder*

**Lead Officer :** Michael Carran

**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.

Activity	Current Position	To be Completed
Mayflower 400: Series of events and projects to build up to the celebrations in 2020, including:-  Open Christopher Jones’ house to the public.  Develop and install a Mayflower Trail in Harwich.  Stage the Illuminate Festival as part of the international launch of Mayflower 400.  Develop and open a Mayflower Visitor Centre.	The Tourism and events team are working to deliver the Mayflower projects with partners and contractors. Each project is progressing well and aimed at delivering a high quality outcome. The Illuminate Festival will be part of an international launch for Mayflower 400 and will bring together a projection mapping show on Harwich Quay with live entertainment and twilight flights. Work to develop the Visitor Centre and Christopher Jones house is at the creative stage and the proposals are considered exciting, interactive and use new technologies. The trail will compliment the other attractions and the Council is working with local historians, academics and partners to develop the historic text.	Work to commence: Oct 19  Open Nov 19 Nov 19 Nov 19 Feb 20
Car Rally:- Work with Chelmsford Motor Club (CMC) to improve communications and promotion of the event, which is now part of the British Rally Championships. Manage Safety Advisory Group to ensure that the event is run safely and meets the needs of local people.	A communications plan has been worked up with CMC to improve communications for the rally and attempt to provide all the District's residents with information about the event. The Safety Advisory Group process will commence later on the in year for the 2020 event.	Apr 20
Tour de Tendring:- Organise and stage the Tour de Tendring and associated events to maximise the number of riders and increase exposure/promotion of the district as a tourism destination in the Mayflower commemoration year.	The Council is working with the host organiser (Bike Events) to develop the event for 2020 and brand the event under the Mayflower banner. It is envisaged that there will be other facets to the event in 2020, to capitalise on the brand awareness of Mayflower 400 and increase the number of riders.	Jun 20
Beside the Seaside:- Organise and stage the series of Beside the Seaside events for 2020 to maximise visits and wider promotion of the district.	Early preparation are taking place for the 2020 events and in particular looking at fresh ideas for the event in Clacton. A communications plan is being developed and the dates for Beside the Seaside will be announced shortly.	Aug 20



# Enhancing our Great Tourism Offers Continued...

## (A Growing and Inclusive Economy)

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On  
Target

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Activity	Current Position	To be Completed
Clacton Airshow:- Deliver the Clacton Airshow to maximise the benefit of the event on the local economy, this is to include financial sustainability, increasing visitor numbers and the wider promotion of the district as a tourist destination.	Business planning for the 2020 event is well underway and the bids for Military Flights have been submitted. The dates for the 2020 event have been announced and a full communications plan will be completed shortly, for implementation early in the New Year.	Aug 20
District Wide Tourism Strategy:- Develop a District wide tourism strategy to guide and direct development, decision making and the management of resources over the next five years.	Prior to the report being considered by Cabinet, the strategy will be presented to an All Member Briefing in October 19. This will form part of the consultation process which will be rolled out, if approved by Cabinet.	Cabinet Oct 19 All Member Briefing Oct 19
Princes Theatre:- Work towards continual service improvements of the Theatre under a regime of self-sufficiency and impact on the local tourism offer.	In September 19 the theatre held: - 1 x Town Twinning Show, 1 x Wedding Open Evening, 1 x Wedding, 3 x Professional Shows, 1 x Relay For life Celebration Party, 1 x Large Wedding and 1 x Theatre Guild Award Ceremony. Various Civic Events including Older peoples Crucial Crew, Young people’s Crucial Crew, Full Council etc.  New extraction unit fitted in the theatre as many customers complained about the heat in the auditorium during the summer months, this should make customers more comfortable in the years to come.  Held dwarf auditions for local youths to take part in this years Pantomime. Pantomime sales are approx. 6.5k up on this time last year.	On-going

# Garden Communities

## (Building Sustainable Communities for the future)

On  
Target

*“Innovative joint work with Colchester Borough Council (CBC), Braintree District Council (BDC) and Essex County Council (ECC) to develop 3 new sustainable communities in North Essex based on Garden Community principles.”*

**Management Team Lead:** Ewan Green – Corporate Director

Leader, Deputy Leader & Corporate Finance and Governance Portfolio Holder

**Lead Officer:** Catherine Bicknell

**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 the 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.

Activity	Current Position	To be Completed
Deliver the A120 / A133 Link Road and Rapid Transit Scheme.	Housing Infrastructure Fund bid was successful with £99.9m awarded for the A120-A133 Link Road and a Rapid Transit scheme. Consultation on A133-A120 link road is planned for October 2019.	Mar 23
Develop a proposal and seek agreement for a sustainable North Essex Garden Communities Delivery Vehicle.	A range of delivery models are being explored for the delivery of the garden communities. This includes the potential for a locally led Development Corporation to be established. Further work will be progressed by the NEGC partners prior to further consideration by the Council.	Feb 20
Work with partners to develop a 3 year business plan for NEGC Ltd. 2019-2022	An Interim Business Plan for 2019-2020 and Council funding contribution of £350,000 was agreed by Cabinet in September 2019. A Business Plan for 2020-23 is being developed.	Mar 20

# Jaywick Sands

## (Building Sustainable Communities for the future)

*“Deliver at Least 10 houses in Jaywick Sands by April 2020 and develop long term strategic goals.”*

**Management Team Lead:** Paul Price – Corporate Director

Housing Portfolio Holder

**Lead Officer:** Tim. R. Clarke



**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. Work with Planning to develop urban design layout.

Activity	Current Position	To be Completed
Deliver 10 units by end 2019.	Piling and build up to first floor nearly complete. Modern Methods of Construction units constructed and piling mat to be installed for crane. Potential minor setback with some queries over pumping station requirements.	Dec 19
Development vehicle/mechanism agreed.		Currently on hold
Examine options for next phase of development.	Spatial plan being developed and Integrated steering group have identified potential early build sites.	Dec 19
Identify funding mechanisms.	Decision regarding potential commitment of HRA funding towards 100 new homes to be taken at Cabinet in October 2019 - details of funding arrangements to be brought back on phased basis.	On-going
Develop local lettings (and sales) plan.	Draft completed.	On-going
Place Plan and Infrastructure Assessment completed by end 2019.	On target.	Dec 19
Development of new employment space and training opportunities.	Ongoing work with ECC.	On-going



# Delivering the Local Plan

## (Building Sustainable Communities for the future)

*“Develop a new Local Plan to guide sustainable development and growth across the Tendring District”*

**Management Team Lead:** Ewan Green – Corporate Director

*Leader*

**Lead Officer:** Catherine Bicknell



**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. The Local Plan Committee on 29 Jan 19 agreed 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.

Activity	Current Position	To be Completed
Section 1:- Examination Public Outcome (Joint plan with Braintree and Colchester).	Consultation on additional evidence undertaken August/ September 2019. Results to be submitted to Inspector on 4 October 2019 and examination expected to resume December 2019.	Autumn 19
Section 2:- Examination in Public (Tendring sites and policies).	Early preparation for the examination of Section 2 is underway, including reporting of updated evidence and national policy to the Planning Policy and Local Plan Committee.	Spring 20
Assessment of Community Infrastructure Levy (CIL) implications/opportunities.	To be considered formally once policies and development proposals are certain, following adoption of Local Plan.	On-going
Local Plan adopted.	Adoption of Local Plan on target but subject to scheduling of Examination in Public.	Winter 20/21

# Creating Vibrant Town Centres

## (Building Sustainable Communities for the future)

*“We will develop and deliver a range of strategic interventions aimed at supporting a sustainable and vibrant future for town centres across Tendring”*

**Management Team Lead:** Ewan Green – Corporate Director

*Business and Economic Growth Portfolio Holder*

**Lead Officer:** Tom Gardiner

On  
Target

**Delivery Mechanism:** The Council will work with public, private and community sectors to deliver this project. This will be underpinned by opportunities from Government and national agency funding opportunities. The Dovercourt Town Centre Masterplan is in place and will guide delivery of projects, with an initial focus on the Starlings and Milton Road Car Park. The Clacton Action Plan outlines a range of short term projects for delivery and technical / feasibility studies required to progress major, transformational projects.

Activity	Current Position	To be Completed
Dovercourt Town Centre Masterplan:- Seek Cabinet approval.	The masterplan was approved by Cabinet in July 2019.	Complete Jul 19
Dovercourt Town Centre Masterplan:- Completion of Starlings and Milton Road Development scheme.	The project was agreed by Cabinet in September 2019 and has moved into the next stage of development which is the detailed site investigation and design.	Mar 21
Dovercourt Town Centre Masterplan:- Develop outline proposals for Station Plaza and Kingsway Public Realm.	These projects were agreed by Cabinet, as part of the Masterplan and will be developed to outline stage over the next 6 months.	Mar 20
Harwich Historic Town Project:- Develop project proposals to maximise opportunities for both the Harwich conservation area and for external funding (e.g. Heritage Lottery).	A first draft of this project has been completed and will be further developed (in line with funding opportunities) over the next 6 months.	Mar 20
Clacton Town Centre:- Deliver Short Term Actions and submit bid to High Street Futures Fund.	Collaborative work underway with ECC and local businesses to work up proposals for action in Clacton town centre. Outline Future High Street Fund bid is being progressed with stakeholders.	Sept 20

# Residents Feeling this is a Great Place to Live.

## (Building Sustainable Communities for the future)

*“Develop options to enhance resident and visitor experience of the Council’s managed Public Spaces.”*



**Management Team Lead:** Paul Price - Corporate Director      Business and Economic Growth Portfolio Holder/Environment & Public Space Portfolio Holder

**Lead Officer:** Ian Taylor

**Delivery Mechanism:** Take the necessary action (outlined below) to contribute/support Tendring to be a great place to live (over and above Tendring’s Influencing Role).

Activity	Current Position	To be Completed
Street Sweeping:- Ensure streets and pavements are clean and tidy.	Additional resources and equipment have been put in place to address this, the new waste contract arrangements are already showing lower litter levels in urban streets.	On-going
High Quality Public Toilets:- Put in place a planned refurbishment programme for the Councils public conveniences.	Being developed to follow on from our Brightlingsea and Rosemary Road refurbishments.	Mar 20
Retaining and increasing green and blue flags for our public spaces.	On-going works to maintain high standards.	Reassessment  Blue Flags:  Feb 20  Green Flags:  Summer 20
Develop proposals to increase provision of motor vehicle charging points across the district.	Evaluating options to tie in with climate change working party and technological advances.	Mar 20



# Housing Strategy

## (Building Sustainable Communities for the future)

*“Revised and updated Housing Strategy; work programme to include, evaluation of options for delivery of housing via trading company and associated Homelessness Strategy.”*

On  
Target

**Management Team Lead:** Paul Price – Corporate Director

*Housing Portfolio Holder*

**Lead Officer:** Tim. R. Clarke

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

Activity	Current Position	To be Completed
Develop draft Housing Strategy. *Housing Green Paper, will inform strategy.	Completed.	<b>Complete</b> Jun 19
Seek Cabinet approval (Housing Strategy).	Cabinet approved 19 July 2019.	Cabinet Jul 19
Public Consultation.	Housing Strategy to go out to public consultation after 3 October 2019.	Commence: Oct 19 End: Nov 19
Sheltered Housing review.	Timetable to be drawn up.	Timetable to be agreed once Strategy is finalised.
Develop associated Homelessness Strategy.	Homelessness Prevention and Rough Sleeping Strategy currently being drafted.	Dec 19
Seek Cabinet approval (Homelessness strategy).	As above.	Dec 19

# Manningtree Underpass

## (Building Sustainable Communities for the future)



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

**Management Team Lead:** Ewan Green – Corporate Director

*Leader, Deputy Leader & Corporate Finance and Governance Portfolio Holder*

**Lead Officer:** Ewan Green

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

Activity	Current Position	To be Completed
Work with partners to support the development of outline proposals for improvements <i>(to include; the economic, social and environmental needs and benefits)</i> and lobby for Government support.	On-going.	TBC

# Cliff Stabilisation (Protecting our Coastline)

## (Delivering High Quality Services)

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

**Management Team Lead:** Paul Price – Corporate Director

*Leisure and Tourism Portfolio Holder*

**Lead Officer:** Damian Williams & James Ennos

On  
Target

**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.

Activity	Current Position	To be Completed
Completion of ground stabilisation works.	Ground works completed in July 2019.	Complete Jul 19
Complete works to ‘re-instate’ site for use by the public and residents.	All areas reinstated and open to the public ahead of schedule in August 2019.	Complete Aug 19
Settle final accounts and reporting of financial position.	Final accounts for project areas 1&2 ongoing, due for completion in December 2019.	Dec 19



# Waste Contract

## (Delivering High Quality Services)

*“Manage wheeled bins rollout and variation of contract service from Summer 2019.”*

**Management Team Lead:** Paul Price – Corporate Director

Environment & Public Space Portfolio Holder

**Lead Officer:** Damian Williams & Jonathan Hamlet



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

Activity	Current Position	To be Completed
Extend and vary existing contract to commence from Summer 2019.	Completed.	Complete Summer 19
Procurement of wheeled bins for roll out (dependent upon agreement of extension of contract).	Completed within timescales set.	Complete Jul 19
Delivery of 58,000 bins to households over a 10 week period.	Initial 10 week roll out completed 16 August 2019, with further missed bins delivered during first week of September 2019.	Complete 16 Aug 19
Review performance targets post implementation of new service.	June 2019 recycling data 33.32%, July 2019 recycling data 36.05%. Current target of 30% September 2019 data will be the first full month of new waste service.	Feb 20

# Leisure Facilities Review

## (Delivering High Quality Services)

*“Develop a new commercial structure for Leisure Services.”*

**Management Team Lead:** Paul Price – Corporate Director

*Leisure & Tourism Portfolio Holder*

**Lead Officer:** Michael Carran



**Delivery Mechanism:** Undertake a review of the Council's Leisure Facilities in the district and explore asset improvement programme for each site.

Activity	Current Position	To be Completed
Develop a 10 year Sports Facilities Strategy to explore options to achieve financial self-sufficiency.	An overview of the 10 year strategy will be presented to the Resources and Services Committee in October 2019 and the final report will be considered by Cabinet in November 2019 as timetabled. The strategy will set out proposals for how the service will be managed and delivered and cover financial sustainability.	Resources and Services Committee Oct 19  Cabinet Nov 19
Develop a business plan for asset improvements to Clacton Leisure Centre:- Once approved, the work will be tendered, procured and delivered by Spring 2020.	The Business Plan for refurbishment will be considered by Cabinet in October 2019 and the procurement process will commence shortly after.	Mar 20

# Creating a Quality Environment for our Staff

## (Delivering High Quality Services)

*“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.”*



**Management Team Lead:** Martyn Knappett – Deputy Chief Executive      Deputy Leader & Corporate Finance and Governance Portfolio Holder

### Office Accommodation—Lead Officer: Andrew White

Activity	Current Position	To be Completed
Westleigh House:- Site in use as car park.	Revised quotations for a simplified package of works are being sought.	Nov 19
Barnes House/Pier Ave:- Extension and works complete.	Extension work is complete. Associated roofing work has been further delayed by weather.	Oct 19
Town Hall:- Works to Committee Room complete.	The area has been completely stripped out and work to relocate and reinstate services is nearing completion. Next stages will be plaster repairs, decoration, flooring and fittings.	Feb 20
Weeley:- Agree terms for disposal of site.	Revised terms are currently under discussion.	Jan 20

### Customer Services—Lead Officer: Mark Westall

*Deputy Leader & Independent Living Portfolio Holder*

Activity	Current Position	To be Completed
Complete digitalisation of customer interface to ensure 24/7 access of customer services:- To include system testing and staff training, ready to roll out to initial services.	Some services are already live for residents to use - green waste, waste calendar, report it (street name signs). The missed bins service is completely ready to roll-out, just awaiting the go-ahead from Veolia. The stray dogs process is completed and will be rolled-out once dog wardens have tablets. Work strain 3 will begin in mid-January 2020 to create the remaining processes that have been agreed (Council Tax, Housing Repairs).	Jan 20
Back scanning and secure disposal of existing documentation.	Paper scanning is completed. The remaining paper files will be managed within local teams. Attention has turned to scanning the microfiche. This is underway.	Jul 20



# Creating a Quality Environment for our Staff

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## (Delivering High Quality Services)

*“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.”*



**Management Team Lead:** Martyn Knappett – Deputy Chief Executive

Deputy Leader & Corporate Finance & Governance Resources Portfolio

**People - Lead Officer:** Anastasia Simpson

Activity	Current Position	To be Completed
<p>'Transformation' Manager training programme to be delivered across the organisation.</p> <p>'Transformation' Staff training programme to be delivered across organisation.</p>	<p>Requests for specific training being delivered.</p> <p>Over 250 staff have undertaken the Independence Training. No outstanding queries from UNISON regarding staffing matters. Managers/HR working with Officers on an individual basis if additional support/guidance required.</p>	On-going
IIP Gold:- Maintaining and improving our performance in accordance with IIP Standards.	Council re-assessed as an IIP Gold organisation in January 2019, next mid- term assessment July 2020.	On-going
<p>Equality Impact Assessments (EQIA):- Prepared across services.</p> <p>* Revised policy agreed.</p> <p>* Training delivered.</p> <ul style="list-style-type: none"> <li>Equality Impact Assessments prepared and kept under regular review across services.</li> </ul>	<p>New Policy and EQIA form issued across the organisation. Webinars have taken place to upskill Officers about Inclusion and Diversity. Action Plan currently being produced by new Executive Projects Officer.</p>	On-going

# Creating a Quality Environment for our Staff

## (Delivering High Quality Services)

*“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.”*



**Management Team Lead:** Martyn Knappett – Deputy Chief Executive

Deputy Leader & Corporate Finance & Governance Resources Portfolio

**Digital—Lead Officer:** John Higgins

Activity	Current Position	To be Completed
Events App:- Including on-going development.	The Events App was launched in August 2019 and is now live. The content and administration is now being managed by the Events team.	Complete Go Live Aug 19
Town Hall & Pier/ Barnes network:- low level design (cabled & Wi-Fi) completed and implementation commenced.	Cabling works are continuing. Pier/Barnes is close to completion and phase 1 of the Town Hall is well underway.	On-going
Compliance* achieved against Public Services Network (PSN):- Annual audit/renewal.  <i>*Includes on-going Cyber Awareness Training and security initiatives for staff.</i>	The PSN IT Health Check has been performed and the resulting report received and reviewed. As required by the PSN, work is underway to remediate and/or mitigate any vulnerabilities identified with a risk classification of High or Medium. Review meetings are conducted monitor progress and to ensure all required actions are either completed or scheduled, taking account of other ongoing work. A position statement will be included as part of the annual submission of the code of connection renewal this month.	PSN Submission: Oct 19
Completion of integration to Customer Services Portal:- Website, IDOX, Northgate and E Payment systems.	My Tendring is live on our website. Any updates to My Tendring processes are taken into account and changes to the website are performed at the point of process implementation. IDOX – There is currently no IDOX integration to My Tendring. Northgate – We are in the process of migrating the Northgate systems to the Northgate managed service cloud platform. Subject to successful testing, these works are scheduled to be complete by the end of December 2019. E-Payments – We have achieved a successful implementation of e-payments into the My Tendring portal and additional services requiring payment options are being added as each service is implemented.	Feb 20
Cloud migration programme:- Project planning complete & 40% of services migrated by April 2020.	Exchange email is now complete for the majority of users. The migration of the small number of remaining mailboxes and public folders is in progress and on schedule for completion. Firewall replacement is in progress and approximately 80% complete. Work to migrate the cash receipting services has commenced. The migration of the Web Gateway to the cloud has been completed successfully. All remaining works are on schedule.	Apr 20

# Building & Managing our Own Homes

## (Delivering High Quality Services)

*“Develop new Council house building programme; increase the stock of new affordable/Council homes.”*

**Management Team Lead:** Paul Price – Corporate Director

*Housing Portfolio Holder*



**Lead Officer:** Tim R Clarke

**Development Mechanism:** The project will seek to establish a delivery mechanism, financial and practical, to build 200 new Council homes to add to the existing Council housing stock. 100 new homes to be built in Jaywick sands and 100 to be built on other Housing Revenue Account (HRA) sites in areas of housing need elsewhere across Tendring.

Activity	Current Position	To be Completed
Develop a new build approach; commence with report to Cabinet outlining proposals.	Report will be discussed at Cabinet October 2019 in respect of a commitment to build 100 homes in Jaywick Sands and 100 homes elsewhere in the District.	Oct 19

# Carbon Neutrality

## (Delivering High Quality Services)

*“To respond to the Council decision to declare a Climate Emergency and to be Carbon Neutral by 2030.”*

**Management Team Lead:** Martyn Knappett – Deputy Chief Executive

**Leader**

**Lead Officer:** Tim R Clarke

**Development Mechanism:** Commission research to establish the Council’s Carbon footprint and, working with UK Government and local MP’s, develop associated action plan to meet the aspiration of achieving carbon neutrality by 2030, and encourage others to do the same.



Activity	Current Position	To be Completed
Call on the UK Government and local MPs to provide powers, resources and help with funding to achieve Carbon Neutrality.	To be discussed with the Climate Change working party meeting on 10 October 2019.	Oct 19
Commission research to establish the Council’s Carbon footprint.	A tender for consultancy support is currently live with a closing date of 25 October 2019.	Oct 19
Prepare an Action Plan for agreement by the Council, consisting of two elements · Actions for the Council to take to achieve Carbon Neutrality by 2030. · Community Leadership actions to encourage partners to do the same.	As above – part of the consultancy support.	Mar 20
Allocate funding to achieve the activities identified in the Action Plan.	As above.	On-going
Establish a cross Group Working Party to progress the above.	Group established and held inaugural meeting in September 2019.	Sept 19

# Maximising our Assets

## (Strong Finances and Governance)

*“Explore options to expand and increase the financial performance and energy efficiency of the Councils Assets .”*

**Management Team Lead:** Martyn Knappett – Deputy Chief Executive  
ernance Resources Portfolio

Deputy Leader & Corporate Finance & Gov-

On  
Target

**Lead Officer:** Andrew White

**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.

Activity	Current Position	To be Completed
Submit a review of the Community Asset Rent Offsetting (CAROS) scheme for Cabinet consideration.	Cabinet report in preparation.	Nov 19
Prepare planning applications and disposal material in relation to a tranche of three minor disposal sites.	Background material is being prepared at present with the aim of supporting planning applications towards the end of the calendar year.	Mar 20
Gain approval for works at Martello E and present options for future use of site to Cabinet.	Initial meetings and investigation with Historic England have been successful. Consent for removal of dangerous render has been granted and a specification for urgent works is being prepared by a specialist surveyor. A cabinet report outlining options for future uses and seeking approval and funding for urgent works is in preparation.	Dec 19
Explore options and develop proposals to expand service at Weeley Crematorium.	Scoping of this work to take place in November 2019.	Mar 20



# Clear Political Leadership and Effective Governance

## (Strong Finances and Governance)

*“Ensure governance arrangements are robust enough to satisfy both Internal and External Audit and Audit opinion is positive.”*

On  
Target

**Management Team Lead:** Martyn Knappett – Deputy Chief Executive  
Portfolio

Deputy Leader & Corporate Finance & Governance Resources

**Delivery Mechanism:** Review and strengthen arrangements for promoting good standards and governance across the Council.

Activity	Current Position	To be Completed
Develop proposals for new Corporate Plan, including Consultation with Partners and adoption by Full Council.	Consultation currently open and a number of consultees submitting replies. The replies to date are positive and constructive.	Cabinet: Sept 19 Start Consultation: Sept 19 End Consultation: Oct 19 Scrutiny: Oct 19 Cabinet (following consultation) Nov 19 Final proposals to Full Council: Jan 20
Annual Governance Statement:- Complete together with the Statement of Accounts, as required, demonstrating delivery against agreed Action Plan.  (Note: performance is reported to and monitored by Audit Committee throughout the year)	An update against the Annual Governance Statement for 2018/19 was included and detailed in the Update Report to Audit Committee at its meeting in September 2019. To date there are no significant issues arising from the actions, with work remaining in progress, performance against which is reported quarterly.	May 20
Census 2021:- Work with partners to support delivery of associated work programme.	Both TDC Census Liaison Manager and Assistant Census Liaison Manager nominated. Progress on 2021 Census plans will be reported as work programme develops.	On-going

# TARGETS

## REFUSE & RECYCLING SUMMARY

Key:

Above target	↑
On target	✓
Below target	!
No Data	●

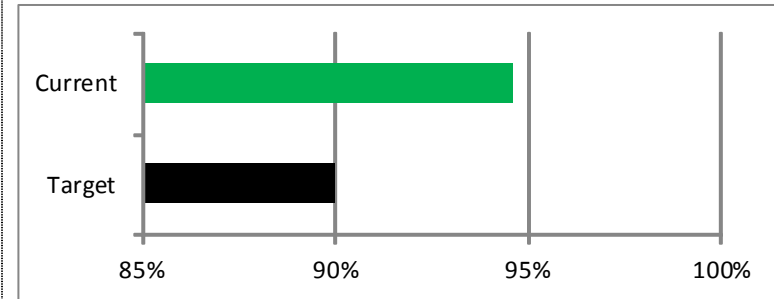
	19/20 Q1	19/20 Q2
Recycling Rate (Target 29%)	33%	No Data
Flytipping (Target 90%)	87.5%	94.6%
Missed Bins (Target 95%)	No Data	No Data

## Fly Tipping

### (Delivering High Quality Services)

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

#### Monthly Performance Data



**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	81	89	80	72	85	113						
No. r'mvd <72hrs	80	83	70	65	79	107						
Performance (%)	98.7%	93.2%	87.5%	90.2%	92.6%	94.6%						

1 reported incident of fly tipped boat removed by specialist contractor (NMR) and 3 incidents of fly tipping containing asbestos removed by specialist contractor (Biffa). Data reflects 72 hours once investigated and then passed on to Veolia for clearance.

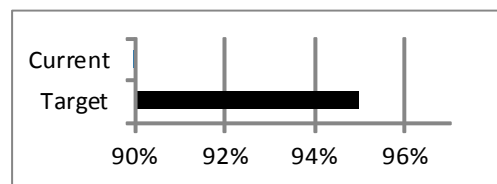
# Missed Bin Collection

## (Delivering High Quality Services)

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

With approximately 70,000 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



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	98.1%	95.5%	No Data									

Total reported "missed" collections for June : 507, July 2531 August 3798. Due to resources these reports are not logged on Uniform and unable to record the number recollected within the 24 hours.

With the introduction of the new waste service the reports of missed collections have increased substantially, not all of these would be missed with collection times and days changed with crews also working later, residents reporting missed when crews still working.

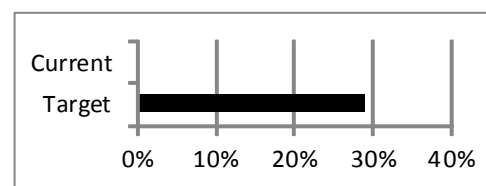
# Recycling Rate

## (Delivering High Quality Services)

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 2 month delay.**

### Monthly Performance Data



Month	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%
Performance	28%	30%	33%	36%	No Data							

Target figures are provisional, subject to Waste Contract Review.

Recycling data for August awaiting to be verified by ECC. Data for July reflecting increased recycling associated with new service.

# Proactive Planning Approach

## (Building Sustainable Communities for the future)

Ewan Green – Corporate Director

Leader

On  
Target

### Handling of Planning Applications : Speed

To ensure that the following types of planning application are processed during the assessment period as follows:

**2021 Assessment Period (01.10.18 - 30.09.20)**

**Major 60% within 13 weeks**

**Non-Major 70% within 8 weeks**

<b>Major</b>	<b>68.18%</b>	<b>Non-Major</b>	<b>85.69%</b>
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### Handling of Planning Applications : Quality

**Decisions Overturned On Appeal.**

**2021 Assessment Period (01.04.18 - 31.03.20)**

**Major <10%**

**Non-Major <10%**

<b>Major</b>	<b>0.77%</b>	<b>Non-Major</b>	<b>0.68%</b>
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### 5 YEAR HOUSING SUPPLY

Following changes to the National Planning Policy Framework in Feb 19, the Council is required to use the government's 'standard method' for calculating housing need until its locally-derived housing figures are adopted through the new Local Plan. Under the standard method, the Council can demonstrate a 4 year supply of deliverable housing land.

The alternative method that takes account of attributable population change in Tendring and was examined and accepted at the Examination in Public into the Local Plan, the Council can demonstrate in excess of 5 years of housing land supply.

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 Council cannot currently demonstrate a 5 year supply of housing land using the government's standard method, but continues to argue that the exceptional circumstances in Tendring should be given weight in decision making.*

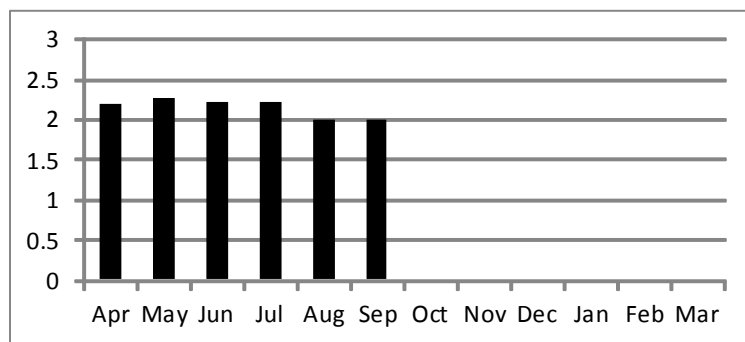
# Sickness (Delivering High Quality Services)

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	2.18	8.27
May	2.26	8.07
Jun	2.20	7.86
Jul	2.20	7.13
Aug	1.99	7.06
Sep	1.99	7.23
Oct		
Nov		
Dec		
Jan		
Feb		
Mar		

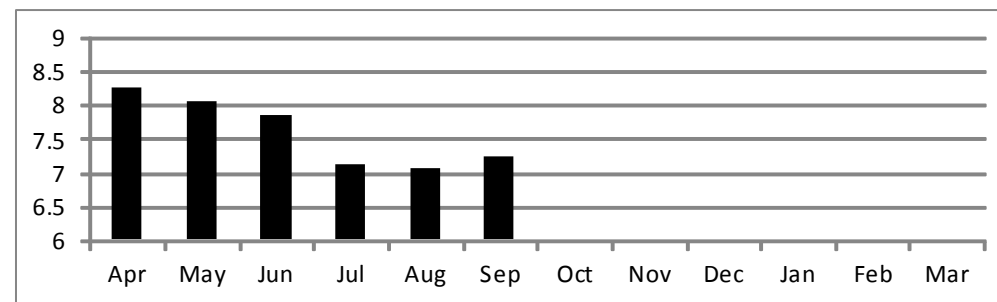
Short-term Sickness Absence

Days Per Employee



Long-term Sickness Absence

Days Per Employee



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.

## 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						
Covert Human Intelligence Source	0	0	0	0	0	0						



# Complaints (Delivering High Quality Services)

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.



## Stage 1 Complaints Performance

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
No.	12	4	9	12	45	46						
% Time	100%	100%	100%	83%	82%	50%						

## Stage 2 Complaints Performance

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

**Exception:** The high level of complaints received during Quarter Two can mainly be attributed to the introduction of the new waste service, whilst the service was 'bedding in'. However, current figures show a decline in the number of complaints received.

# Complaints (Delivering High Quality Services)

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.

Q2 July 19 - September 19	Stage 1	Stage 2	Ombudsman
Governance & Legal		1	
Finance, Revenues & Benefits	1		
Property			
People, Performance & Projects			
IT and Corporate Resilience			
Public Realm	3		
Customer and Commercial			
Sport & Leisure	2		
Housing & Environmental	11	2	
Building and Engineering	78		
Planning & Regeneration	8	2	
Leadership Support			
<b>Total</b>	<b>103</b>	<b>5</b>	<b>0</b>