

PERFORMANCE REPORT

(RESOURCES AND SERVICES)

Quarter 3 (October - December 2019)

APPENDIX A



Introduction




The following pages include the Council's 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

	A Growing and Inclusive Economy		Building Sustainable Communities for the future
✓	<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	

Introduction



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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






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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:-

TARGETS

	Fly Tipping Page 26		
	Missed Bin Collection Page 27		Miscellaneous Indicators
	Recycling Rate Page 27	-	Sickness and Authorised Covert Surveillance Page 29
	Proactive Planning Approach Page 28		Complaints Page 30

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

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

Tendring District Council Corporate Plan 2020-2024



INVESTORS IN PEOPLE | Gold

Community Leadership Through Partnerships

- Joined up public services for the benefit of our residents and businesses
- 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
- 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** with partners, including Supporting the Essex wide vision and ambitions

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)



“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 has been drafted and will be the subject of a report to Cabinet in January 2020.	Dec 19 *Revised 24 Jan 20
Develop and Deliver Tendring Business Week w/c: 30.09.19:- To include Jobs Fair and Blue Ribbon Awards.	The Tendring4Growth Business Week took place in the week 30 September 2019 to 4 October 2019. The schedule of events (which included the annual Jobs and Careers Fair and Blue Ribbon Business Awards) were well supported by the Council's public sector partners as well as by local and regional businesses.	Complete Oct 19
Hold 10 Business Engagement Events aimed at supporting growth of Small Medium Enterprises.	The Regeneration, Inward Investment and Growth Team has facilitated a range of networking events and business seminars during the course of 2019, and has plans to host further events during the remainder of the financial year.	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 have now been finalised. A full update will be provided for Members in January 2020.	Nov 19 *Revised Jan 20

Enhancing our Great Tourism Offers

[Back to Top](#)

(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
<p>Mayflower 400: Series of events and projects to build up to the celebrations in 2020, including:-</p> <p>Open Christopher Jones’ house to the public.</p> <p>Develop and install a Mayflower Trail in Harwich.</p> <p>Stage the Illuminate Festival as part of the international launch of Mayflower 400.</p> <p>Develop and open a Mayflower Visitor Centre.</p>	<p>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 took place on 29 and 30 November 2019 as part of the international launch for Mayflower 400. The event comprised of a projection mapping show on Harwich Quay with live entertainment and a twilight flight. The event attracted around 6,000 people and generated local, regional and national publicity. Work to develop the Visitor Centre and Christopher Jones’ house is at the creative stage and the proposals are considered exciting, interactive and will use new technologies. The house is due to open at the beginning of March 2020 and the Visitor Centre at the beginning of April. The trail will compliment the other attractions and the Council is working with local historians, academics and partners to develop the historic text. A Living Willow Mayflower replica will be planted on Harwich Green as part of that trail. The trail is due to be installed at the beginning of April 2020. An exciting events programme which will include a Mayflower Half Marathon in April 2020, a visit of the Mayflower Steam Train in June 2020 and a sculpture trail in the summer is being developed with partners. This will culminate in the 2020 Illuminate Festival being held in November 2020. This will include a 'national moment' in conjunction with the other Mayflower destinations.</p>	<p>Open</p> <p>Nov 19</p> <p>Nov 19</p> <p>Feb 20</p>
<p>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.</p>	<p>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. This will include an information leaflet being sent out with Council Tax bills, so every household has a knowledge of the event. The organisers are working up details for an additional stage, which will take place on the Saturday evening on the lower Clacton Promenade. The Safety Advisory Group process will commence in February for the 2020 event.</p>	<p>Apr 20</p>
<p>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.</p>	<p>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.</p>	<p>Jun 20</p>

Enhancing our Great Tourism Offers Continued...

[Back to Top](#)

(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.”

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Activity	Current Position	To be Completed
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 preparations 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. An operational planning meeting is taking place in January 2020, after which full preparations will commence.	Aug 20
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. The multi agency planning process for the event will commence in May 2020.	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 was presented to an All Member Briefing in October 2019. This will form part of the consultation process which will be rolled out, if approved by Cabinet. Due to Purdah, the report will now progress to Cabinet in February 2020 (previously October 2019). This has moved from January 2020, to allow some additional information to be included from the latest 'impact of tourism' report.	Cabinet 21 Feb 20 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.	Very successful pantomime with the new Production Company – Anton Benson Productions. Ticket sales were very good and income was up on last year. Further figures will be reported in next months report. The theatre’s concessions were also up on previous years and we now have the rights to sell programmes and merchandise too. The reviews for the pantomime from customers were numerous and very complimentary. We are looking forward to next year’s show Jack and The Beanstalk.	On-going

Garden Communities

(Building Sustainable Communities for the future)



“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. Preferred Route announcement Planning Application submission Tender process Construction	Housing Infrastructure Fund bid was successful with £99.9m awarded for the A120-A133 Link Road and a Rapid Transit scheme. Public consultation on the route options is now underway.	Mar 24 Spring 2020 Winter 2020 2021 Spring 2022 to Spring 2024
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 complete. Modern Methods of Construction units constructed and piling mat to be installed for crane, completed.	Complete 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—still awaiting EA Flood Risk Modelling.	Dec 19 *Revised Apr 20
Identify funding mechanisms.	Decision regarding potential commitment of HRA funding towards 100 new homes taken at Cabinet in October 2019 - details of funding arrangements to be brought back on phased basis.	Ongoing
Develop local lettings (and sales) plan.	Draft completed.	Ongoing
Place Plan and Infrastructure Assessment completed by end 2019.	On target. Decision taken to undertake consultation on Supplementary Planning Document (SPD) in late Spring 2020.	Dec 19 *Revised Jul 20
Development of new employment space and training opportunities.	Ongoing work with ECC.	Ongoing

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 were submitted to Inspector on 4 October 2019 and examination expected to resume for two weeks commencing 14 January 2020. Preparation for the hearing sessions is underway.	Winter 19/20
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

Exception: Dates for resumed Section 1 Hearing sessions confirmed by the Planning Inspector for mid January 2020 - one month behind the anticipated schedule. Overall timetable broadly on schedule.

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



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. This will include the assessment and acquisition of sites, the assembly of land, the appointment of a Professional Team and the preparation of detailed designs prior to securing the required statutory consents and permissions to proceed. Richard Jackson (Engineers) we appointed in November 2019 to undertake site investigations prior to the Council's acquisition of the sites required. Draft Heads of Terms agreed with vendors for the acquisition of the sites required.	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 stages 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. ¹²	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.	The putting in place of a planned refurbishment programme for the Council’s public conveniences is on target. Additional resources will need to be identified to accelerate the programme.	Mar 20
Retaining and increasing green and blue flags for our public spaces.	Green flag work is on or ahead of schedule.	Re-assessment Blue Flags: Feb 20 Green Flags: Summer 20
Develop proposals to increase provision of motor vehicle charging points across the district.	Work is ongoing with the climate change working party to establish requirements for Council vehicles and motor vehicle charging points across the District. Proposals will be developed before March 2020.	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.”

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.	Complete Jun 19
Seek Cabinet approval (Housing Strategy).	Cabinet approved 19 July 2019.	Complete Jul 19
Public Consultation.	Housing strategy consultation has been extended to end of January 2020 to allow presentations to interested groups.	Commenced: Oct 19 End: Dec 19 *Revised Jan 20
Sheltered Housing review.	Timetable to be drawn up.	Timetable to be agreed once Strategy is finalised.
Develop associated Homelessness Strategy.	Draft Homelessness Reduction and Rough Sleeping Strategy goes out to consultation on 13 January 2020 for six weeks. Strategy being presented to Community Leadership Overview & Scrutiny Committee on 13 January 2020.	Dec 19 *Revised Jan 20
Seek Cabinet approval (Homelessness strategy).	As above.	Dec 19 *Revised Jan 20

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.	A Stakeholder Board has been established to oversee progress in the development of options to improve the station access and road congestion. This will focus on short, medium and longer term solutions. A Technical Group with representation from Councils and Network Rail has been established to develop detail for these.	TBC

Exception: At present the Council’s main role is to influence and facilitate delivery of improvements. ECC as the highways authority are the lead public body for delivery along with Network Rail.

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



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
Project 3	A feasibility study is currently being carried out for stage 3, this includes drawings, costings, and Ecology for project area 3, opposite Russell Road in Clacton underway. Ecology surveys completed on October 19.	Complete Dec 19
Project 3 Funding	Estimated costs have been received and the current budget is insufficient to carry out the works, other sources of funding are being investigated.	April 20
Phase 1 & 2 Maintenance Period	12 month maintenance period started December 19.	Dec 20
Settle final accounts and reporting of financial position.	Final accounts for project areas 1&2 ongoing, due for completion in December 2020.	Dec 20

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%, August 2019 recycling data 39.42%, First full month under the new waste collection service is September: September 2019 recycling data 41.82%.	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.

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

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 was presented to the Resources and Services Committee in October 2019 and the final report will be considered by Cabinet in March 2020. This is later than initially timetabled, to ensure more detailed information can be included in relation to the delivery plan. 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 Mar 20
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 was approved by Cabinet in October 2019 and the procurement process will commence shortly. It is envisaged that the work will now start in September 2020 due to the later than anticipated approval date and delay in finalising the tender documents. This has taken longer than anticipated due to a new collective way of managing projects and additional attention has been applied to the preparation of documents, with far more input from other services than would have taken place previously.	Mar 20 *Revised Sept 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: Andrew White—Head of Property Services

Deputy Leader & Corporate Finance and Governance

Office Accommodation—Lead Officer: Andrew White

Activity	Current Position	To be Completed
Westleigh House:- Site in use as car park.	Surfacing was completed on 29 November 2019. At the time of writing the car park is open and in use. Some temporary fence remains on the pavement pending the installation of benches and planters.	Complete Nov 19
Barnes House/Pier Ave:- Extension and works complete.	Extension work and associated roofing work have all been practically completed and the compound and fencing has been removed. Some furniture and redecoration of existing areas remains to be completed separately.	Complete 8 Nov 19
Town Hall:- Works to Committee Room complete.	The area has been completely stripped out and work to relocate and reinstate services is advancing. A further Listed Building application for the detail of the reinstatement works has been requested and submitted. Further works suspended pending the outcome of the new Listed Building application.	Feb 20 *Revised Apr 20
Weeley:- Agree terms for disposal of site.	Revised terms are currently under discussion. Potential Best Consideration and alternative options to be explored by external valuer prior to decision.	Jan 20 *Revised Apr 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.	Work Programme 3 should start at end of January 2020 (Revs & Bens, Rents, & Housing Repairs).	Jan 20
Back scanning and secure disposal of existing documentation.	The technical issues with equipment have been resolved. Microfiche scanning now progressing well.	Jul 20

Exception: Revised dates for Committee Room reflect the requirement to obtain a further Listed Buildings consent. Weeley revisions reflect a softening of the offer form to the potential purchaser and the need to seek further advice on Best Consideration Reasonably Obtainable.

Creating a Quality Environment for our Staff

[Back to Top](#)



(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: Andrew White—Head of Property Services Deputy Leader & Corporate Finance & Governance Resources Portfolio Holder

People - Lead Officer: Anastasia Simpson		
Activity	Current Position	To be Completed
'Transformation' Manager training programme to be delivered across the organisation. 'Transformation' Staff training programme to be delivered across organisation.	Requests for specific training being delivered. Over 300 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.	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
Equality Impact Assessments (EQIA):- Prepared across services. <ul style="list-style-type: none"> Revised policy agreed. Training delivered. Equality Impact Assessments prepared and kept under regular review across services. 	Inclusion & Diversity action plan for August- December 2019 drafted by Executive Projects Manager and Organisational Development Manager. Staff Handbook updated in August 2019 to incorporate changes recommended by Inclusive Employers. Bespoke webinar hosted by Inclusive Employers held during National Inclusion week in September 2019 to initiate the launch of a TDC Inclusion Influencers network. Upload to Learning Zone of additional materials provided by Inclusive Employers commenced in December 2019 to increase resources available to managers and staff. Further drama-based learning provided by Inclusive Employers and facilitated discussions with TDC's Inclusion Influencers provisionally scheduled for Spring 2020, discussions to be finalised in January 2020. December 2019 Outhouse East LGBT+ workshop cancelled by provider and rescheduled for March 2020. Operational Development Manager and Executive Projects Manager to attend.	On-going
People Initiatives	No. of staff completed Independence Training 400+. No. of staff remote working 50+. Evaluation exercise undertaken.	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: Andrew White—Head of Property Services

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. On the basis of continual improvement, additional staff training is being planned to maximise usage of the available functionality and promotional opportunities. Liaising with website support contractors 'Plan Alpha' regarding access to Test App so that further updates can be tested effectively.	Complete Go Live Aug 19 Administration and further enhancements are continuing
Town Hall & Pier/ Barnes network:- low level design (cabled & Wi-Fi) completed and implementation commenced.	Cabling works are continuing. Phase 2 of the Town Hall is in progress. Network engineers are due on site week commencing 13 January 2020 to continue with cable connections to the new cabinet. New Meraki Wi-Fi is now live in all locations with the exception of the Weeley offices.	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>	On the 21 November 19 we successfully passed our annual Public Services Network (PSN) National Cyber Security Centre assessment and have been awarded our new PSN compliance certificate. We continue to strengthen our new Firewalls cyber security through implementing features on a phased basis, plus taking advantage of Microsoft cloud based security solutions as part of being in the cloud. We have undertaken a Local Government Association cyber security self assessment resulting in an Amber/Green rating, which is a robust result overall (65%-79%). We have analysed the assessment results and identified areas for improvement and commenced an improvement action plan.	On-going
Completion of integration to Customer Services Portal:- Website, IDOX, Northgate and E Payment systems.	MyTendring is live on our website. Council departments are submitting requests for services to be implemented into the MyTendring portal on an ongoing basis. We have successfully migrated the Northgate servers and associated products to the cloud and are working on resolving any residual issues with Northgate. A replacement document management system for Northgate is being developed internally. 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. The upgrades for the Remote Leisure Centre communications links have now been ordered and are scheduled for implementation to begin in January 2020. Installation to the first site (Brightlingsea) is scheduled for week commencing 13 January 2020. New firewalls have already been installed to all the sites. We are migrating from our onsite contact centre solution (Mitel) to the cloud based offering from Five9's (Company name). Go live has been subject to a slight delay and we're currently agreeing a new date for going live. All remaining works have been reviewed during w/c 6 January 2020 and 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.

Update:

Activity	Current Position	To be Completed
Develop a new build approach; commence with report to Cabinet outlining proposals.	Financial evaluation being undertaken with large pension provider to work alongside TDC delivery so as to maximise economies of scale both within Jaywick sands and elsewhere across the District.	Complete Oct 19

Exception: The Council’s draft Housing Strategy includes a commitment to the delivery of 200 additional council owned homes in the district and Cabinet have agreed this “in principle” with individual schemes to be approved by Cabinet before they go ahead. Much of the background and delivery options are set out in the report presented to Cabinet in October 2019.

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: *Tim R Clarke—Head of Housing and Environmental Health*

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.	This will be progressed once we are clearer on what the level of resources and funding are, that will be needed to achieve the 2030 carbon neutral target.	On-going
Commission research to establish the Council’s Carbon footprint.	APSE Energy have been appointed and have started. Data capture is underway.	Complete 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. Three meetings have now been held.	On-going



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: Andrew White—Head of Property Services Deputy Leader & Corporate Finance & Governance Resources Portfolio

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.	A draft Cabinet report has been withdrawn pending the consideration of wider support for community groups. Budget proposals, including the continuation of CAROS, have been approved by Cabinet.	Nov 19 *Revised Aug 20
Prepare planning applications and disposal material in relation to a tranche of three minor disposal sites.	The first application was submitted in December 2019 and is pending validation. Two further applications are ready to submit pending review of any queries related to the first.	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. A specification for urgent works has been prepared by a specialist surveyor and tenders were returned on 12 December 2019. Scheduled Ancient monument Consent for the urgent works has also been secured. A bid for Heritage Lottery Horizons Funding was unsuccessful. A bid for Historic England Development Funding is being prepared. A Cabinet report outlining options for future uses and seeking approval and match funding for urgent works has been prepared and will be presented to the Cabinet following consideration of the cultural Strategy in February 2020.	Dec 19 *Revised Mar 20
Explore options and develop proposals to expand service at Weeley Crematorium.	Early discussions on the possible options are underway. More detailed scoping will take place in January 2020 with a view to reporting options and proposals before end of March 2020.	Mar 20

Exception: CAROS: It is proposed to establish a working party to review the scheme and wider support for community organisations. Martello E: Report to be considered following the adoption of the Cultural Strategy.

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.”

Management Team Lead: Various Heads of Service Deputy Leader & Corporate Finance & Governance Resources Portfolio

Lead Officer/s: Anastasia Simpson, Lisa Hastings & Keith Simmons

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.	Corporate Plan 2020-2024 will be reported to Full Council in January 2020.	Cabinet: Sept 19 Start Consultation: Sept 19 End Consultation: Oct 19 Scrutiny: Oct 19 Cabinet (following consultation) December 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.	Assistant Census Liaison Manager attended Office for National Statistics presentation to Essex Local Authorities in December 2019.	On-going

TARGETS

REFUSE & RECYCLING SUMMARY

Key:

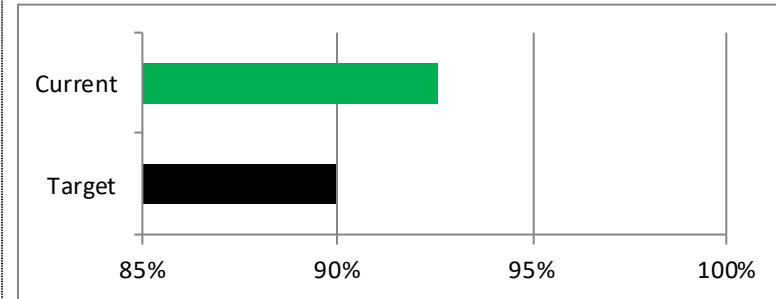
Above target	↑
On target	✓
Below target	!
No Data	●

	19/20 Q1	19/20 Q2	19/20 Q3
Recycling Rate (Target 29%)	33%	42%	No Data
Flytipping (Target 90%)	87.5%	94.6%	92.6%
Missed Bins (Target 95%)	No Data	No Data	97%

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	132	109	95			
No. r' mvd <72hrs	80	83	70	65	79	107	127	107	88			
Performance (%)	98.7%	93.2%	87.5%	90.2%	92.6%	94.6%	96.2%	98.2%	92.6%			

All recorded incidents are currently being investigated by an officer before passed to Veolia for removal; the 72 hours starts once passed on to Veolia. Fly tipping performance does not include fly tipping which includes asbestos of which there were 0 reports and required a specialist contractor (Biffa) or incidents involving trailers/ caravans of which there was 1 incident which also required a specialist contractor (NMR).

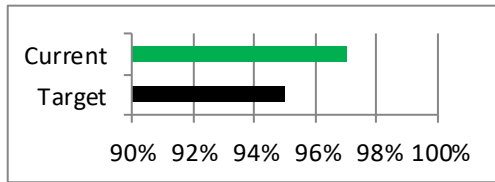
Missed Bin Collection

(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				94%	97%				

Garden waste missed collections are now reported direct to the authority and recorded on Uniform. Total of 28 missed collections for December 19 recorded on Uniform; 5 for Red Box of which 0 outside 24 hours, 2 for Green box of which 0 outside 24 hours, 2 for food waste of which 0 outside of 24 hours, 19 for refuse of which 1 outside 24 hours and 57 for garden Waste of which 2 outside of 24 hours. The majority of missed collections are now reported via the Firmsteps portal and these number 458 for December, however this information cannot be interrogated to provide statistics and this piece of work is currently being worked upon.

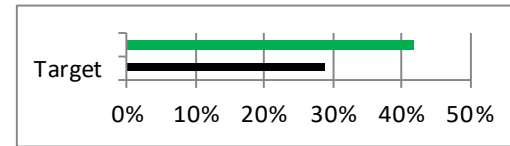
Recycling Rate

(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%	39%	42%	41%					

Target figures are provisional, subject to Waste Contract Review. Recycling rate will differ month to month slight decrease on October data compared to September due to slight increase in residual waste tonnage (2160 compared to 2014 tonnes) and reduction in Glass waste (189 compared to 129 tonnes). On a positive note all the kerbside recycling products have increased from September to October: Paper/card 373 up to 452 tonnes, food waste 340 up to 369 tonnes and plastic 129 up to 141

Proactive Planning Approach

(Building Sustainable Communities for the future)

Ewan Green – Corporate Director

Leader



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	
Major	69.91%	Non-Major	86.41%

Handling of Planning Applications : Quality			
Decisions Overturned On Appeal.			
2021 Assessment Period (01.04.18 - 31.03.20)			
Major <10%		Non-Major <10%	
Major	1.29%	Non-Major	0.58%

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.

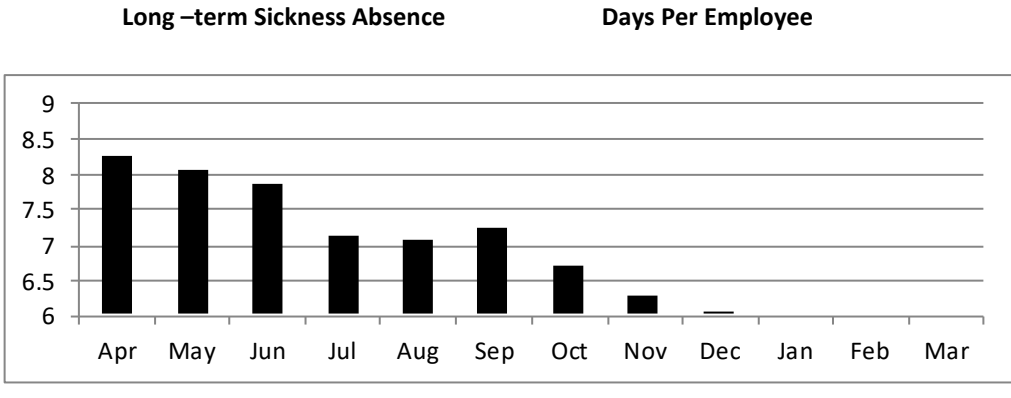
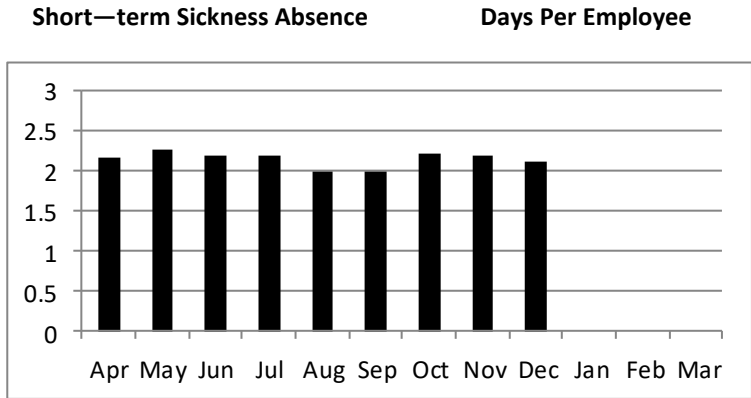
Note : This figure is updated monthly but some information that contributes to the calculation is only available periodically and so the figure may not be wholly accurate.

Exception: The Council's ability to demonstrate a 5 year supply of housing land is regularly challenged by promoters of development sites who object to the use of the alternative method and question the deliverability of some sites. The Council's success as defending this position through appeals has been mixed.

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	2.21	6.70
Nov	2.19	6.26
Dec	2.12	6.03
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.

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 (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	43	28	10			
% Time	100%	100%	100%	83%	82%	50%	56%	86%	90%			

Stage 2 Complaints Performance

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

Exception: The high level of complaints received from August 19 to date can mainly be attributed to the introduction of the new waste service, whilst the service was 'bedding in'. Current figures show a decline in the number of complaints received and those not responded to within timescale. There were no ombudsman complaints for December 19.

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.



Q3 October 19 - December 19	Stage 1	Stage 2	Ombudsman
Governance & Legal			
Finance, Revenues & Benefits	2	1	
Property			
People, Performance & Projects			
IT and Corporate Resilience			
Public Realm	2		
Customer and Commercial	2		
Sport & Leisure	1		
Housing & Environmental	8	2	
Building and Engineering	62	1	
Planning & Regeneration	4	2	
Leadership Support			
Total	81	6	0