

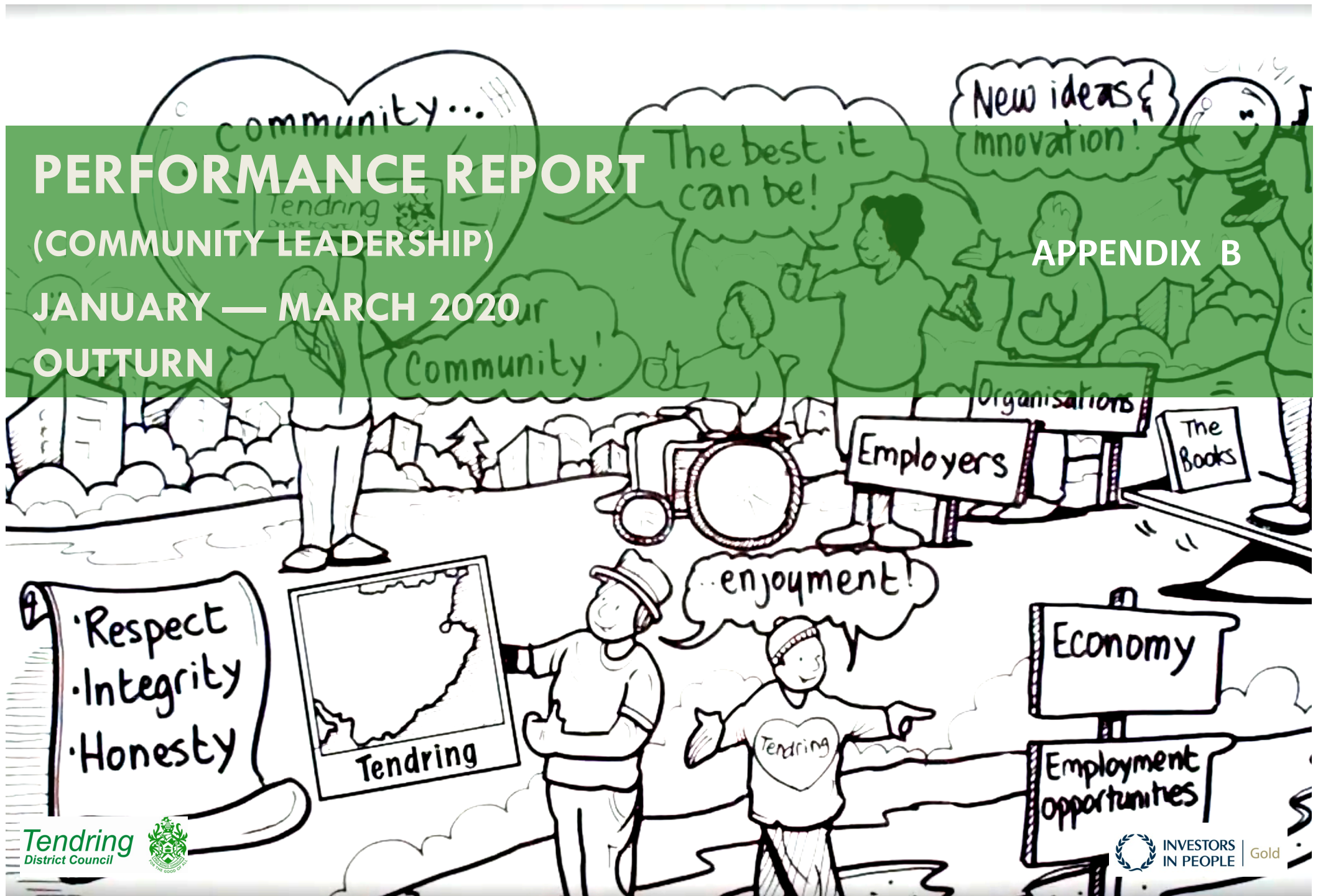
# PERFORMANCE REPORT

(COMMUNITY LEADERSHIP)

JANUARY — MARCH 2020

OUTTURN

APPENDIX B



# Introduction

The following pages include the Council's Corporate Plan 2020 - 2024 and Tendring District Council's Priorities and Projects 2019/20 where the Council have an influencing role. There is a clear link between the aspirations, detailed in the Plan, and Priorities and Projects noted. Projects sit under the following headings:-

	<b>Community Leadership Through Partnerships</b>		<b>Building Sustainable Communities for the future</b>
	<b><u>Health</u></b> Page 4 & 5		<b><u>Manningtree Underpass</u></b> Page 12
	<b><u>Education</u></b> Page 6 & 7		
	<b><u>Law and Order</u></b> Page 8		
	<b><u>Influencing &amp; Lobbying for Tendring (Proactive &amp; Reactive)</u></b> Page 9		
	<b><u>Improving Digital Connectivity</u></b> Page 10		
	<b><u>Sport England</u></b> Page 11		

## 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

# Health (Community Leadership Through Partnerships)

*“Seek to influence and assist partners in the delivery of improved health and wellbeing outcomes for residents and visitors to the area.”*

**Management Team Lead:** Paul Price — Corporate Director      Leader & Partnerships Portfolio Holder

**Lead Officer/s:** Anastasia Simpson & John Fox

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

Activity	Current Position	To be completed
Work with and influence the Strategic Transformation Partnership (STP) as it moves to becoming a fully Integrated Care System (ICS).	STP meeting for March 2020 replaced by a system wide COVID-19 update where all partners fed in their current position.	On-going
Effectively engage with the North East Essex Alliance to deliver Memorandum of Understanding (MOU).	The MOU has now been signed.	Complete
To maximise opportunities for funding for health related projects through the Alliance Transformation Fund.	Following our agreement the two mental health staff who were working in the team to support those we are working with who have poor mental health have temporarily returned to Essex Partnership University Trust to help deliver their COVID-19 response.	On-going

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Effectively engage with the Clinical Commissioning Group (CCG).	Alliance activity is being led by COVID-19 response and partners are coming together in a tactical meeting.	On-going
Essex and Tendring Health and Wellbeing Boards.	The Community Safety Partnership and Tendring Local Health and Wellbeing Board had its first combined meeting on 27 February 2020 with key topics including the link between community safety and health, suicide prevention, the Clacton hospital development proposals, an Active Essex Strategy consultation workshop, baseline information for activity and a Local Delivery Pilot (LDP) update. The date of the next Board meeting to be reviewed due to the COVID- 19 situation.	On-going
Healthy New Towns.	Site map for North Essex Garden Communities has been agreed. Two learning and implementation workshops have been held including a range of partners. These will lead to develop a shared health vision and consideration of how to achieve the vision through the garden community development.	On-going

# Education

## (Community Leadership Through Partnerships)

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*“Seek to influence and assist partners in the delivery of the agreed plan to improve educational attainment and aspiration in Tendring.”*

**Management Team Lead:** Ian Davidson – Chief Executive

Leader & Partnerships Portfolio Holder

**Lead Officer/s:** Anastasia Simpson & Rebecca Morton

**Delivery Mechanism:** As a community leader, there are a number of education work streams that underpin this which are to be delivered in 2019/20 via the Tendring Education Improvement Group.

Activity	Current Position	To be Completed
<p>Start Well:- Continue to support schools in improving and maintaining attainment levels, promoting school readiness, and a positive experience and opportunities through school to allow each child to achieve their full potential.</p>	<p>Tendring Education Strategic Board held on 25 February 2020. Priorities agreed for work/action are:-                      1) Recruitment of Head Teachers and Teachers                      2) Retention of Head Teachers and Teachers                      3) Pupil attendance                      Working groups to be set up and facilitated, Meetings on hold due to COVID-19.</p>	<p>On-going</p>
<p>Stay Safe:- Children and young people feeling safe in their community. Links to Community Safety initiatives.</p>	<p>See Law &amp; Order.</p>	<p>On-going</p>
<p>Mental Health &amp; Emotional Wellbeing:- Bid submission for roll out of Wellbeing Hub model in Tendring/Colchester primary schools to Alliance Investment Fund.</p> <p>Enjoying Good Mental Health and Wellbeing: - Wellbeing Football, regular weekly sessions in place and running.</p> <p>Marathon Kids, programme launched in 7 primary schools in Tendring, work ongoing to grow programme in 19/20.</p>	<p>Project Manager appointed, work in progress with Gt Bentley Primary school on detailed project plan/costings. Project progress limited due to COVID-19, work in progress on branding and appointment of evaluation partner.</p> <p>Discussions underway with partners to look at further funding for Wellbeing football.</p> <p>Kids Run Free bids submissions for Park Kids to be launched in Clacton &amp; Harwich and new mum's activity group. Funding approved by LDP/Sport England.</p>	<p>Bid successful. Project planning to commence with immediate effect. On-going</p>

# Education

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Activity	Current Position	To be Completed
Positive Futures:- Working together with partners to enable families to lift themselves out of poverty, enhance aspirations and provide opportunities for life long wellbeing.	See Start Well. Feel Well - Alliance - Executive Projects Manager part of a working group to establish 'Feel Well' indicators and outcomes for children & young people across STP footprint. No further meetings to date.	On-going
School Places:- Work with Essex County Council (ECC) to support School Places 10 year plan and ensure sufficient school places for Tendring’s young people.	ECC Officers provided update on school places, including revised 10 year plan at Community Leadership Overview & Scrutiny Committee on 2 February 2020. Potential Members Briefing with Education theme, to provide update on school places and IntoUniversity - date to be agreed.	On-going
Positive Futures:- Support IntoUniversity and Teach First to enhance their reach in the Tendring district.	IntoUniversity, North East Essex Teacher Training and TeachFirst represented at Tendring Education Strategic Board and plan to be part of working parties going forward to support the Board's priorities.  Early discussions with Career Ready to consider how they can expand relationships and work with schools and partners within the district.	On-going
Memorandum of Understanding (MOU) with Colchester Institute.	Agreed.	Event for official sign off to be agreed—on hold



# Law and Order (Community Leadership Through Partnerships)

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

**Management Team Lead:** Ian Davidson – Chief Executive

*Leader & Partnerships Portfolio Holder*

**Lead Officer/s:** Anastasia Simpson & Leanne Thornton

**Delivery Mechanism:** The Community Safety work plan 2019/20 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process and working together, in partnership via the Community Safety Hub.

Activity	Current Position	To be Completed
<p>Tackling Anti-Social Behaviour (ASB) and Acquisitive Crime:-</p> <p>Identifying and supporting repeat and vulnerable victims.</p> <p>Identifying hotspot locations and / or increases in crime trends.</p> <p>Improving perceptions and facilitating local problem solving to address issues.</p>	<p>ASB Patrol Officer: Foot Patrol Clacton Town Centre = 83 hours. Admin/Briefings/Meetings = 40 hrs. Verbal ASB Warnings given = 8. PIR (Police Intel Reports) = 1. Community Protection Warning Issued = 1. Public spaces protection order powers used = 5. Community Engagement = 85 people. Business Engagements = 53. Other Agency Engagements = 10.</p> <p>Logging and signposting ASB complaints / ASB in Town Centre - group of young people causing issues outside McDonalds.</p> <p>Business Against Crime meeting with Clacton Businesses and the Police.</p> <p>Ongoing issues in one area - statements / intelligence gathering as above - young people causing ASB.</p> <p>6 sessions delivered - Walk Online Roadshow - 893 young people attended over 3 days. 1 adult session delivered for parents and carers - 34 people attended.</p> <p>Corporate Enforcement Workshop attended - facilitated table discussion.</p>	<p>On-going</p>
<p>To reduce harm to and safeguard vulnerable victims (including Children) from:-</p> <p>Domestic Abuse, with a specific emphasis on tackling the root causes of Domestic Abuse.</p> <p>Sexual Offences.</p> <p>Serious Organised Crime.</p>	<ul style="list-style-type: none"> <li>• Assisted in search for 1 high risk missing person /self harming.</li> <li>• Joint patrols with Open Road Outreach Worker.</li> <li>• Home visit with Police to a victim of cuckooing.</li> <li>• Lockdown Patrols / advising people of lockdown rules.</li> <li>• Welfare visits / cause for concerns for vulnerable people - Referrals made to support services.</li> <li>• Attended Police, Fire and Crime Commissioner Conference.</li> <li>• Attended Tendring IAG.</li> <li>• Attended High Sheriff Awards, received award for Older People's Crucial Crew</li> <li>• Attended conference call - Pilot Priority Offenders being trialled in Colchester and Tendring.</li> </ul>	<p>On-going</p>
<p>Reducing Violence and Knife Crime:-</p> <p>Work with partner agencies to raise awareness of Knife Crime across the district, with a specific emphasis on County Lines and Drug / Alcohol related violence.</p>	<p>ASB Officer = Knife Sweeps carried out = 7.</p>	<p>Complete</p>

# Influencing & Lobbying for Tendring (Proactive & Reactive)

## (Community Leadership Through Partnerships)

*“To work with Partners and Stakeholders to champion Tendring at national and regional level in order to ensure that opportunities are maximised and challenges addressed”.*

**Management Team Lead:** Ian Davidson – Chief Executive

*Leader & All Portfolio Holders*

**Lead Officer:** Ewan Green

**Delivery Mechanism:** Work with partners to develop an outline proposal for improvements (to include; the economic, social and environmental needs and benefits) and lobby for Government support.

Activity	Current Position	To be Completed
Road, Rail and Digital Infrastructure: Lobbying for investment to improve and upgrade:-  <b>Road</b> A120 to Harwich. Manningtree Station Underpass and Road Access. Jaywick Sands A133 Link Road.  <b>Rail</b> Improved rail connectivity to London.  <b>Digital</b> Deployment of 5G connectivity for Tendring.	Engagement with key partners (e.g. Essex County Council) is ongoing to establish a position in relation to each priority.	On-going
Exploring the Opportunities of Brexit.	The present focus is predominantly on managing EU Exit but emerging proposals to support new opportunities have been outlined (e.g. business support programmes to encourage exporting).	On-going
Carbon Neutrality:- Prepare an Action Plan for agreement by the Council, which includes Community Leadership actions to encourage partners to achieve Carbon Neutrality by 2030 (see also Resources & Services Report).	Consultancy are nearing completion of their work. Data capture is complete. Consultants have met with all relevant Heads of Service to discuss their areas and a staff briefing and an All Member Briefing took place on 19 February 2020. A Communications Policy and a Single Use Plastic Policy have been drafted. Draft overview report from consultants has been received with data analysis due at end of April 2020.	On-going

# Improving Digital Connectivity (Community Leadership Through Partnerships)

*“To work with all parties to boost digital connectivity across the Tendring district for the benefit of residents and business. This work includes a multi-million pound contract with BT Group as part of the Superfast Essex programme.”*

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

Deputy Leader & Corporate Finance & Governance Portfolio Holder

**Lead Officer:** Tom Gardiner

**Delivery Mechanism:** The £9million contract signed by Essex County Council and BT Group will ensure superfast speeds of 30Mbps and above are made available to an extra 5,400 homes and businesses in the District by March 2020. TDC have contributed £250K towards the cost of the contract. The work will take place in parallel to existing fibre broadband rollout plans by Superfast Essex.

Activity	Current Position	To be completed
<p>The Council entered into a contract with ECC (Superfast Essex) in 2017 that requires BT Open Reach to provide additional fibre to new cabinets in Tendring. This work is part of a much bigger Open Reach contract covering other parts of Essex.</p> <p>This programme will ensure that over 98% of the district has access to a superfast broadband service. TDC will monitor delivery through six monthly progress reports from Superfast Essex.</p>	<p>The end date for Open Reach’s Phase 3 network build in Essex as previously reported is now due to complete in September 2020 (rather than March 2020).</p>	<p>Mar 20</p> <p>*Revised Sep 20</p>
<p>To develop proposals, and lobby Government for support, to provide 5G coverage across Tendring as part of a wider North Essex corridor programme.</p>	<p>In discussions with Superfast Essex.</p>	<p>Mar 20</p> <p>*Revised Apr 20</p>

# Sport England (Community Leadership Through Partnerships)

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

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

*Partnerships Portfolio Holder & Leisure & Tourism Portfolio Holder*

**Lead Officer:** John Fox

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

Activity	Current Position	To be completed
Sport England Local Delivery Pilot (LDP).	A Tending Leadership Group has been formed. Latest meeting cancelled due to the COVID-19 situation.	On-going
Produce a long term, sustainable programme around Sport England grant funding, based on evaluation undertaken.	Funding approved for capacity building in Community Voluntary Service (CVS), Inclusion Ventures activity worker and capital for a redevelopment, Sport for Confidence and adult social care programme, Octopus Trail, Jaywick Forum micro grants for activity, GP Training and Holiday Hunger programme and in addition almost 20 micro grants. Very limited projects coming forward currently due to COVID-19 situation .	Mar 20
Initial applications completed.	Five micro grants approved, eleven more being worked up and 3 larger grants also being worked up for CVS, Jaywick Forum and Octopus Ahoy sculpture trail. Very limited projects coming forward currently due to COVID-19 situation	2020/22
Measuring long-term impact.	Baseline data has revealed that the inactivity levels in our area are almost 70% although there is good connectedness in our communities and there is more low intensity walking done than in other areas. In addition it appears that the reasons for inactivity are more around capability and motivation rather than opportunity.	On-going

# 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.	An Action plan with Short, Medium and Long Term measures has been agreed. The short term improvements will be in the form of a temporary traffic light system to better control traffic movements.	Short Term Measures to in place by 31 December 2020. Timescales for further actions are being developed.