

Tendring
District Council



**PERFORMANCE
REPORT
Q3 DECEMBER
2016**



**INVESTORS
IN PEOPLE**

Gold

APPENDIX A



Introduction

The following pages include the Council's Corporate Plan 2016 - 2020 and Our Priorities and Projects for 2016. There is a clear linkage between our aspirations, detailed in the Corporate Plan, and Our Priorities and Projects. 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. Each project has an exceptions area where departments can highlight areas of performance outside of normal boundaries, which are monitored within their own departmental arrangements.

Projects and Performance Indicators (PI) targets sit under the following headings:-

PROJECTS

	Council and Community		Health and Housing		Employment and Enjoyment
■ ✓	Project—Transforming the way we work Page 4 and 5	■ ✓	Project—Jaywick Community Development Page 8	■ ✓	Project—Local Plan Page 11
■ !	Project—Financial Self Sufficiency Page 6	■ ✓	Project—Cliff Stabilisation (Protecting our Coastline) Page 9	■ ✓	Project—Economic Development Delivery Page 12
	Project—Improved Broadband (Influencing) Page 7		Project - Health and Wellbeing (Influencing) Page 10	■ ✓	Project—Maximising Tourism and Leisure Opportunities Page 13 and 14
				■ ✓	Project—Enhancing Leisure Facilities Page 15
				■ ✓	Project—Garden Community Page 16

TARGETS

■ ↑	PI—Fly Tipping Page 17		Miscellaneous Indicators
■ !	PI—Missed Bins Page 18	-	PI - Sickness and Authorised Covert Surveillance Page 20
■ !	PI—Recycling Rate Page 18	■ ✓	PI—Complaints Page 21
■ !	PI—Handling of Planning Applications Page 19		
	PI—5 Year Housing Land Supply Approvals (Influencing) Page 19		

Current Position - Within the Index and on each page, for each project and target, a colour icon is placed as a quick visual identifier regarding the current position.

- ! for performance below or behind target,
- ✓ for performance on target; and
- ↑ for performance ahead of target.

Corporate Plan 2016-2020

Our Council Our Community

What we will achieve:

- Deliver high quality affordable services
- Balance our budget
- Good governance
- Transform the way we work
- Make the most of our assets
- Engagement with the community
- Support the vulnerable
- Support rural communities
- Effective partnership working

Health and Housing

What we will achieve:

- Promote healthier lifestyles and wellbeing
- Support improved community health
- Deliver a quality living environment
- Local regeneration
- Council house building

Community Leadership

Employment and Enjoyment

What we will achieve:

- Support business growth
- Enable better job prospects
- Facilitate improved qualification and skills attainment
- First rate leisure facilities
- Attractive events programme

Our Vision

To put community leadership at the heart of everything we do through delivery of high quality, affordable services and working positively with others.

Our Values

- Councillors and staff uphold **personal integrity, honesty** and **respect** for others
- **Innovative, flexible, professional** staff **committed** to delivering excellence
- Recognising the **diversity** and **equality** of individuals
- Working **collaboratively**

Our Challenges

- Poor health
- Pockets of high unemployment
- Low economic activity
- Reducing budgets while delivering key services
- Poor infrastructure

Our Opportunities

- Clear vision for economic growth and prosperity
- Our coast
- Tourism, culture and sport
- Sea, road and rail connectivity

Our Priorities and Projects 2016

Chief Executive

- Financial strategy - £3.5m savings by 2019
- Electoral review
- Community Safety Hub
- Improved broadband
- Economic development delivery
 - Harwich incubation units
 - Business support fund
- Coastal regeneration
- Working with other Councils

Head of Planning

- Local Plan completion
- Strategic Planning
- Planning enforcement
- Garden Community - masterplanning

Community Leadership

- Delivery of high quality, affordable services
- Working positively with others

Corporate Director (Corporate Services)

- Transforming the way we work
 - Balanced budget
 - IT improvement programme
 - Workforce planning
 - Efficient use of office accommodation
 - Service reviews
- Elections and referendum
- Garden Community – legal and finance

Corporate

Director (Life Opportunities)

- Jaywick new build and community development
- Cliff stabilisation
- Seafront projects
- Waste contract renewal
- Maximising tourist opportunities through events
- Enhanced leisure facilities
- Improving customer access to services

Transforming the way we work (Council and Community)

“Develop firm costed proposals and project plan/timetable, for Members to agree, and deliver on time and budget”

Martyn Knappett – *Corporate Director*

Enforcement & Community Safety Portfolio Holder



Milestone	Target Date	Progress
Customer interface and document handling and postal process changes – M Westall		
Produce a delivery strategy to modernise the customer interface	August 16	Completed.
Recruit temporary staff to address back scanning of archives	December 16	Cannot be addressed until IDOX is fully up and running.
Deploy centralised post processes	To be determined	Initial stages completed. Contingent on document management as above.
Office Rationalisation – A White		
Initiate process to review options and identify preferred option(s) to evaluate and cost.	Summer 16	Cabinet selected a preferred option to develop into a full business case on 16 December 16.
Portfolio Holder working party to identify preferred options/savings proposals and recommend to Cabinet.	Oct/Nov 16	Working party meetings were held on 1, 16 and 30 September 16. A preferred option was selected for Cabinet consideration as above.
Dispose of Clay Hall	Autumn 16	Sale completed on 28 July 16.
Develop detailed delivery plan and seek additional approvals as required.	Spring 17	Cabinet determined the preferred option as above. Detailed planning and budgeting (including commissioning of specialists to assist) to generate a full business case by target date.

Transforming the way we work (Council and Community)

“Develop firm costed proposals and project plan/timetable, for Members to agree, and deliver on time and budget.”

Martyn Knappett – Corporate Director

Enforcement & Community Safety Portfolio Holder



Milestone	Target Date	Progress
Programme of works for delivery of £1.5m IT investment – J Higgins		
Wi-Fi Networks, server upgrades and virtualisation to be completed.	On-going. Virtualisation - July 17 WiFi - March 17	Our virtualisation programme is approx. 80% complete e.g. we have 130 virtual servers and only 34 physical servers (pre-virtualisation we had 140 physical servers). We are balancing completion of the virtualisation programme with the need to divert resources and prioritise this years 2017-18 Public Services Network (PSN) re-certification process. We are currently formalising a security remediation plan acceptable to central government. Following acceptance (and re-certification) we can then re-prioritise completion of this project work together with completion of the virtualisation programme. Estimated completion July 17. WiFi Network improvements (additional physical installation works) have re-commenced following the end of Town Hall Christmas Panto season - estimated phase 2 WiFi improvements completion March 17. Related Microsoft Direct Access software trials and testing of new security arrangements for seamlessly accessing our Wi-Fi network remain ongoing and officers are pleased to report extremely positive results and comments from participants.
Mobile hardware issued.	Ongoing	The strategic investment programme laptop roll-out is complete. Please see previous comments reference testing new software Microsoft Direct Access trial during November 16 - January 17. We are also currently testing a Members' standard tablet build and will follow this work up with recommendations to Cabinet reference Member IT support (estimated March 17)
IDOX Document management implemented	Full deployment previously scheduled for 30 November 16. New estimated date 31 May17.	Following the delayed training, Tendring IT resources are using new 'in house' category change expertise working with Planning Enforcement as a pilot service. Resource is also focussed on opening the new centralised scanning post centre during February. The team are also revising their current corporate roll-out plan for service by service roll-out with a target completion date of July 17.
Citrix software rolled out to all mobile users	Citrix laptops deployed to 280 staff 31 March 16 (original request was for 252)	Completed.
MS Lync rolled out to all users	Managed service by service take-up completion date revised to 30 June 17	The Cisco telephony system and telephone number translations for the new MS Skype system have been completed. During December new 'Session Border Controller (SBC) software was purchased/ installed to provide the parallel working. Skype continues to be tested by the IT team with the first service users training and go live scheduled for w/c 16 January 17 subject to final SBC programming works.

Financial Self Sufficiency (Council and Community)

“Investigate opportunities to generate a self-sufficiency approach to the funding of the Council’s overall budget.”

All Corporate Directors

Finance and Revenues and Benefits Portfolio Holder



Delivery Mechanism: Portfolio Holders/Services have identified some potential savings as detailed below.

Current activities that have been identified / being explored to deliver the necessary savings			
Current Savings Activity	Estimated / Potential Saving	Savings Identified	Comments
Office Transformation	£120,000	£20,000	
Changes to CAROS	£40,000	£10,000	
Open Space / Playgrounds Efficiencies	£72,000	£42,000	
Reduction in the number of Public Conveniences	£100,000	£60,000	
Decommission / Transfer Brightlingsea Pool	£60,000	£60,000	
Income from Commercial Property	£26,000	£26,000	
New Scanning / Postal Processes	£20,000	£20,000	
Reduction in the Coast Protection Maintenance Budget	£30,000	£30,000	
Reduction in the Number of Members	£60,000	£0	
Totals	£528,000	£268,000	

Update: The Financial Baseline for 2017/18 was reported to Cabinet on 5 August 16. A number of budget reductions have been identified, via Portfolio Holder led working parties with the outcomes included in the 2017/18 budget, reported to Cabinet on 16 December 16.

Savings Target over period 2017/18 to 2019/20	
Savings target 2017/18 at Start of Year	£1.9m
Changes included in Financial Strategy (Cabinet 5.8.16)	(£0.3m)
Changes included in Financial Strategy (Cabinet 16.12.16)	£1.0m
Current Savings target 2017/18	£0.6m

Milestone	Actual to Date	Progress
Increase in Business Rates Rateable Values	(£165,778)	Reduction compared to position at end of March 16
Increase in Council Tax Base	£3,667,401	Increase compared to position at end of March 16

Improved Broadband (Influencing Role)

(Council and Community)

“To ensure as many properties as possible across Tendring have access to improved broadband services”

Ian Davidson – **Chief Executive**

Finance and Revenues and Benefits Portfolio Holder

Delivery Mechanism: To work with Superfast Essex and commercial partners to secure additional improvements and upgrades to broadband infrastructure across the District, and to influence developers through the planning process to ensure that new developments are connected to superfast services.

Update: Work with the Superfast Essex Team to establish the cost of securing 100% superfast connectivity is still taking place.

Milestone	Target Date	Progress
Attend Superfast Essex Board Meetings	Quarterly	A meeting took place on the 14 December 16. The next meeting scheduled will take place on 16 March 17.
Prepare report on additional costs required to reach up to 100% coverage for Cabinet	September 16	A requirement to wait on updated information on the programme from Superfast Essex means that the report to Cabinet has been delayed. A senior representative of the Superfast Essex Team provided an update briefing at a meeting held on 3 October 16. Financial information expected in February 17. Target date to be revised when this information is available.
Ensure planning condition on broadband connections is attached to planning applications for new housing or commercial developments	Ongoing	Development Control Policy prepared and operational.
Influence investment plans Superfast Essex programme to ensure optimum coverage in Tendring	Ongoing	A public consultation launched by Superfast Essex ran until the 12 October 16, this was to ensure that the remaining white Next Generation Access (NGA) areas were correctly defined.



Jaywick Sands Community Development (Health and Housing)



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

Paul Price – Corporate Director

Housing Portfolio Holder

Delivery Mechanism: Bring forward at least one development at Jaywick – work with Essex County Council (ECC) and other potential partners to develop options for residential and other development. Develop options for housing company and lead on set up of company. Work with planning to develop urban design layout utilising Dutch experience for Jaywick.

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

Milestone	Target Date	Progress
Development vehicle/mechanism agreed —may be linked to garden settlement delivery vehicle	Funding workshop to be held with Housing Finance Institute (HFI) by August 16 to identify funding mechanisms - delivery vehicle to be determined following funding agreement.	Funding workshop held June 16 with 2 possible funding partners, follow up meetings have been held and way forward was presented to CCT at a meeting in September 16.
Acquire further key development sites, both greenfield and brownfield to ensure viable development proposals can be delivered	Deliverability dependant upon vendors but target to complete by August 16	An agreement was reached to purchase a further key site and meeting held with ECC to explore purchase of a further site.
Put in place development pipeline based on outputs from funding workshop and collaborative work with ECC and residents	Have development pipeline with key deliverables / timelines in place by Autumn16	Agreement at September CCT meeting to run parallel with development and renewal work streams. Financial modelling now being undertaken with HFI and Centros financial advisors.
Commence development of one of the three identified preferred development sites	Outline plans in place by December 16 for one of the sites	Awaiting response from Government mechanism to resolve potential state aid issue on Starter homes site to enable project to commence. Plans have been drawn up for 10 starter homes with a view to be on site in Summer 17.



Cliff Stabilisation (Protecting our Coastline)

(Health and Housing)

On
Target

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

Paul Price – *Corporate Director*

Commercialisation Portfolio Holder

Delivery Mechanism: Appoint consultant, via Environment Agencies government led framework, to undertake detailed geomorphological assessment of the cliff frontage and prepare detailed design of measures to improve performance and stability of those areas of the coastal slope identified as in the greatest need.

Update: Tendring District Council (TDC) continue to work with Mott MacDonald to develop a solution to coastal cliff instabilities.

Milestone	Target Date	Progress
Seek expression of interest	June 16	3 expressions of interest received.
Tender documents	August 16	Tenders sent out 24th August 16.
Appoint Consultant	October 16	Contract awarded to Mott MacDonald in November 16.
One-day exhibition on a new £5 million scheme to stabilise cliffs along the Clacton to Holland coastline	January 17	
Completion of Ground Investigation	April 17	
First Design Workshop	May 17	
Completion of Outline Design	July 17	



Health & Wellbeing (Influencing Role)

(Health and Housing)

“To seek to influence and assist partners in the delivery of improved health and wellbeing outcomes for residents and visitors to the area”

Paul Price– *Corporate Director*

Leisure, Health and Wellbeing Portfolio Holder

Delivery Mechanism: By holding meetings to work with partners to identify shared opportunities to help drive improvements.

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

Milestone	Target Date	Progress
To hold meetings of the Local Health and Wellbeing Board on a four monthly basis.	The next meeting is scheduled to be held on 9 February 17	The last meeting was held on the 20 October 16 with presentations from Gt Bentley Primary School and Dig4 Jaywick.
The Public Health Improvement Coordinator (appointed in April 16) will develop projects via working with health partners to improve the health and wellbeing of those in the area.	Project Plan developed and reported to Cabinet 9 September 16.	<p>The parkrun has now started with in excess of 150 participants at the first event and in excess of 100 participants at both of the next two events which helps to encourage physical activity. A detailed summary of the parkrun with statistics will be presented at the next Committee Leadership and Partnership (CLAP) meeting on 20 February 17, but the updated figure for average attendance each week is currently 100 participants.</p> <p>Making Every Contact Count (MECC) training took on 29 September 16. Unfortunately, due to facilitator absence the 27 October 16 session was cancelled. The facilitator has now returned is in the process of organising another training date. The officer is working with Provide (the current service provider) in order to evaluate the training and ensure the training meets the needs of local authority staff.</p> <p>In November the breast feeding lead at Anglia Community Enterprise delivered a training session to the Food team to help promote breast feeding friendly premises as the officers undertake their routine work by providing basic advice and promotion. The Food team have begun to roll out the breastfeeding initiative in Tendring.</p> <p>The Public Health Improvement Co-ordinator will also give an update on MECC and the Breastfeeding Initiative at the 20 February 17 CLAP meeting.</p>

Local Plan (Employment and Enjoyment)

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

Catherine Bicknell – Head of Planning Planning & Regeneration Portfolio Holder

On
Target

Delivery Mechanism: Elements of the evidence base will be updated to inform the Plan. The timetable will coincide with that of Colchester Borough Council and Braintree District Council, as far as possible, to support the Councils' duty to co-operate.

Update: The consultation responses were reported to the Local Plan Committee on 3 November 16.

Milestone	Target Date	Progress
Issues and options consultation	Complete	Legal Requirement.
Agree preferred options for consultation	June 16	Agreed.
Preferred options consultation	July/September 16	Consultation period now closed.
Report consultation outcomes to Local Plan Committee	November 16	Completed at Local Plan Committee 3 November 16
Submit deposit draft Plan to Secretary of State	January 17	



Economic Development Delivery

(Employment and Enjoyment)



“To deliver against the objectives of the Council’s Economic Development Strategy. The Council’s approach focuses on the development and delivery of projects already in the pipeline and on those linked to the opportunities afforded by: Offshore Renewables in Harwich; the A120 Growth Corridor; and links with the University of Essex and it’s Knowledge Gateway.”

Ian Davidson – **Chief Executive**

Planning & Regeneration Portfolio Holder

Delivery Mechanism: Projects and other interventions will be developed and delivered in-house and in partnership with the Council’s key public and private sector partners.

Update: The Council facilitated a business breakfast at Harwich International Port on 1 November 16. The event, which was well attended, focussed on generic improvements in manufacturing processes and the commercial opportunities afforded by offshore wind and the decommissioning of oil and gas platforms in the Southern North Sea. The event was scheduled to take place as part of National Offshore Wind Week (31 October to the 3 November 16) during which RWE/Innogy also announced its decision to locate its Operations and Maintenance Base for the Galloper Wind Farm at Harwich International Port.

Milestone	Target Date	Progress
Secure land and buildings to facilitate the delivery of an Innovation Centre in Harwich	16 December 16	Whitworth's (appointed contractor) draft report received and follow-up meetings with Whitworth and associated contractors have taken place – awaiting revised final draft report, which is expected in mid-January 17. Heads of Terms (parameters for lease negotiations) detailing the Council's occupation of Mermaid House exchanged with Trinity House, and negotiations are on-going. External advice has been sought on any State Aid implications. The Cabinet report seeking authorisation to proceed will be delayed until such time that the above referenced outstanding details have been settled.
Secure £500,000 external funding in support of the Council’s inward investment and growth agenda	31 March 17	To date £250k in Capital Funding has been secured via ECC in support of the Council’s Small and Medium sized Enterprise (SME) Growth Fund and a Funding Agreement has been approved and signed. A further £350k in Capital Funding has been earmarked by ECC at Outline Business Case in support of the proposed Harwich Innovation Centre. Full Business Case to be submitted to ECC in Jan/Feb 17.
Work with the University of Essex and Colchester Institute to identify the growth opportunities in Care & Assisted Living	31 March 17	Ongoing. This work is embryonic and officers are working to establish whether or not there are any tangible growth opportunities associated with this sector.

Maximising Tourism and Leisure Opportunities

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(Employment and Enjoyment)



“To deliver our key events to a high standard, working with partners to showcase the District and encourage tourism and inward investment. These high-profile events should contribute towards the Council’s aspiration to stage a year round programme.”

Paul Price – **Corporate Director**

Tourism and Culture Portfolio Holder

Delivery Mechanism: The Clacton Air Show will be delivered by the Council’s Tourism and Events Team, with support from our partners in the emergency services and private and voluntary sectors. Tendring are the primary organiser of the Tour de Tendring. Beat the Street is a partnership with Essex County Council (ECC) and Mayflower 400 will involve working with private and voluntary sector partners, together with the other key destinations involved in the Mayflower story.

Update: Significant progress has been made in the delivery of key District events, as outlined in the section below:

Milestone	Target Date	Progress
Tour de Tendring and Clacton Beach Festival	May 16 and June 16	Now complete for 2016, preparation has began for 2017 events.
Beat the Street	July 16	The Beat the Street programme attracted 10,065 participants from across the district, travelling some 35,863 miles. 20 schools signed up for the event which ran for 8 weeks prior to the school summer holiday. A full evaluation of the scheme and the information will be published as soon as it has been received from Active Essex.
Clacton Air Show	August 16	The 25th Clacton Airshow attracted record numbers, estimates to be in the region of 250,000 over the two days. A very positive debrief has been held with all the key partners and a presentation was made to Service Development and Delivery Committee in November 16. A strategy on programme sales will be a key focus for 2017.
Princes Theatre	December 16: Delivery of Annual Pantomime March 16: Deliver two events/ exhibitions	The annual pantomime was the most successful in the Theatres history, with almost 12,500 people attending. This is marginally higher than the previous record set in 2014. 2017/2018 the number of weddings booked is now 11, total revenue income at present is £21,887.30. As previously reported, two successful wedding fayres have been held in the Princes theatre.

Maximising Tourism and Leisure Opportunities Continued... [Back to Top](#)

<p>Mayflower 400: Series of events and projects to build up to the celebrations in 2020</p>	<p>Produce Harwich promotional film</p> <p>Harwich Tourism Group events</p> <p>Mayflower replica on Harwich roundabout</p> <p>June 16: Play an active role and influence the National Mayflower Compact group of Destinations</p> <p>August 16: Complete a Mayflower 400 Delivery Plan</p> <p>November 16: Deliver key event to launch</p> <p>Harwich: Mayflower 400</p>	<p>Filming for the Harwich promotional film has taken place and the editing is now progressing, in consultation with the Tourism Group, which includes; representatives from the Private, Public and Voluntary Sectors. The film will be complete by the end of January 17, for launch in later February 17. This will compliment the 'Historic Harwich' brand and website which is already complete.</p> <p>The Tourism Team have been working with ECC Highways to install a skeletal replica of the Mayflower on the first roundabout after Harwich International Port. This is currently being constructed, with ECC Highways leading on this element. It is envisaged that the project will be complete by Spring 17 and not December 16 as previously reported.</p> <p>The Council is representing Tendring at a national level to ensure Harwich's involvement in the Mayflower story is recognised. An 'Illuminate' event to highlight the forthcoming anniversary was held in November 16 and was considered a great success. The latest meeting took place in Leiden in early October and a reception for dignitaries and international commercial business was successfully held at the US Embassy on 14 September 16. The next meeting is taking place in January in Southampton. A Heritage Lottery Bid will be submitted for the national Mayflower Trail in February 17. A local delivery group has been put together and met for the second time in December. A discussion took place about aspirational projects/events for 2020 and it was agreed to allow more time from each partner to submit ideas - to be presented at the next meeting.</p> <p>An Action Plan has been completed in draft form, which is now being worked up to include deliverable actions in the build up to 2020. The formation of a localised Mayflower Sub Group met for the first time in September 16 and now group members are in the process of adding their own action points prior to completion - and have been added to the document. This will be discussed with the national group at the Southampton meeting.</p>
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Enhancing Leisure Facilities (Employment and Enjoyment)

On
Target

“To complete the refurbishment of Frinton and Walton Swimming Pool (Walton on the Naze Lifestyles) and deliver increased attendances and lower operating subsidy.”

Paul Price– **Corporate Director**

Leisure, Health and Wellbeing Portfolio Holder

Delivery Mechanism: The refurbishment of Walton on the Naze Lifestyles was project managed by the Council’s Building Services Team and delivered by an external contractor. The business plan targets are delivered by the facility management team and operational management.

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

Milestone	Target Date	Progress
Complete refurbishment	May 16	The newly refurbished building was open to the public in May 16.
Official opening of the facility	June 16	The official opening and media launch of the newly refurbished facility took place successfully on 17th June 16. The event received positive local publicity.
Deliver Year 1 Business Plan targets		
Increase membership sales by 150%	March 17	Prior to the refurbishment, there was a total of 98 pre paid members at the facility. At the end of October, that has risen to 345, which is an increase of 252%.
Increase overall attendances by 6%	March 17	Attendances have also increased by 16% when compared with the previous year. There have been 77,810 visits to date, which is 10,745 more than in 2015/16 (1 April to 31 October inclusive). Note: This has not changed since the end of November, due to the current closure after a positive test for Legionella Bacteria in early December 16. The facility is currently scheduled to re-open in mid February 17 after all remedial works are complete.

Garden Community (Employment and Enjoyment)



“Innovative joint work with Colchester Borough Council (CBC), Braintree District Council (BDC) and Essex County Council (ECC) to develop a number of communities in North Essex based on Garden City principles.”

Martyn Knappett – Corporate Director

Leader

Catherine Bicknell – Head of Planning

Delivery Mechanism: Selection of locations to be part of the Local Plan process. Funding made available (£1.2million) by Central Government to support the work. Leader and Chief Executive sit on Shadow Delivery Board which oversees the project. Corporate Director and Head of Planning Services sit on senior officer Steering Group and Legal, Finance and Planning Officers participating in topic work streams. Close collaboration on Local Plan process re Garden Communities approach – a shared Chapter1 of the Plan and specific requirements of any proposed Garden community proposals across North Essex. Looking to form Local Delivery Vehicles (LDVs) (potentially Companies) to progress each Garden Community Area allocated in the Local Plan. LDVs to take a key role in bringing forward development quickly and to a high quality.

Update: Commission to develop Concept Framework for the North Essex Garden Communities has been awarded and work commenced on the 6 October 16. This will map out site boundaries, access points and key land uses for garden communities with the engagement of residents and other stakeholders. Comprehensive report was submitted to Cabinet on the 25 November 16 and Full Council on the 29 November 16 to seek agreement to proceed with forming North Essex Garden Communities Ltd to oversee the overall North Essex project and a separate Local Delivery Vehicle to progress the project on the Tendring/Colchester Border and to seek support in principle to funding project subject to satisfactory business cases and the funding options available at the time. Decisions made to proceed. A Peer Review of the Project was been carried out by Lord Kerslake and the outcomes will be published on 20 January 17. A key recommendation, which coincided with strong advice from the lawyers advising the project was that in order to ensure the Local Plan is robust and has a strong likelihood of being adopted, the date for submission of the Plan to the Planning Inspectorate should be moved back. All three Councils who are Planning Authorities have agreed to adjust their submission dates to June 17. As a result the time available to complete the land owner agreements has been extended as well.

Milestone	Target Date	Progress
Agreement of Preferred Options stage of Local Plans including a common Chapter 1 by Tendring District Council, Colchester Borough Council and Braintree District Council. Identify preferred areas across the three Council areas for Garden Community developments and a robust planning framework for Garden Communities.	June 16	Tendring District Local Plan Preferred Options for consultation agreed including a common Chapter 1 for strategic issues.
Draft legal agreement with land owners completed	October 16 (Amended to April 17)	Now anticipated April 17
Report to Cabinet / Full Council to recommend formation of North Essex Garden Communities, LDV's and in principle funding.	December 16	Reports agreed by Tendring District Council TDC / BDC / CBC / ECC Cabinets and by the Full Councils of TDC / BDC / CBC in November / December 16.

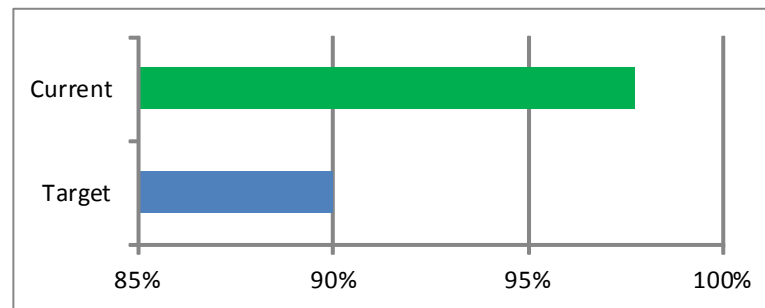
TARGETS

Fly Tipping (Health and Housing)

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



Monthly Performance Data



Data does not include asbestos fly tipping which is outsourced to a specialist contractor (PHS) and is not subject to 72 hours clearance.

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	12 3	104	97	106	112	150	106	122	90			
No. r' mvd <72hrs	11 9	98	92	98	104	137	103	116	88			
Performance (%)	96.7%	94.2%	94.8%	92.4%	92.8%	91.3%	97.1%	95.0%	97.8%			

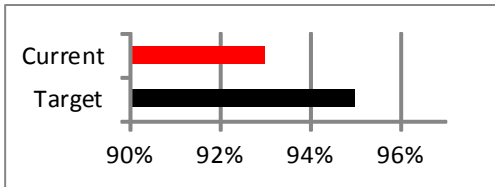
Missed Bin Collection

(Health and Housing)

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

With approximately 65,000 homes in Tendring, and each property having two bins collected per week, there is over half a million bins collected per month in Tendring.

Monthly Performance Data



Month	A	M	J	J	A	S	O	N	D	J	F	M
Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Performance	97%	93%	96%	96%	96%	95%	96%	96%	93%			

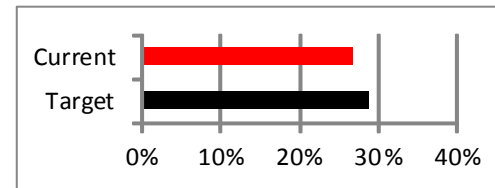
Recycling Rate

(Health and Housing)

Ensure that waste and recycling is disposed of in the most environmental and economically advantageous manner— 29% of household waste sent for reuse, recycling or composting.

Recycling data minimum of 1 month behind.

Monthly Performance Data

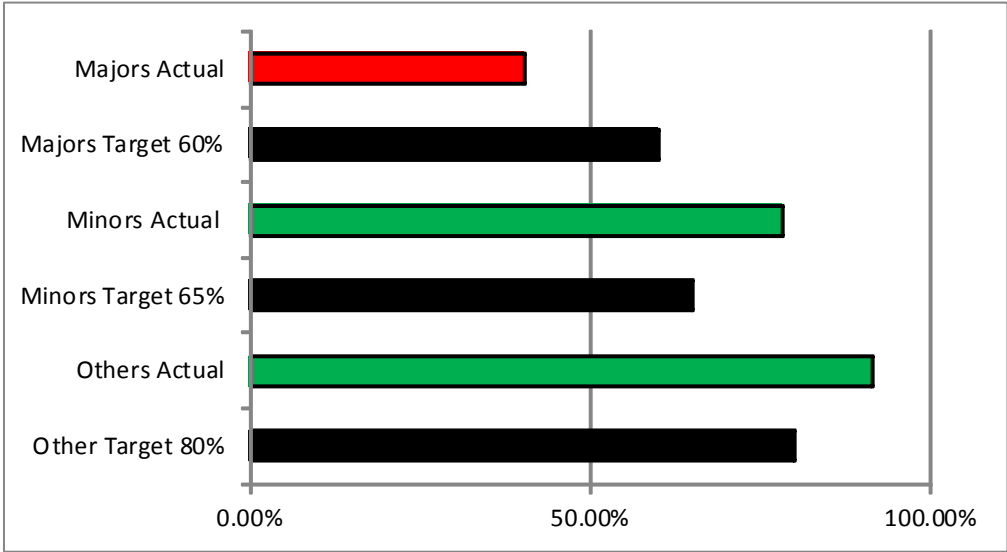


Month	M	A	M	J	J	A	S	O	N	D	J	F	M
Target (%)	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%
Performance	28.9%	28.9%	28.4%	28.4%	27.2%	27.2%	27.2%	26.2%	26.9%				

Handling of Planning Applications

(Health and Housing)

Cumulative performance 2016/17



CUMULATIVE % TOTALS : April 16–March 17

Major : 40.3%

Minor : 78.4%

Others : 91.5%



5 YEAR HOUSING SUPPLY (Influencing Role)

The housing supply is 3 YEARS AS AT 31.03.2016

A significant number of additional dwellings have been approved recently, either by the Council or through appeals that have been allowed. These permissions will assist in moving the housing supply position closer to the necessary 5-year supply required under paragraph 47 of the National Planning Policy Framework (NPPF). The Council is in the process of reviewing the housing supply position including a thorough assessment of the deliverability of individual sites in liaison with relevant site owners and developers as well as an update to the windfall figure. The Authorities Monitoring report will be reported to the Local Plan Committee on 19 January 17 and this reports that the housing land supply was 3.0 years at 31 March 16. Another report to the same committee estimates that the housing land supply will be around 4.4 years at 31 March 17 and this will be checked after 31 March and reported to the committee in May/June 17.

PLANNING APPEALS

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
No. Lodged	3	6	3	3	9	6	5	7	6			
No. Decided	5	4	1	5	4	5	2	10	3			
No. Allowed	3	3	1	4	0	4	0	5	2			
% Allowed	60%	75%	100%	80%	0%	80%	0%	50%	67%			
% Cumulative Total	60%	67%	70%	60%	50%	55%	52%	51%	59%			

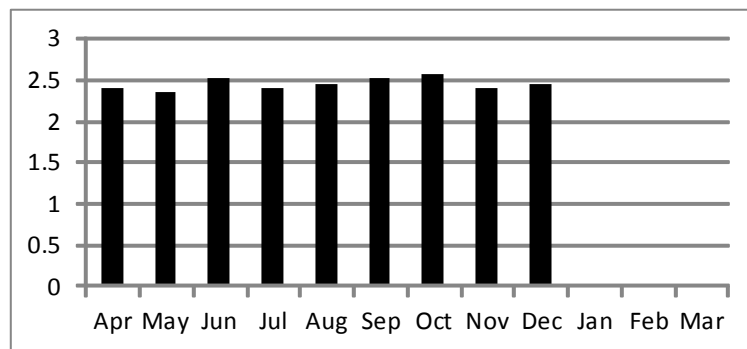
Exception: Increased number of applications received and level of complexity has resulted in a 'behind target' position for 'Major' applications.

Sickness (Council and Community)

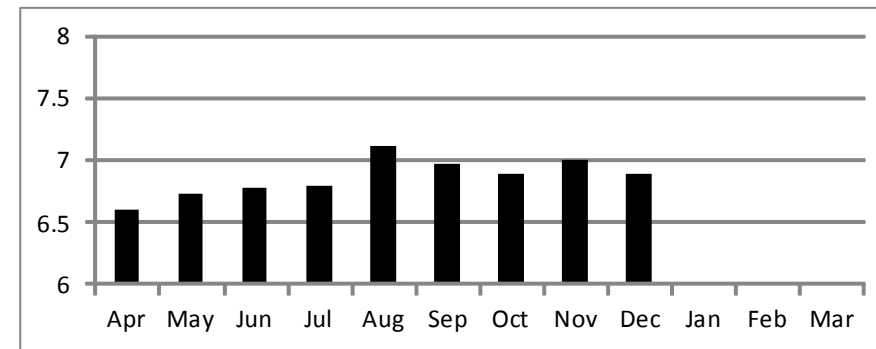
To measure the sickness absence rate of the Council. *Objective: To measure the rate of sickness absence at TDC.*

Mth	S/T	L/T
Apr	2.40	6.59
May	2.35	6.73
Jun	2.50	6.77
Jul	2.39	6.79
Aug	2.45	7.11
Sep	2.51	6.96
Oct	2.57	6.88
Nov	2.39	6.99
Dec	2.44	6.88
Jan		
Feb		
Mar		

Short-term Sickness Absence



Long-term Sickness Absence



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.

The 2016 CIPD (Chartered Institute of Personnel and Development) national report regarding absence management, reported national absence levels in Local Government at 10.5 days per employee.

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's officers in the course of investigating frauds and certain regulatory criminal offences within the district may be required to undertake covert monitoring operations to gather evidence to present to a court. In doing so those officers must comply with the relevant legislation i.e., the Regulation of Investigatory Powers Act 2000 (RIPA) and the associated regulations and codes of practice. RIPA provides a strict authorisation mechanism for public authorities to undertake covert surveillance in compliance with the [Human Rights Act 1998](#). Lawful interference with Article 8 (right to respect for private and family life) rights is only permissible, if it is necessary and proportionate to do so, therefore can only be undertaken in accordance with the Council's Policy and Procedures, approved by an Authorising Officer and the Magistrates' Court. The Council is required to report the number of authorisations granted on an annually basis to the Office of Surveillance Commissioners.

Type of Surveillance	Number of Approved Authorisations											
	Monthly											
	A	M	J	J	A	S	O	N	D	J	F	M
Directed Surveillance	0	0	0	0	0	0	0	0	0			
Covert Human Intelligence Source	0	0	0	0	0	0	0	0	0			

Complaints (Council and Community)

To measure the number of complaints received and handling of them within the prescribed time limits.

Objective: To measure the standard of performance in responding to complaints against the TDC standards.

Target: 100% within the specified timeframes for each stage of complaint.



	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Stage 1 Complaints Performance												
No.	10	8	1	7	7	11	15	3	9			
% Time	80%	100%	100%	100%	100%	100%	100%	100%	100%			

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

Notes: There were no Ombudsman complaints for December 16.