

Performance Outturn Report

Reviewing the delivery of the Council's
Cabinet Highlight Priorities for 2024/25

Theme	Highlight Priority	Achievement
Pride in our area and services to residents	A1 Getting the basics right – ‘You said, we did’	On its way
Pride in our area and services to residents	A2 Supporting decent housing for residents – the Council's Housing Stock	Delivered
Pride in our area and services to residents	A3(a) Support decent housing for residents – Housing Strategy	On its way
Pride in our area and services to residents	A3(b) Support decent housing for residents – Local Plan Review	On its way
Pride in our area and services to residents	A4 Promoting clean and tidy communities... encouraging everyone to take responsibility for keeping their area a pleasant place – Waste and Street Cleaning Strategy	On its way
Raising aspirations and creating opportunities	B1 We will celebrate business success, encourage cultural, tourism and economic growth – Long Term plan	Delivered
Raising aspirations and creating opportunities	B2 We will celebrate business success, encourage cultural, tourism and economic growth – LUF, CRP and HSA	On its way
Raising aspirations and creating opportunities	B3 We will celebrate business success, encourage cultural, tourism and economic growth - UKSPF	Delivered
Raising aspirations and creating opportunities	B4 Tendring is ambitious and our residents will be supported to reach their potential and realise their opportunities - Freeport East and Bathside Bay	Delivered

Theme	Highlight Priority	Achievement
Raising aspirations and creating opportunities	B5 Tendring is ambitious and our residents will be supported to reach their potential and realise their opportunities - Tendring Colchester Borders Garden Community	On its way
Championing our local environment	C1 Our environment deserves protection – Climate Change Action Plan	On its way
Championing our local environment	C2 We want to create and maintain opportunities for leisure, wellbeing and healthy lifestyles – Sports and Activity Strategy	Delivered
Working with partners to improve quality of life	D1 We want to promote safer, healthier, well connected and inclusive communities by working with our partners across government, public, private and third sectors – Health inequalities	Delivered
Working with partners to improve quality of life	D2 We want to promote safer, healthier, well connected and inclusive communities by working with our partners across government, public, private and third sectors – Pupil Encounters' Project	Delivered
Working with partners to improve quality of life	D3 We want to promote safer, healthier, well connected and inclusive communities by working with our partners across government, public, private and third sectors – STEAM Event	Delivered
Working with partners to improve quality of life	D4 We want to promote safer, healthier, well connected and inclusive communities by working with our partners across government, public, private and third sectors – CCTV	On its way

Theme	Highlight Priority	Achievement
Working with partners to improve quality of life	D5 We want to promote safer, healthier, well connected and inclusive communities by working with our partners across government, public, private and third sectors – Wellbeing Hub	On its way
Promoting our heritage offer, attracting visitors and encouraging them to stay longer	E1 We will support our unique heritage, work with partners, run events and promote the district for the benefit of our residents and to encourage visitors to come and to stay for longer – Witches Trail and Leading Lights	On its way
Promoting our heritage offer, attracting visitors and encouraging them to stay longer	E2 We will support our unique heritage, work with partners, run events and promote the district for the benefit of our residents and to encourage visitors to come and to stay for longer – Tour de Tendring	Delivered
Promoting our heritage offer, attracting visitors and encouraging them to stay longer	E3 We will support our unique heritage, work with partners, run events and promote the district for the benefit of our residents and to encourage visitors to come and to stay for longer – Clacton Air Show	On its way
Financial Sustainability and Openness	F1 Tough decisions will not be shied away from, but will be taken transparently, be well-informed, and informed from engagement with our residents – Council's Budgets	Delivered
Financial Sustainability and Openness	F2 Tough decisions will not be shied away from, but will be taken transparently, be well-informed, and informed from engagement with our residents – Communications Strategy	Delivered

Foreword

Tendring is changing. From new homes and revitalised town centres to modern governance and stronger communities, we are delivering real results. In Clacton and Dovercourt, over £39 million in regeneration is transforming public spaces, housing, and community facilities. The Community Regeneration Partnership and Long Term Plan for Towns have unlocked £40 million for Clacton and Jaywick Sands, supporting cultural venues, shopfront improvements, and public realm upgrades.

Our support for local businesses continues through Tendring4Growth, the award-winning Sunspot initiative, and targeted events and grants. Meanwhile, Freeport East and Centurion Park are paving the way for thousands of new jobs and economic growth.

Housing remains a priority. Projects like Spendells House and Honeycroft have delivered high-quality homes for families and older residents, while our Local Plan review prepares us for future growth—up to 8,000 new homes by 2041.

We're also investing in our environment and wellbeing. The Climate Change Action Plan is driving carbon reduction, and our Sports and Activity Strategy is helping residents stay active and connected. Heritage projects like the Witch Trail and Dovercourt Leading Lights celebrate our past while enriching our future.

Arts and culture thrive at the Princes Theatre, where record-breaking performances and backstage upgrades were delivered without cost to taxpayers. Our partnerships—with health, education, police, and community organisations—continue to deliver real impact.

From 2025/26, we are moving to a three-year rolling priorities model. This new approach will ensure our ambitions remain focused and adaptable, allowing us to respond to changing needs while providing greater continuity and long-term impact for our communities.

None of this would be possible without our dedicated staff. Their commitment, especially in uncertain times, is the backbone of this council.



Councillor Mark Stephenson
Leader of the Council

Introduction

This year, we delivered over 850 face-to-face tenant visits, replaced 131 key facilities in council homes (including kitchens, bathrooms, and wet rooms), and supported 351 tenants with income maximisation. Our housing investment rose from £3.85M to £5.1M, reflecting our commitment to improving living standards.

Through regeneration programmes, we awarded 29 shop improvement grants, achieved 91% utilisation of our UK Shared Prosperity Fund allocation, and attracted 250,000 visitors to the Clacton Airshow. Our strategic planning efforts included progressing the Local Plan Review and advancing the Tendring Colchester Borders Garden Community, with the Development Plan Document deemed sound by the Planning Inspector.

We also made strides in environmental sustainability, securing £150,000 in climate funding, completing LED upgrades, and revising our Net Zero target to 2050 to ensure financial viability. Our Sports and Activity Strategy led to new Playzone projects and a free-to-use cycling facility, while our health and wellbeing initiatives supported 253 residents with fuel poverty relief totalling £335,000.

These achievements are the result of collaborative leadership, evidence-based decision-making, and a shared commitment to improving the quality of life in Tendring. As we move into 2025/26, we remain focused on delivering value, fostering innovation, and ensuring that our services reflect the needs and aspirations of our communities.



Ian Davidson
Chief Executive

Relevant Corporate Plan Theme:

Pride in our area and services to residents

A1 Getting the basics right— 'You said, we did'

The Council set as its Highlight Action for 2024/25

The Council aimed within 2024/25 to extend a 'you said, we did' approach to all major services to the public across the Council.

The objective throughout the year was to develop a mechanism for feedback and delivery in all areas within the Council



The intended outcome for the actions were

Improved focus for the delivery of Council services and a higher level of communication with residents and stakeholders

Lead Officer	Portfolio Holder
Lisa Hastings	Councillor Mark Stephenson

Against this priority, the achievements in 2024/25 were

During the 2024/25 financial year, progress was made in developing a structured "You said, we did" approach. In response to requests for grant application support, a dedicated workshop was delivered under the Tendring4Growth initiative, helping local businesses and community groups access funding opportunities. In relation to council housing, feedback from tenants highlighted challenges in managing rental payments, prompting the introduction of a new tenancy support role focused on financial advice. The Council also continued to gather and utilise tenant satisfaction data to enhance service delivery.

Further work commenced on a new Corporate and Housing Complaints Policy to ensure service delivery across all Directorates addresses the feedback from service users.

Relevant Corporate Plan Theme:

Pride in our area and services to residents

A2 Support decent housing for residents—the Council's housing stock

The Council set as its Highlight Action for 2024/25

To drive improvement with the expanded estate management and well informed enhancements around kitchens, bathrooms and enhanced tenancy engagement.

The intended outcome for the actions were

Good quality housing provision and effective use of Housing Revenue Account Capital budgets.

Lead Officer	Portfolio Holder
Damian Williams	Councillor Andy Baker



Against this priority, the achievements in 2024/25 were

An Initial sample of housing stock surveys was received. The surveys highlighted a small number of urgent repairs which were ordered promptly. The survey results informed a minor refocussing of the Housing Investment Programme (HIP) towards energy efficiency and anti-condensation measures in year. The stock surveys are a key informative in the setting of the programme for 2025/26. The overall HIPs investment budget in 2024/25 was £3,847,870 and this was increased to £5,106,230 for 2025/26.

In 2024/25, procurement of further stock survey tranches were completed and these surveys are scheduled to begin in the last week of August 2025 and be completed (where tenants allow access) at the start of December 2025. Formal action to require access to any remaining properties will be taken to ensure the surveys are comprehensive.

The conversion of Spendells House to provide temporary homelessness accommodation was completed in December 2024. Occupation of the 31 accommodation facilities began directly and the site is now operating at full capacity. 94 families have so far been accommodated at Spendells House. 51 of these families were/have been in Spendells for over 6 weeks and therefore without Spendells these families are likely to have been in B&B's (which are deemed to be unsuitable for use beyond 6 weeks).

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Relevant Corporate Plan Theme:

Pride in our area and services to residents

Within 2024/25, 57 kitchens, 58 bathrooms and 16 wet rooms were replaced in council homes improving the quality of life of residents and contributing to the decency of the stock overall.

In the year we developed and commenced a programme to visit all council tenants on a rolling three year period. Since the commencement of the programme 850 visits have been completed. This equates to just under a third of our tenants who have received a face to face visit in their home and an opportunity to discuss any concerns or views they may have.

This represents an improvement in the way in which the Council engages with its tenants and along with the stock condition survey will help to identify properties and households within the housing stock that require more focus in the future.

In addition, 351 tenants have been assisted with income maximization including advice on available benefits, saving and budgeting etc.

Relevant Corporate Plan Theme:

Pride in our area and services to residents

A3(a) Supporting decent housing for residents—Housing Strategy

The Council set as its Highlight Action for 2024/25

Lead Officer	Portfolio Holder
Damian Williams	Councillor Andy Baker

To develop a revised Housing Strategy to address the needs of the District and its residents.

The intended outcome for the actions were

To produce a Housing Strategy that reflects the needs of the residents in the district, and the Council's statutory obligations and ambitions

Against this priority, the achievements in 2024/25 were

A raft of housing related policies have been reviewed during the course of the year and these are evidence of an ongoing commitment to ensure that the services offered to our tenants and those who are seeking social or affordable housing are fit for purpose and reflect the Consumer Standards set out by the Regulator of Social Housing. Below is a list of some of those policies that were reviewed:

- Reasonable Adjustments Policy
- Vulnerability Policy
- Unacceptable Customer Behaviour Policy
- Domestic Abuse Policy
- Neighbourhood Management Policy
- Rent Setting & Collection Policy
- Gas Safety Policy
- Electrical Safety Policy
- Fencing & Paving Policy
- Empty Council Homes Management Policy
- Asbestos Management Policy
- Housing Under Occupation Transfer Incentive Policy
- Housing Compensation Policy

A new Housing Strategy for the Council was drafted and will be presented to Cabinet in September. 2025 Once approved by Cabinet, for consultation, a six week consultation will be undertaken with a view to the final strategy being presented for adoption in December by Cabinet and then on to Full Council for approval in January 2026.

The existing Housing Complaints Policy also reflects the Housing Ombudsman Service Complaint Handling Code, ensuring that the Council provides the best response in the event that a complaint is raised.



Relevant Corporate Plan Theme:

Pride in our area and services to residents

A3(b) Getting the basics right—Local Plan Review

The Council set as its Highlight Action for 2024/25

To continue progressing the review of the Local Plan in order to support the sustainable development of quality housing.



The intended outcome for the actions were

Submission of updated Local Plan to the Secretary of State before June 2025 in line with governments transitional arrangements with a view to adopt the Plan by January 2026 – i.e. within five years of adopting Section 1 of the current Local Plan, as required under government policy. Local Plan review will protect the district from speculative development proposals and ‘planning by appeal’, but also enables policies and growth strategy to better reflect the opportunities presented by Freeport and Levelling Up status and introduce other improvements.

Lead Officer

Gary Guiver

Portfolio Holder

Councillor Andy Baker

Against this priority, the achievements in 2024/25 were

We established the overarching guiding principles for the review of the District’s Local Plan.

We revisited options for growth in response to the new Government (July 2024) introducing higher mandatory housebuilding targets – increasing the district requirement from 550 homes a year to in excess of 1,000.

There was extensive engagement with Town and Parish Councils on the implications of the new housing targets on Tendring and potential options for accommodating that growth – including possible new Garden Villages in strategic locations.

There was also formal issues and options consultation with residents and other stakeholders.

The analysis of the consultation responses and further developing the evidence-base that will underpin decisions on the Local Plan including housing and employment studies were underway in the year.

The aim is to present the ‘preferred options’ draft of the Local Plan to Planning Policy and Local Plan Committee in Autumn 2025 for agreement in readiness for next round of informal and formal consultation and engagement over winter 2025/26.

Relevant Corporate Plan Theme:

Pride in our area and services to residents

A4 Promoting clean and tidy communities—Waste and Street Cleaning Strategy

The Council set as its Highlight Action for 2024/25

Continue the production of a Waste and Street Cleaning Strategy by completing an options appraisal, preparation of a specification against the waste contract and subsequent recommendation from Cabinet for Full Council approval for contract award



The intended outcome for the actions were

Waste and recycling and street sweeping services that represent value for money and are compliant with the Environment Act 2021

Lead Officer	Portfolio Holder
Damian Williams	Councillor Adrian Smith

Against this priority, the achievements in 2024/25 were

During 2024 the Council, as a member of The Essex Waste Partnership (EWP), a new Waste Strategy for Essex was adopted which sets out a 30-year plan to reduce the environmental impact of waste management. This strategy document feeds into the development of the Council's services in respect of waste management. The Waste Strategy for Essex sets out a framework detailing how the waste that is produced by homes and businesses in the county will be managed over the next 30 years.

Over the course of the year, significant steps have been taken towards the procurement of a contractor to provide the Council's waste collection and street cleaning related services to residents from 2026 onwards.

Specialist consultants, including a firm of lawyers with expertise in this field, have been commissioned to assist in preparing the service specification and contract documentation.

These are being funded from a budget of £300k that has been set aside to support this important activity.

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Relevant Corporate Plan Theme:

Pride in our area and services to residents

Following a period of market engagement and through the Waste Contract Project Board and Working Group of Councillors a service specification was developed that aimed to enhance services for residents whilst ensuring compliance with the Environment Act 2021 requirements that come into force for residential waste collection services in 2026.

In respect of the Waste and Street Cleansing contract, a formal Competitive Dialogue procurement process was launched during the year with initial priced tenders received from bidders early in 2025. These submissions were evaluated and work commenced on a report that was presented to Cabinet in May 2025. In view of the implications of Local Government Reorganisation (LGR) on the procurement process (this having been announced after the procurement process had started), along with proposed adjustments to the contract length and specification in order to address the matters arising from LGR and affordability the direction for procurement was adjusted significantly.

Relevant Corporate Plan Theme:

Raising Aspirations and Creating Opportunities

B1 We will celebrate business success, encourage cultural, tourism and economic growth – Long term Plan

The Council set as its Highlight Action for 2024/25

To begin developing a long term plan for Clacton-on-Sea, and doing so by working with partners in a Town Board.



The intended outcome for the actions were

- Increased footfall into Clacton-on-Sea and Dovercourt Town Centres.
- Improved pride of place by local residents.
- Increase in new quality employment opportunities for local people.
- Increase in private sector investment into Tendring District

Lead Officer	Portfolio Holder
Lee Heley	Councillor Ivan Henderson

Against this priority, the achievements in 2024/25 were

A Clacton Town Board was established and, despite delays in confirmation of the new styled “Plan for Neighbourhoods” Programme due to the UK Parliamentary General Election, discussions progressed on the best use £250k of capacity funding and the Board’s role as a local sounding board. Using that Capacity Funding, the Council has implemented visible aesthetic town centre improvements including vinyl wrapping of empty shops and coloured street light banners to signal that change is coming along with a website for Clacton Town Board. The Clacton Coastal Tourism Partnership was also formed, with a Clacton Town Board member appointed as chair to strengthen the connection between both of the boards.

The Clacton Town Board will develop its Regeneration Plan in 2025/26 with a view to investments of up to £10m over 10 years commencing in 2026/27.

Relevant Corporate Plan Theme: Raising Aspirations and Creating Opportunities

B2 We will celebrate business success, encourage cultural, tourism and economic growth—LUF, CRP & HSA

The Council set as its Highlight Action for 2024/25

Implement the Levelling Up Fund (LUF), Capital Regeneration Partnership (CRP) and High Street Accelerator (HSA) project/schemes and begin the design and planning for these projects.



The intended outcome for the actions were

- Increased footfall into Clacton-on-Sea and Dovercourt Town Centres.
- Improved pride of place by local residents.
- Increase in new quality employment opportunities for local people.
- Increase in private sector investment

Lead Officer	Portfolio Holder
Lee Heley	Councillor Ivan Henderson

Against this priority, the achievements in 2024/25 were

In 2024/25, substantial progress was made on LUF and CRP across Clacton and Harwich. Design teams were appointed for the Carnarvon Terrace (Clacton) and Milton Road (Harwich) schemes.

While visible improvements were delivered in Dovercourt High Street through the HSA programme, including events, hanging baskets, and empty shop “wrapping”. In addition, the scheme has delivered shop improvement grants to 29 businesses with each signing up to a “shopkeepers charter” to reinforce pride of place, improved wayfinding from the seafront to the town centre, created a new website highlighting local businesses and attractions. A cross-party working group of Councillors contributed to the design process, and public consultations were held in July and September 2024, which informed the projects as referenced above. Planning applications were submitted for key sites, with approval granted for Milton Road Car Park, Dovercourt.

Relevant Corporate Plan Theme: Raising Aspirations and Creating Opportunities

B3 We will celebrate business success, encourage cultural, tourism and economic growth—UKSPF

The Council set as its Highlight Action for 2024/25

To monitor the UK Shared Prosperity Fund Projects that are for building pride in place, support training, support economic growth and improve life chances.



The intended outcome for the actions were

- ↑Increased footfall into Clacton-on-Sea and Dovercourt Town Centres.
- ↑Improved pride of place by local residents.
- ↑Increase in new quality employment opportunities for local people.
- ↑Increase in private sector investment into Tendring District

Lead Officer	Portfolio Holder
Lee Heley	Councillor Ivan Henderson

Against this priority, the achievements in 2024/25 were

In 2024/25, the Council successfully launched an open call for UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) projects, with. A launch event in Harwich supported local organisations in accessing the funds. UKSPF-funded initiatives included shop front grants to support the retail economy, support for the Princes Theatre's Access Fund to extend opportunity for more young people to access the arts, and youth training projects through Volunteer It Yourself, which provides practical on the job training for young people.

Central Government confirmed future UKSPF allocations based on effective fund utilisation. Overall, 91% of the £810,990.39 UKSPF allocation and 96% of the £505,593.00 REPF allocation were spent, with nearly all open call and grant funds fully utilised or responsibly returned.

Relevant Corporate Plan Theme:

Raising Aspirations and Creating Opportunities

B4 Tendring is ambitious and our residents will be supported to reach their potential and realise their opportunities — Freeport East & Bathside Bay

Lead Officer	Portfolio Holder
Lee Heley	Councillor Ivan Henderson

The Council set as its Highlight Action for 2024/25

To further progress the development of Freeport East and Bathside Bay in order to take the opportunities that have been afforded by the development of these areas.



Against this priority, the achievements in 2024/25 were

In 2024/25, key developments were made in advancing the Freeport East initiatives. A planning application for the temporary change of use at Bathside Bay was approved in May 2024. This location is viewed as a potential major green energy hub, specifically for the offshore wind industry, and as a container terminal of national and international significance. The Annual Business Plan was endorsed by both the Freeport East Board and Tendring District Council. A UKSPF-funded independent report was commissioned in partnership with Freeport East and the University of Essex to explore the potential for a green energy cluster. Proposals for seed funding schemes, including electricity and cycleway connections to the Bathside Bay site, were submitted to the Freeport East Board in January 2025.

The intended outcome for the actions were

- Increase in new quality employment opportunities for residents
- Increase in private sector investment to Tendring District

Relevant Corporate Plan Theme: Raising Aspirations and Creating Opportunities

B5 Tendring is ambitious and our residents will be supported to reach their potential and realise their opportunities—Tendring Colchester Borders Garden Community

The Council set as its Highlight Action for 2024/25

To progress the Tendring Colchester Borders Garden Community DPD through the planning process to support opportunities for new jobs, housing and infrastructure



The intended outcome for the actions were

Establish a new settlement delivering new high quality and energy efficient homes and high quality job opportunities for future generations aligned with new infrastructure delivered and maintained in line with Garden Community and community stewardship principles. Delivered over 30-40 years from 2025/26.

Lead Officer	Portfolio Holder
Gary Guiver	Councillor Andy Baker

Against this priority, the achievements in 2024/25 were

The Development Plan Document (DPD) sets out detailed policy requirements along with an overarching masterplan for the Tendring Colchester Borders Garden Community which will guide the development and will be applied in the determination of planning applications.

During the year we progressed the DPD through the formal examination process with government appointed inspector.

After that examination we received the report from the inspector confirming that the plan with limited modifications was sound and could proceed to formal adoption.

It is envisaged that the initial planning application will be submitted in 2025/26 from Latimer homes.

Across the year, we maintained a constructive collaboration with the lead developers.

The Joint Committee for the Garden Community was seen as a good example of joint working across North East Essex to bring together Essex, Colchester and Tendring Councils.

We also continued to maintain a strong relationship with Government.

Relevant Corporate Plan Theme:

Championing our local environment

**C1 Our environment deserves protection-
Climate Change Action Plan**

**The Council set as its Highlight
Action for 2024/25**

To implement the actions from the new
Climate Change Action Plan



**The intended outcome for the actions
were**

Reduction in Carbon Emissions from
Council's estate towards a net zero ambition.

Lead Officer	Portfolio Holder
Lee Heley	Councillor Adrian Smith

**Against this priority, the achievements in
2024/25 were**

In 2024/25, the Council advanced its climate and energy efficiency agenda through several key initiatives. A successful funding bid secured £150,000 from the Government’s Swimming Pool Support Fund—matched by Council funding—for an Air Handling Unit and Building Management System, with grant agreements being finalised in collaboration with Sport England, Brightlingsea Town Council, and Brightlingsea Lido Trust. A project to install LED lighting across some of the Council sports facilities was completed, enhancing energy efficiency. Consultants were also commissioned to assess the cost of delivering future climate actions, supporting upcoming funding bids.

Additionally, a revised Climate Change Action Plan for 2024–2027 was approved, which aligned the commitment of the Council to achieve Net Zero Carbon Emissions with the Government ambition, currently 2050. This change was due to the unsustainably high cost of reaching the previous 2030 target, at over £17M.

Relevant Corporate Plan Theme:

Championing our local environment

C2 We want to create and maintain opportunities for leisure, wellbeing and healthy lifestyles – Sports and Activity Strategy

Lead Officer

Lee Heley

Portfolio Holder

Councillor Mick Barry

The Council set as its Highlight Action for 2024/25

To implement the actions from the Sports and Activity Strategy for the District.



The intended outcome for the actions were

- Increase in physical activity levels of local people.
- Increase in pride of place by local residents.
- For Cabinet to be presented with a feasibility study, to assess viability of a new Active Wellbeing Centre in the District
- For Cabinet to be presented with a quality feasibility study, to establish viable and sustainable options for the future delivery of the Council's Sports Facilities.

Against this priority, the achievements in 2024/25 were

In 2024/25, substantial progress was made against the development and adoption of a new Sport and Activity Strategy. Following a six-week consultation period that concluded in June 2024, the Strategy was formally adopted, and prioritisation of its action plan began. Capacity funding was awarded in March 2024 to support the planning and development of new multi-sport Playzone facilities across the district. Key priority projects include submitting a funding bid for three Playzones, launching a Back to Health community scheme to support those rehabilitating from health conditions, creating a free-to-use cycling facility at the site of Clacton Leisure Centre, and recruiting a Community Sport and Activity Manager to support local people to become active 'where they live'. A successful funding bid was also submitted to Sport England to support delivery of the strategy, with recruitment for the new manager role progressing in Q4 for appointment in Q1 2025/26.

Relevant Corporate Plan Theme:

Working with partners to improve quality of life

D1 We want to promote safer, healthier, well connected and inclusive communities by working with partners – Health Inequalities

The Council set as its Highlight Action for 2024/25

To support projects to reduce Health inequalities e.g. around Fuel Poverty and access to the jobs market



The intended outcome for the actions were

Increased awareness among residents of assistance available to help alleviate fuel poverty and to improve home energy efficiency.

Effective delivery of Disabled Facilities Grants making best use of the Better Care Fund allocation.

Lead Officer	Portfolio Holder
Lee Heley	Councillor Gina Placey

Against this priority, the achievements in 2024/25 were

In 2024/25, the Council strengthened its efforts to tackle fuel poverty and support vulnerable residents. A dedicated Fuel Poverty Officer provided targeted advice and guidance, collaborated with partners such as Essex Energy and Community Voluntary Service Tendring, and distributed informative leaflets to all Council tenants—resulting in 253 residents being supported to the value of £335,000 through the benefits system, with one individual receiving £15,000. Officers attended community events, supported tenants with gas reconnection issues, and facilitated winter wellbeing sign-ups and referrals. Leadership was also provided for key grant schemes, including the Energy Company Obligation and Home Upgrade Grant, which will contribute to the Jaywick Energy Hub. This is a Government scheme to tackle fuel poverty and reduce carbon emissions. Two Community Support Employment Officers helped 17 individuals furthest from the job market into employment through holistic support. The Council also promoted insulation grants and benefits access, and successfully supported residents through Energy Ombudsman cases and benefits appeals, securing reconnections, compensation, and increased entitlements.

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Relevant Corporate Plan Theme:

Working with partners to improve quality of life

In 2024/25 the Council awarded a total of £1.477m in grant funding to our residents via the Disabled Facilities Grant (DFG). This funding facilitated 191 home adaptations across all tenures (not including the Council's own tenants – see below). DFG funding is part of the Better Care Fund, which aims to promote integrated health and social care services. Adapting homes is a key part of this strategy, helping to support people at home and reduce hospital admissions. The DFG enables people to live independently in their own homes, preventing the need for care home admissions that for adults cost on average £29,000 per year.

The majority of these adaptations were carried out in owner occupied properties in the district with ages of the relevant person ranging from 6 to 95 years old. Thirty-three of these cases also removed serious Category 1 hazards to health preventing potential hospital admissions through disrepair to their homes. Although council tenants are able to receive Disabled Facilities Grants they must be funded from the Housing Revenue Account and we therefore offer a different route for adaptations to our own tenants. In 2024/25 162 adaptations, both major and minor, were carried out at a cost of £335,000.

Relevant Corporate Plan Theme:

Working with partners to improve quality of life

D2 We want to promote safer, healthier, well connected and inclusive communities by working with partners – Pupils Encounters’ Project

The Council set as its Highlight Action for 2024/25

To expand the Pupil Encounters’ Project to provide all school children with additional encounters with businesses and employers throughout their education



The intended outcome for the actions were

The Tendring Future Skills Partnership are overseeing the My Future, My Tendring (the name given to the Pupil Encounters project). The University of Essex is the lead partner and schools and businesses are currently joining and engaging with the project in Tendring (800 pupils involved to date).

Lead Officer	Portfolio Holder
Lee Heley	Councillor Gina Placey

Against this priority, the achievements in 2024/25 were

In 2024/25, the Tendring Future Skills Partnership (TFSP) continued its collaboration with the Greater Essex Careers Hub, receiving regular updates to inform its work.

To address digital inequality, the Digital Harwich initiative was launched, offering workshops and events for young people, families, and schools to build digital skills, confidence, and career aspirations. Additionally, immersive sessions on workplace behaviours engaged young people in meaningful discussions about employment expectations. As part of the Essex County Council-funded Tendring Future Skills programme, the “My Future My Tendring” project—delivered in partnership with the University of Essex Outreach Team and NHS Integrated Care Board—reached over 3,100 primary school children, introducing them to 18 employers across six industry sectors.

Relevant Corporate Plan Theme:

Working with partners to improve quality of life

D3 We want to promote safer, healthier, well connected and inclusive communities by working with partners – STEAM Event

The Council set as its Highlight Action for 2024/25

To deliver a STEAM event for primary schools whereby pupils are introduced to a range of employers including Galloper, EDF, Dance East, Essex Police and Colchester Zoo.



The intended outcome for the actions were

STEAM event planning being undertaken to deliver an event on 3 July 2024 for year 6 Pupils in Tendring

Lead Officer	Portfolio Holder
Lee Heley	Councillor Gina Placey

Against this priority, the achievements in 2024/25 were

In 2024/25, the Council partnered with the NHS Integrated Care Board and Essex County Council to deliver a successful Science, Technology, Engineering and Maths (STEAM) event on 23rd October 2024, engaging 257 Year 6 pupils from nine Tendring primary schools. The event featured an interactive fair and hands-on workshops led by 13 contributors, showcasing local career opportunities in science, technology, engineering, arts, and mathematics. The initiative aimed to inspire future career aspirations and support long-term health and wellbeing outcomes for young people.

Relevant Corporate Plan Theme:

Working with partners to improve quality of life

D4 We want to promote safer, healthier, well connected and inclusive communities by working with partners – CCTV

The Council set as its Highlight Action for 2024/25

To complete enhance CCTV coverage in public areas.



The intended outcome for the actions were

Lighting on seafront works completed and consultation in relation to the enhanced CCTV works undertaken. Next steps include a further assessment of current locations and commencement of works.

Lead Officer	Portfolio Holder
Damian Williams	Councillor Peter Kotz

Against this priority, the achievements in 2024/25 were

A new and compliant procurement process was carried out for the “Safer Streets” CCTV enhancement scheme in Central Clacton and a contract awarded to an installer based both on price and quality.

After a protracted period of time, the necessary planning permissions were received for new CCTV column positions and carried out bespoke design work to have regard to cliff stability. Officers have gained consent from an adjoining land owner to fix cameras to a building in order to safeguard junction visibility at one location.

Contract work has begun, including software upgrades, control room equipment and rectification of connectivity issues.

However, notwithstanding October 2024 commencement, the agreement of the highway authority to place equipment in the highway at four locations was not achieved in 2024/25 and the completion of the project was delayed.

The portfolio holder was actively involved in discussing options to accelerate completion.

Relevant Corporate Plan Theme:

Working with partners to improve quality of life

D5 We want to promote safer, healthier, well connected and inclusive communities by working with partners – Wellbeing Hub

The Council set as its Highlight Action for 2024/25

To establish the feasibility for a new wellbeing hub in the District.



The intended outcome for the actions were

Feasibility study undertaken to determine a project plan and costs. Set out options with partners for the next steps.

Lead Officer	Portfolio Holder
Lee Heley	Councillor Gina Placey

Against this priority, the achievements in 2024/25 were

In 2024/25, the Council took steps toward the development of a new Active Wellbeing Centre in the district. A consultant was commissioned to conduct a feasibility study in collaboration with a broad partnership network, including NHS trusts, local authorities, academic institutions, and national organisations such as Sport England. Supporting this initiative, a £3 million award was secured through the Community Regeneration Partnership Scheme for the Clacton Leisure Centre site, marking a significant investment in health and wellbeing infrastructure for Clacton-on-Sea.

Relevant Corporate Plan Theme:

Promoting our heritage offer, attracting visitors and encouraging them to stay longer

E1 We will support our unique heritage, work with partners, run events and promote the District – Witches Trail and Leading Lights

The Council set as its Highlight Action for 2024/25

Fundraise to support heritage in Tendring, for example the 'Witches' Trail around Manningtree and the Leading Lights in Harwich



The intended outcome for the actions were

Attracting visitors to Tendring District.

Increased pride of place in Tendring.

External funds raised towards the restoration of the Leading Lighthouses in Dovercourt Bay.

Residents' pride of place increased in Tendring District

Lead Officer	Portfolio Holder
Lee Heley	Councillor Gary Scott

Against this priority, the achievements in 2024/25 were:

In 2024/25, the Council advanced several heritage initiatives, including the development and successful launch of the Tendring Witch Heritage Trail in April 2025. The trail, which received national and regional media attention, highlights the region's rich folklore and the stories of families affected by historic witch trials, with sculptured benches and information boards installed in key locations such as Manningtree, St Osyth, Harwich, and Walton-on-the-Naze. Developed in partnership with Professor Alison Rowlands of the University of Essex, the project ensures historical accuracy and sensitivity. Additionally, Historic England awarded £47,440 for structural and condition surveys of the Dovercourt Leading Lighthouse and Causeway, with contracts commissioned and surveys underway to inform future restoration efforts.

Relevant Corporate Plan Theme:

Promoting our heritage offer, attracting visitors and encouraging them to stay longer

E2 We will support our unique heritage, work with partners, run events and promote the District – Tour de Tendring

The Council set as its Highlight Action for 2024/25

Re-introduce the Tour de Tendring cycling event



The intended outcome for the actions were

Attracting visitors to Tendring District.

Increased pride of place in Tendring.

External funds raised towards the restoration of the Leading Lighthouses in Dovercourt Bay.

Residents' pride of place increased in Tendring District

Lead Officer	Portfolio Holder
Lee Heley	Councillor Mick Barry

Against this priority, the achievements in 2024/25 were

The Tour de Tendring cycle ride was successfully delivered on 19 May 2024, attracting 273 riders at the starting line in Dovercourt. The event was supported by key partners including Essex Pedal Power, Wheels4All, Harwich Town Council, and Dovercourt Bay Lifestyles, showcasing strong community collaboration and promoting active lifestyles across the district.

Relevant Corporate Plan Theme:

Promoting our heritage offer, attracting visitors and encouraging them to stay longer

E3 We will support our unique heritage, work with partners, run events and promote the District – Clacton Airshow

The Council set as its Highlight Action for 2024/25

Host the Clacton Air Show and draw in additional sponsorship funding.



The intended outcome for the actions were

Attracting visitors to Tendring District
Increased pride of place in Tendring
External funds raised towards the restoration of the Leading Lighthouses in Dovercourt Bay.
Residents' pride of place increased in Tendring District
Decrease in the Clacton Airshow subsidy by 2027.

Lead Officer	Portfolio Holder
Lee Heley	Councillor Ivan Henderson

Against this priority, the achievements in 2024/25 were

Despite adverse weather conditions on the first day, the 2024 Clacton Airshow was a major success, drawing up to 250,000 visitors in August. There was a strong D-Day themed flight line-up featuring standout heritage displays such as 1930s biplanes and the iconic Boeing B-17G Flying Fortress, 'Sally B'—Europe's last airworthy B-17. The event received high praise from Flightline, which commended Tendring District Council for delivering a unique and well-received seafront air display. Meanwhile, the Events team began developing a long-term income generation strategy for future Airshows, focusing on increased sponsorship and secondary spend opportunities.

Relevant Corporate Plan Theme: Financial Sustainability and Openness

F1 Tough decisions will not be shied away from, but will be taken transparently, be well-informed, and informed from engagement with our residents – Council's Budget

The Council set as its Highlight Action for 2024/25

Carefully plan the Council's budget and taking appropriate action to respond to liabilities/cost pressures.



The intended outcome for the actions were

To achieve sustainable Council finances that protect the delivery of necessary services to residents, businesses and visitors.

Lead Officer	Portfolio Holder
Richard Barrett	Councillor Mark Stephenson

Against this priority, the achievements in 2024/25 were

A balanced budget that recognised a range of financial risks / cost pressures was approved by Full Council in February 2025, with an overall positive position being delivered along with a corresponding contribution to the Forecast Risk Fund to support later years of the forecast. The balance on the forecast risk fund remains in-line with expectations and therefore remains available to support the delivery of a balanced budget in the medium term.

The budget also set out a detailed savings plan covering 2025/26 and 2026/27 with many items already delivered. The delivery of the outstanding items remain on-going in-line with the plan and will be reflected in future Financial Performance Reports.

Relevant Corporate Plan Theme: Financial Sustainability and Openness

F2 Tough decisions will not be shied away from, but will be taken transparently, be well-informed and informed from engagement with our residents – Communications Strategy

The Council set as its Highlight Action for 2024/25

Review its Communication Strategy.



The intended outcome for the actions were

Measuring success in communications can be difficult, especially when considering areas such as behaviour change and reputation management – however, that does not lessen the importance of setting specific, measurable objectives. Each communications campaign should have its own specific objectives, aligned to the desired outcomes of the campaign. The Communication Strategy’s success must be aligned with its vision and outcomes, and will be measured against the milestones set out.

Lead Officer	Portfolio Holder
Lisa Hastings	Councillor Mark Stephenson

Against this priority, the achievements in 2024/25 were

A new communications Strategy was adopted by Cabinet in March 2024, setting out the overarching approach for Communications throughout the 2024/25 year and ‘resetting’ the previous strategy to align with the Corporate Plan 2024-28 — “Our Vision”. Each of the measures of success within the Communications Strategy, established as milestones in the deliver of the highlight priority actions, were completed on time: completing a social media audit, adopting an ethical approach to corporate use of AI, and launching a new e-newsletter. In addition, some of the other vision elements within the strategy were achieved, such as the Communication Service sourcing more of its own work and proactively showcasing the work of teams across the Council.

**Further copies of the Performance Outturn for 2024/25 are available
from Corporate Policy and Support.**

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