

Performance Outturn Report

Highlight Priorities
for 2022/23



Theme	Highlight Priority	Achievement
Delivering High Quality Services	A3 Minimise Waste; Maximise Recycling	On its way
Delivering High Quality Services	A6 Effective Regulation and Enforcement	On its way
Delivering High Quality Services	A7 Net Carbon Neutral by 2030	Delivered
Building Sustainable Communities	B1 North Essex Garden Communities	Delivered
Building Sustainable Communities	B2 Jaywick Sands – More and Better Housing	Delivered
Building Sustainable Communities	B4 Building and Managing Our Own Homes	On its way
Strong Finances and Governance	C2 10 Year Financial Plan	On its way
Strong Finances and Governance	C3 Effective and Positive Governance	Delivered
Strong Finances and Governance	C5 Use Assets to Support Priorities	On its way
A Growing and Inclusive Economy	D1 Develop and Attract New Businesses	Delivered
A Growing and Inclusive Economy	D2 Support Existing Businesses	On its way
A Growing and Inclusive Economy	D4 Promote Tendring's Tourism, Cultural and Heritage Offers	Delivered
Community Leadership Through Partnerships	E1 Health and Wellbeing – For Effective Services and Improved Public Health	Delivered
Community Leadership Through Partnerships	E2 Education – For Improved Outcomes	Delivered
Community Leadership Through Partnerships	E5 Joined Up Public Services for the Benefit of Our Residents and Businesses	On its way



Foreword

Since the Council appointed me as its Leader on 23 May 2023, I have had a keen focus on delivering projects and priorities that the Council was already committed to. The current Corporate Plan runs until the end of 2023 and these actions for 2022/23 were identified by the previous Administration as ones to take forward the intentions of the current Corporate Plan. That Corporate Plan was agreed unanimously almost four years ago and so I am as much responsible for the direction set by that Corporate Plan as the other 47 District Councillors who also agreed to it.

As with any year in the life of a District Council, especially here in Tendring, there is much that needs addressing and we are always being called upon to adapt and respond to the changing world in which we live. So keeping a focus on our underlying priorities, and delivering projects and actions, are critical if we are to make the progress we all want to see.

A number of the 2022/23 priorities were dependent upon others outside of the Council. So we have to use our general position to help bring our partners with us in order to achieve those priorities. I'm as much committed to that community leadership role now, as Leader, as I was in my previous role as Chairman of the Resources & Services Overview and Scrutiny Committee. As such it will not surprise anyone that a key element of the Corporate Plan for 2024-28 will be the continuing need for community leadership and the power that can provide to address enduring issues for the residents and businesses that we serve.

This document helps set the benchmark for the start of the Administration of the Council I am proud to lead. As such it also recognises the point reached for the previous Council Administration, led by former Councillor Neil Stock OBE, in the life cycle of the Council.



Introduction

In my role as Chief Executive of the Council I am continually amazed at how adept we are at punching above our weight. We set stretch targets each year and we push ourselves to deliver them. 2022/23 was no different and a number of the projects and highlight priorities referenced in this Outturn Report have required a lot to bring them to fruition. Some weren't quite finished in the 12 months set and so we have carried on working on them to deliver the original intentions.

Our report also reflects that the Council takes its role as 'Community Leader' very seriously. So some of what we have achieved is not just through delivery, but also as an influencer and facilitator of our partners to deliver for our residents.

Officers of the Council work with and for all 48 Councillors, irrespective of whether they are in the Administration or the Opposition. So, following the elections this year, when there was a change in Leader and Cabinet, we continued with that approach and on delivering the approved policies of the Council. That is our role and, just as the 2022/23 priorities were those of the outgoing Administration we will work with the new Administration on its priorities going forward.

As the 2022/23 priorities were set the war in Ukraine had just started. The inflationary pressures arising from huge increases in energy prices as well as supply problems for a number of materials made the delivery of a number of the Council's priorities much more challenging. Particularly when the Council itself was already facing significant financial pressures across the coming few years.

As this Outturn report attests, we will face issues and confront them. What will not change is a dedication to delivering high quality services. We did that in 2022/23 and the following pages set this out.



Delivering High Quality Services

A3 - Minimise Waste; Maximise Recycling

Lead Officer
Damian Williams

Portfolio Holder 22/23
Cllr Michael Talbot

Portfolio Holder 23/24

Cllr Mike Bush

The Council set as its Highlight Actions for 2022/23

The Council implemented a substantially different waste and recycling collection service in 2019. The new service brought with it a number of challenges and opportunities that saw recycling rates increase.

The objective through the course of this year is to further develop and consolidate the service to ensure it continues to deliver a good recycling rate whilst providing a good level of satisfactory for residents.

The Intended Outcome for the actions were

The intended outcome is an effective and efficient waste collection and recycling service that residents are happy with and that provides good value for money whilst achieving a realistic recycling rate

been consigned to landfill. Kerbside textile collection proposals have been agreed with a specialist company who will be rolling out the service in a way that integrates with other kerbside collections making textile recycling even more convenient for residents. We have sourced a new supply of coloured waste bags for community litter picking with the objective of promoting such community focussed endeavour and ensuring that the collected waste is clearly identifiable by the collectors as well as by residents.

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Officers will work with the Council's waste collection contractor to identify areas where the waste collection and recycling service can be developed and refined. This will focus on increasing recycling rates where possible and further improving customer satisfaction.

Q2 - Where possible and within existing budgets additional opportunities for recycling will be explored and implemented.

Q3&4 - Implementation of the improvements and opportunities identified in Q1 & Q2.

Against this Priority, the Achievements in 2022/23 were

The Council's partner has deployed a number of TetraPak recycling containers at key recycling sites identified in the District, making it possible to recycle forms of packaging that have previously



Delivering High Quality Services

A6 – Effective Regulation and Enforcement



Lead Officers

Damian Williams &
Anastasia Simpson

Portfolio Holder 22/23

Cllr Giancarlo
Guglielmi

Portfolio Holder 23/24

Cllr Mark Stephenson

The Council set as its Highlight Actions for 2022/23

The Covid response work continues, alongside a commitment to Enforcement. As agreed at the Corporate Enforcement Group the Community Ambassadors are being trained to respond to three key offences using Fixed Penalty Notices. The areas of priority are dog fouling, littering and fly tipping. The Community Safety Team continue to use the powers available to the authority in the Anti- Social Behaviour (ASB) 2014 Act. These powers are usually used in conjunction with partners such as Essex Police or Housing Associations.

The Intended Outcome for the actions were

- To impact positively on the problems for residents and businesses in the District from the unlawful activities of those who allow their dogs to foul public spaces and not clean it away, who dispose of waste in public spaces or litter those public spaces.
- To improve, in conjunction with our partners, the experience of residents and visitors during the summer-time season by enhancing services to meet the demands on those services.

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Prepare for and commence the Summer Plan 2022 and Ambassadors to focus on the three priority areas identified by the Corporate Enforcement Group.

Maximise capacity within the approved establishment of 5 Ambassadors and an ASB Case Officer (with a view to maintaining that position throughout the year). Subject to approval of the funding.

Q2 - Commence a review of the Strategic database to ensure consistency of recording of instances and relevant cases given to ASB Case Office for litigation.

Q3 - Evaluation and All Member Briefing to review the success of the Summertime plan. This will include a 'lessons learnt' document.

Relevant Corporate Plan Theme

Delivering High Quality Services

Q4 - Report back to Cabinet and/or an update at an All Member Briefing. Progress to also be reported back to partners including the Office of the Police Fire and Crime Commissioner as part of the annual review.

Against this Priority, the Achievements in 2022/23 were

The Summertime Plan 2022 was successfully delivered and an evaluation of the Summer Plan was carried out and an All Member Briefing was delivered in November 22, case studies and data was provided to support the evaluation.

Following a review of the Strategic database; the team introduced a new system called Microsoft Dynamics. This system takes complaints straight from the internet and populates the database, allocates the case to an Officer, and conducts a risk assessment including reports and audit trails. The OPFCC visited the Council as part of their annual review. The OPFCC stated that the relationships with partner agencies are strong especially with Essex Police with joint partnership work on initiatives and engagement days. The Council have a good relationship with the OPFCC, recently receiving funding for a future project funded by the OPFCC – in relation to Tackling Violence Against Women and Girls in the District (Safer Streets Bid £380K)

A7 - Net Carbon Neutral by 2030

Lead Officer

Lee Heley

Portfolio Holders 2022/23

Cllr Michael Talbot &
Cllr Alex Porter

Portfolio Holder 2023/24

Cllr Mike Bush

The Council set as its Highlight Actions for 2022/23

The Council has pledged to become carbon neutral by 2030 from the Council's own activities and from the electricity it uses. The Council has an Action Plan 2020-2023 to help it make progress towards this goal, and it will continue to deliver actions within the Action Plan. In particular, the Council will focus on improving the efficiency of the Council's estate, and engaging externally with partners with common interests in climate action.



The Intended Outcome for the actions were

Reduce carbon emissions from Tendring District Council's estate and services to make progress towards the goal of TDC becoming net zero carbon by 2030.

Delivering High Quality Services

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Develop options for consideration by the Portfolio Holder for building improvements to reduce carbon emissions, based on energy audits.

Q2 - This will be blank so remove the current wording

Q3 - REALIGNED - Decide on TDC's low-carbon electricity purchase.
Report on the District Council's annual carbon emissions data.

Q4 - Complete building improvement projects to reduce carbon emissions.
Review progress against the Carbon Reduction Action Plan 2020-23 and develop a new plan for 2024 onwards assessing how to reach the 2030 net zero goal.

Against this Priority, the Achievements in 2022/23 were

The Council has saved 700 tonnes of carbon between the baseline year and most recent data, from just over 5,000 tonnes in 2018-19, to 4,300 tonnes in 2021/22. This drop was achieved by consolidating our estate, for example closing the Weeley office, and improving the carbon management of our remaining buildings. In 2022/23, the Council continued to ensure electricity was delivered from carbon neutral sources. We have two electric vans in the fleet, about four percent, which is about double the national average percentage. Training on environmental awareness was rolled out to all staff. The Council's report template was changed to require carbon neutral considerations in decision making. The Council developed options for the future, including drafting proposals for solar panels on our estate and the EV charging strategy. Implementing these proposals in future will require external funding. The Council carried out significant development work with partners on the Green Energy Hub at Freeport East Harwich, which will support renewable energy generation in the north sea over the long term.

Building Sustainable Communities

B1 - North Essex Garden Communities

The Council set as its Highlight Actions for 2022/23

Working in partnership with Colchester Borough Council (CBC) and Essex County Council (ECC) to develop both the planning framework and a long-term stewardship model for a new Garden Community of 7,000-9,000 homes with associated employment opportunities and infrastructure. The Tendring-Colchester Borders (TCB) Garden Community will be an exemplar development that incorporates the very highest standards of design, architecture, planning and carbon reduction measures and delivery of the scheme will require positive cooperation with the lead development partners Latimer Clarion and Mersea Homes and continuous engagement with both existing and future communities. Priority action is for the new joint TDC/CBC/ECC Planning Committee to agree to the publication of the first draft Development Plan Document (DPD) for public consultation in line with Regulation 18 of the statutory plan-making process.



Lead Officer

Gary Guiver

Portfolio Holder 2022/23

Clr Giancarlo Guglielmi

Portfolio Holder 2023/24

Clr Mark Stephenson

The Intended Outcome for the actions were

The Garden Community will be a key driver of economic growth in North Essex. As well as addressing a significant proportion of Tendring and Colchester's long-term housing need, it will deliver a range of new jobs and training opportunities across a variety of sectors and will establish an exemplar development meeting the very highest standards of energy efficiency, green infrastructure, community stewardship, quality and design in line with the Garden Community Principles. The development is to be supported by the development of a government-funded A120-A133 link road and rapid transit system.

Initial outcome is for the Development Plan Document for the Garden Community to pass through the statutory plan-making process of consultation and independent examination in order for it to be adopted by 2024 ready for the first planning applications to be considered by the new joint Committee.

Building Sustainable Communities

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Completion of public consultation on Draft Development Plan Document (DPD) for the Garden Community (Regulation 18 stage) – subject to agreement from the joint TDC/CBC/ECC Committee.

Q2 - Reporting results of consultation on Draft Development Plan Document to the Joint Tendring-Colchester Committee.

Q3 - Revisions to and completion of final draft DPD and associated evidence base ready for Council approval and submission to the Secretary of State.

Q4 - Final consultation on the DPD (Regulation 19) and submission to the Secretary of State.

Against this Priority, the Achievements in 2022/23 were

The Development Plan Document (DPD) for the Tendring Colchester Borders Garden Community has progressed through critical stages of the statutory plan making process in 2022/23. Public consultation on the Regulation 18 draft DPD was undertaken in Summer 2022 and the comments received were taken into account in preparing the Regulation 19 'Submission Version' of the DPD. The partner Councils prepared and commissioned additional evidence to inform the decisions in response to key issues raised in the consultation – particularly in relation to University expansion, the special character of Crockleford Heath and the overarching 'Strategic Masterplan' that demonstrates how the new community could be developed. In February and March 2023, the Regulation 19 Submission Version of the DPD was considered by the Joint Committee and referred to Full Council at both Tendring and Colchester for approval. In May 2023, following local elections, the Submission Version of the Plan was published for consultation. The next stage of the process is the submission of the Plan to the Secretary of State for it to be examined by a government-appointed Planning Inspector.

B2 - Jaywick Sands - More and Better Housing



The Council set as its Highlight Actions for 2022/23

Working with the community of Jaywick Sands and other stakeholders to develop a long-term strategic plan for the area which will provide both a basis for making future planning decisions and a strategy for seeking and securing external private and public funding towards ongoing rejuvenation of the area and tackling deprivation. Key matters to address will include improving housing conditions, provide access to training and employment opportunities, improving community facilities and infrastructure and, perhaps most challenging of all, providing a long-term sustainable future of the community in the face of climate change and the increased likelihood and risk to life and property associated with of coastal flooding.

Building Sustainable Communities

The Intended Outcome for the actions were

Jaywick Workspace and Covered Market - Increased opportunity for economic activity in Jaywick Sands.

Jaywick Sands Place Plan - Introduction of a Design Guide for the redevelopment of existing substandard properties to higher quality flood-resilient properties and its adoption as a Supplementary Planning Document for use in the determination of planning applications.

Preparation of a comprehensive 'Place Plan' to guide the long-term regeneration of the area including a strategy for improving the quality of housing, addressing flood risk and tackling social and economic issues and a strategy for securing external funding from government, the private sector and other sources.

Lead Officers

Gary Guiver &
Damian Williams

Portfolio Holder 2022/23

Cllr Paul Honeywood

Portfolio Holder 2023/24

Cllr Andy Baker

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - [Jaywick Sands Place Plan](#)

- Coastal Community Team reformed as a multi-agency stakeholder group to feed into the work on the Place Plan and to include representation from the community.
- Preparation of Draft Place Plan and Design Guide material ready for public consultation

[Jaywick Workspace and Covered Market](#)
Start on Site. [Subject to receiving external funding]

Q2 - [Jaywick Sands Place Plan](#)

Consultation on Design Guide and preliminary Place Plan work and consideration of responses.
[Jaywick Workspace and Covered Market](#)
Enter contract with operator to market and operate the building.

Q3 - [Jaywick Sands Place Plan](#)

Adoption of Design Guide as a Supplementary Planning Document and continued work on the Place Plan.

Q4 - [Jaywick Sands Place Plan](#)

Preparation of Draft Place Plan for Councillor scrutiny and approval ahead of formal public consultation exercise.

[Jaywick workspace and Covered Market](#)
REALINGED Commence Marketing to potential occupiers of the building.

Against this Priority, the Achievements in 2022/23 were

The new Sunspot facility is close to completion, which is a purpose-built business centre on the seafront at Jaywick Sands, offering 24 affordable units, suitable for retail, office, studio and workshop tenants, as well as a range of other facilities. The units are being actively marketed to accommodate local entrepreneurs taking their first steps, or start-ups looking to grow or established businesses.

Design Guide for Jaywick Sands adopted as a Supplementary Planning Document (SPD) following public consultation. Work continuing on the Place Plan taking public comments into account. Constructive engagement with partners including the Environment Agency and Essex County Council about options for improving transport connections, improving sea defences, use of vacant land and seeking government support and funding.

Relevant Corporate Plan Theme

Building Sustainable Communities

As part of the work of the reformation of Coastal Community Team and following the provision of funding from the North Essex NHS a Healthy Housing team has been set up in Jaywick Sands. This team is seeking to improve the living conditions for those who privately rent along with encouraging improvements to the environment including a focus on waste disposal and recycling and improving council owned public open space in the area.

B4 - Building and Managing our own homes



Lead Officer

Damian Williams

Portfolio Holder

2022/23

Cllr Paul Honeywood

Portfolio Holder

2023/24

Cllr Andy Baker

The Council set as its Highlight Actions for 2022/23

Working in partnership with procurement specialists at Essex County Council in order to run a tender exercise for the design and construction single storey homes suitable for older and disabled persons. The procurement exercise will result in a high profile redevelopment of around 20 bungalows at the Honeycroft site.

The redevelopment will seek to provide homes achieving appropriate energy efficiency and lifetime homes standards along with meeting other industry benchmarks for quality and design. Options for the use of Modern Methods of Construction will be included along with offering the opportunity to Small & Medium size Enterprise (SME) developers. The overall design is to recognise current landscape constraints and provide a secure yet welcoming micro community that supports independent living and quality lifestyle.

Further to the redevelopment of Honeycroft site, two further sites held within the Housing Revenue Account (HRA) will be progressed to design and tender phase such that construction can follow on once Honeycroft is completed, or in parallel if funding permits. These sites could deliver a total of ten additional council homes for rent.

Discussions with Councillors will be facilitated on a range of further potential development sites identified within the HRA and General Fund estates. Proposals around a range of disposal or development options will touch on a spectrum of priority themes and balance financial and service considerations.

All of the above will be subject to appropriate (further) Cabinet and Full Council level decisions on scheme design, cost and funding.

The Intended Outcome for the actions were

Delivery of high quality council owned homes to meet the needs of those seeking affordable housing via the Council's Housing Register.

Building Sustainable Communities

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Honeycroft:

Undertake procurement of design and build contractor.

Acquisitions

As and when opportunities arise - Continue with a programme of property acquisitions where suitable existing (such as ex Right to Buy stock) or new build occurs.

Q2 - Honeycroft:

Report to Cabinet to appoint contractor. Contractor appointed and scheme design prepared for consultation.

Further HRA sites:

Surveyor employed to assess sites and prepare proposals for redevelopment.

Q3 - Honeycroft:

Scheme costs determined and report presented to Cabinet/Full Council seeking approval on the funding.

Q4 - Honeycroft:

Planning application determined
Building works commence on site.

Further HRA sites:

Planning applications submitted.

Against this Priority, the Achievements in 2022/23 were

During 2022/23 the Council took ownership of 16 brand new homes on developments across the district as part of planning agreements and purchased back two properties previously bought by tenants under the Right to Buy Scheme. Tenders were received during the year for work at Spendells House which is to become the Council's primary provision for temporary homeless accommodation.

Tenders were received for the Honeycroft redevelopment in Lawford with an especially innovative and attractive scheme being successful that will provide high quality, energy efficient accommodation for our older tenants.

The conversion of the Spendells site was competitively tendered and governance processes commenced.

Strong Finances and Governance

C2 - 10 Year Financial Plan



Lead Officer

Richard Barrett

Portfolio Holder 22/23

Cllr Giancarlo
Guglielmi

Portfolio Holder 23/24

Cllr Mark Stephenson

The Council set as its Highlight Actions for 2022/23

To continue the development of a zero based approach to deliver the required savings over the remaining years of the long-term forecast.

This will need to be balanced against the level of cost pressures that may emerge over the same timescales along with the delivery against the emerging Corporate Investment Plan.

Updates will be included within the quarterly financial forecast reports during 2022/23

The Intended Outcome for the actions were

To support a balanced budget and thereby underpin the Council's ability to deliver on its other Corporate Plan themes.

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Establish the budget areas to which the Zero based approach to budget setting will apply for 2023/24.

Q2 - In – year performance against the budget at end of Q1 reported to Cabinet with progress against £450k ongoing saving target.

Q3 - In – year performance against the budget at end of Q2 reported to Cabinet with progress against £450k ongoing saving target.

Q4 - In – year performance against the budget at end of Q3 reported to Cabinet with progress against £450k ongoing saving target.

Against this Priority, the Achievements in 2022/23 were

Final budget proposals for 2023/24 including an updated forecast covering the period 2024/25 to 2026/27 were considered and agreed by Full Council in February 2023.

In-year performance against the budget for 2022/23 was considered by Cabinet on a quarterly basis with the last report presented at their meeting on 17 March 2023 where a number of budget adjustments were agreed.

The above set out updated savings 'targets' which will be subject to further revisions as part of updating the forecast in the first half of 2023/24, which therefore supersede the original annual savings 'target' of £450k. Work continues in 2023/24 to develop a framework against which to identify the necessary budget reductions to support the Council's long term financial sustainability, with the associated risks underwritten by the Forecast Risk Fund.

Strong Finances and Governance

C3 - Effective and Positive Governance



Lead Officer(s)

Lisa Hastings &
Anastasia Simpson

Portfolio Holders 2022/23

Cllr Giancarlo Guglielmi
& Cllr Lynda McWilliams

Portfolio Holders 2023/24

Cllr Mark Stephenson &
Cllr Gina Placey

The Council set as its Highlight Actions for 2022/23

The Council continually seeks to improve and enhance its governance arrangements and in 2022/23 further enhancements will be made. This includes actions from the Centre for Governance and Scrutiny's Scrutiny Development Review of the Council and actions to keep the Constitution and Councillor training opportunities up to date.

Through this highlight priority the progress with such activities such as the development of a revised strategy for Inclusion and Equality will be captured. The revised Strategy, including an updated People Impact Assessment is aimed at securing robust governance arrangements are in place across the organisation.

The Council is also reviewing the way it engages with the Community and a draft strategy is also being developed for approval.

The Intended Outcome for the actions were

To further deliver against the ambition and intentions set out in the Corporate Plan Theme and actions highlighted in the Council's Annual Governance Statement realise real improvements for the District, its residents and businesses.

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Implement action plan ongoing from CFGS review in 2021. Prepare a revised community engagement strategy for the Council.

Q2 - To take a draft Inclusion and Equality strategy to Cabinet and authorise consultation on it. To take a draft Community Engagement Strategy to Cabinet for approval.

Strong Finances and Governance

Q3 - Report on the outcome of consultation on the draft Inclusion and Equality strategy and invite appraisal of a strategy. Following adoption, roll out of the Community Engagement Strategy across the organisation.

Q4 - Commence of the new Inclusion and Equality strategy training and embedding through the organisation. Undertake annual review of the Councils Constitution. Prepare for post-election 2023 Council. Induction plan and revised Allowances for Councillors.

Against this Priority, the Achievements in 2022/23 were

Both the Equality and Inclusion and Community Strategy were approved and formally adopted during 2022. An Officer group has been established to keep the Community Engagement Strategy under review and ACAS training has been provided for all managers in relation to Equality and Inclusion.

The Council took the opportunity in 2022/23 to review how it undertook Planning Site Visits, to reinforce Health and Safety during such visits, and the Site Visit Protocol; making changes where appropriate. Updates were made to the procedures for Motions and questions at Council to reflect the experience of Councillors in dealing with these up to this point and streamlining procedures accordingly. Other changes to the constitution included elements of the Overview and Scrutiny Procedure Rules (for instance including the Crime and Disorder functions with

the scope of the Community Leadership Overview and Scrutiny Committee) and revisions to the Petitions Scheme and updates to the Financial procedure Rules. All changes were approved by Full Council for implementation from the Annual Council meeting on 23 May 2023.

With the support and direction from the Councillor Development Working Party, an extensive induction plan was prepared including a Training Needs Analysis for Councillors to be in place for the period immediately following the elections on 4 May 2023. This included specific events for those new to the Council as well as others for all Councillors. Training on specific subjects to meet mandatory requirements were also planned for and arrangements put in place.

C5 - Use Assets to Support Priorities

Lead Officer
Damian Williams

Portfolio Holder 22/23
Cllr Giancarlo Guglielmi

Portfolio Holder 23/24
Cllr Mark Stephenson

The Council set as its Highlight Actions for 2022/23

Appropriately disposing of land at the redundant Weeley Office Site in support of priorities.

To facilitate member decision on a range of potential development sites identified within the Housing Revenue Account and General Fund estates. Propose a range of disposal or development options that touches on a spectrum

of priority themes and balances financial and service considerations.

To ensure that the Council's general fund assets support in the delivery of the Council's key priorities including the provision of modern high quality buildings for customers and staff along with a commitment to carbon neutrality.



Strong Finances and Governance

The Intended Outcome for the actions were

To further deliver against the ambition and intentions set out in the Corporate Plan Theme and realise real improvements for the District, its residents and businesses. To complete the disposal of the redundant site at Weeley and a forward looking list of under used sites that might be considered for disposal or development

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - [Weeley Council Offices](#)

Agree terms for disposal of the Weeley site.

[Other Sites](#)

Prepare long list of potential disposal/development sites for Portfolio Holder shortlisting.

Q2 - [Weeley Council Offices](#)

Planning application submitted for Weeley site.

[Other Sites](#)

Report to member's short list of potential development/ disposal sites for direction and prioritisation.

Q3 - [Other Sites](#)

Consolidate list of energy audit actions identifying funded, fundable and aspirational projects and options for Portfolio Holder consideration.

Q4 - [Other Sites](#)

Complete a review of options for depot accommodation for member consideration.

Against this Priority, the Achievements in 2022/23 were

A disposal of the former office site at Weeley was negotiated and governance up to the point of final decision was completed.

The reinstatement of the Coppins Hall Community Centre following fire damage was completed. The identification of potential development and disposal sites for further consideration was completed and readied for prioritisation following the consideration of related petitions.

The conversion of a redundant public lavatory building in Dovercourt was completed by the tenant, work to renovate the redundant site at Mill Lane Walton was progressed and agreement to let the redundant public lavatory (subject to planning – since approved) was gained.

Funding for additional survey works to the Leading Lights in Dovercourt was gained.

The Treadwheel crane in Harwich was renovated and reopened.

A flood memorial garden in Harwich, in partnership with the Town Council, was opened a deal to acquire derelict sites in Dovercourt was agreed and governance completed.

A Growing and Inclusive Economy

D1 - Develop and Attract New Businesses

Lead Officer

Lee Heley

**Portfolio Holder
2022/23**

Cllr Neil Stock OBE

**Portfolio Holder
2023/24**

Cllr Ivan Henderson



The Council set as its Highlight Actions for 2022/23

Partners have submitted a successful Outline Business Case for Freeport East, with the potential to bring investment and jobs to the Port at Harwich. On 7 December 2021 the Government formally designated the Freeport tax sides within Freeport East (including at Harwich). The Council will be an effective partner in the Freeport East programme, working with other local authorities and the Port to support efforts to bring forward Bathside Bay. The Council will work with Essex County Council and other partners to develop future proposals for the regeneration benefits that Freeport East could bring to District of Tendring.

The Intended Outcome for the actions were

Increased business and government investment in Freeport.

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Freeport East submits Final Business Case.

Q2 - Decide on governance structure for Freeport East.

* Further milestones to be determined from Freeport East Final Business Case.

Q3: NEW Capital seed funding released to sites. NEW Business rates policy for Freeport agreed by the Council.

Q4 - Options for regeneration proposals from Freeport developed (subject to the Final Business Case).

Against this Priority, the Achievements in 2022/23 were

Freeport East made significant progress during the year. The Full Business Case (FBC) was submitted to Government in April 2022. A Chief Executive Officer was appointed in September 2022, and a new Chairman, led the first Board meeting in December 2022. Freeport East Ltd. was formally incorporated as a company on 6 December 2022 with Tendring District Council as a permanent member of the board. The FBC received approval on 10 January 2023, with actions for completion. A Management Committee has now been established, along with several Theme Groups, which have officer representation from the Council. These groups, based on priorities in the business case, include skills, innovation, inward investment, infrastructure and regeneration. In addition, via the use of Shared Prosperity Funding, TDC has worked with the University of Essex to fund a feasibility study into the development of a Green Skills centre at Harwich. Freeport partners look forward to developing a skills programme so that local residents are ready to benefit from the future jobs, to launching an investment fund to help local innovative businesses, and to further work to develop the Bathside Bay Harwich tax site, including the expected submission of a planning application for the green energy hub.

A Growing and Inclusive Economy

D2 - Support Existing Businesses

Lead Officer
Lee Heley

Portfolio Holder 22/23
Cllr Mary Newton



Portfolio Holder 23/24
Cllr Ivan Henderson

The Council set as its Highlight Actions for 2022/23

The Council has the opportunity to seek government funding to invest in its major town centres in Clacton and Harwich through the Levelling Up Fund. The Council will develop a pipeline of projects to support the District's town centres, working with partners, and seek funding for them.

The Intended Outcome for the actions were

Implement Improvements to support our Town Centre economy.

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Review Government guidance for the Levelling Up Fund and consult with partners. Construction commences on the Starlings Project.

Q2 - To be determined based on Levelling Up Fund bidding process. Support provided to Clacton Town Centre Working Group.

Against this Priority, the Achievements in 2022/23 were

The Council has worked with partners to provide a District Wide Business Support and in 2022/23 supported 117 Tending clients. In October, the Council staged a number of business support events under, the banner of the Tending 4 Growth. This provided the opportunity to engage with local businesses, provide topical information and highlight services the Council can offer. All events were free to attend, with culminating in a final Awards evening.

The Council was awarded over £19 million Levelling Up Funding for the Clacton Civic Quarter Project, which will rejuvenate a key area of the town and delivery skills and jobs opportunities in the town. Further to that, a £6.7million Capital Regeneration Project grant was also awarded for regeneration schemes in Dovercourt town centre. Working closely with Essex County Council, this funding will support visual improvements to the town centre to support businesses, together with skills development for local people and new housing.

Q3 - Options for a pipeline of future Tourism projects proposed.

Lead Officer
Lee Heley

Portfolio Holder 2022/23
Cllr Alex Porter

Portfolio Holder 2023/24
Cllr Ivan Henderson

D4 - Promote Tending's Tourism, Cultural and Heritage Offers

Relevant Corporate Plan Theme

A Growing and Inclusive Economy

The Council set as its Highlight Actions for 2022/23

Tourism is a major industry for District of Tendring. The sector is worth almost £402 million to Tendring, with the industry responsible for almost 9,000 jobs, equivalent to 17.9% of the District's employment. Most recently Clacton 150 has demonstrated the capacity of the Council to bring forward events and animate the seafront. The Council's Tourism Strategy aims to grow the value and volume of tourism for the wider benefit of the District, with a 10 point plan. The Council will co ordinate a programme of events including the Clacton Airshow and celebrations of the Queen's Platinum Jubilee, and bring forward proposals to support the visitor economy.



The Intended Outcome for the actions were

Increase the number of tourists visiting Tendring District and improve the District's offer to them.

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Motor Rally – Support First British Championships Rally of the season to take place in Tendring April 2022.

Support a schedule of Platinum Jubilee events.

Review the Tendring Beach Hut Strategy.

Develop the Tendring District Sport and Leisure Strategy.

Q2 - Promote LoveTendring App.

Host the Clacton Airshow.

Promote TDC at the Tendring Hundred show in July 2022.

Q - Plant trees to create a new Jubilee/Clacton 150 legacy woodland funded by the Heritage Lottery Fund.

REALIGNED Report on the Tendring District Sport and Leisure Strategy.

Q4:

Coordinate Illuminate Festival

Bring forward proposals for tourism and seafronts to underpin the District Wide Tourism Strategy in 2023/24

Agree a priority places plan with the Arts Council for joint work in Tendring.

Against this Priority, the Achievements in 2022/23 were

The Council continued to celebrate the 150th anniversary of Clacton with a number of events across the district. The development of Yellooly Woods in Burrs Road, Great Clacton, saw the planting of 150 native trees and a dedicated woodland trail. The Tendring Cultural Education Partnership supported an innovative children's takeover of a retail unit on Clacton high street for 6 weeks. 13,777 visitors attended the 2022 Princes Theatre Pantomime 'Cinderella', the most successful pantomime to date with a gross income of £222,120. 2022 saw the return of the more typical format for the Clacton Airshow, trade stands and a full flight schedule was reinstated following a hiatus due to national restrictions and an estimated 250,000 visitors descended to Clacton over the two day duration of the event. The Council will bring forward a Sports Strategy under the new Administration and publish a plan with the Arts Council for support to the District.

Community Leadership Through Partnerships

E1 - Health and Wellbeing – For Effective Services and Improved Public Health



Lead Officer

Anastasia Simpson

Portfolio Holder 2022/23

Cllr Lynda McWilliams

Portfolio Holder 2023/24

Cllr Gina Placey

The Council set as its Highlight Actions for 2022/23

The Council has agreed a number of health Memoranda of Understanding primarily to support the work around health inequalities across the District. At the current time the evaluation framework is being constructed with a view to recruiting additional post holders on a temporary basis to move this work forward across communities. For example, an additional Family Solutions worker is to be recruited to support families in the Harwich area. This work will be completed with communities, stakeholders, statutory and voluntary bodies.

The Intended Outcome for the actions were

Supporting the Council's ethos of 'Community Leadership' by delivering and influencing initiatives to support the health and well-being of our residents.

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Support the delivery of health and wellbeing work programme by commencing recruitment to additional posts. Key Performance Indicators to be established to underpin the Memoranda of Understandings with CCG and ESNEFT.

Q2 - Induction programmes for new postholders completed and links with the relevant partners established, including feedback to the North East Essex Health and Wellbeing Alliance Board.

Q3 - Monitor Key Performance Indicators across the health inequality work streams.

Q4 - Report back to Cabinet on progress of Health Memoranda of Understandings, Key Performance Indicators and delivery.

Community Leadership Through Partnerships

Against this Priority, the Achievements in 2022/23 were

Health inequalities funding from the North East Essex Health and Wellbeing Alliance

Highlight Actions 2022/2023

The North East Essex Health and Wellbeing Alliance has provided the Council with £600 000 of funding to be used around health inequalities which is subject to memorandum of understanding as to how the funding can be spent.

Achievements 2022/2023

Family Solutions Officer for Harwich to support children and families most in need and to help identify those not accessing support and offer opportunities to receive help.

Housing Benefits and Early Intervention Officer provided in the Childrens Social Care multi-disciplinary team. This role provides a housing and benefits offer in a wider specialist team to support those requiring multiple types of support and in particular those who have a history of being unable to access services.

Health Inequalities Coordinator to administer the health inequality funding obtaining approval through the Alliance Board.

Pipeline projects developed over this period included a Fuel Poverty Officer, extending Family Solutions provision, a Community Officer to help support the Tendring Community Fund and supporting around hospital discharge.

E2 - Education – For Improved Outcomes

The Council set as its Highlight Actions for 2022/23

Working with Education partners including Essex County Council, local schools, universities and business to address the Tendring Education Strategic Board's four key work streams – teacher recruitment, retention, school attendance and Post 16 opportunities. This work is in line with the Council's Children and Young Person's Strategy.

Lead Officer

Anastasia Simpson

**Portfolio Holder
2022/23**

Cllr Lynda McWilliams

**Portfolio Holder
2023/24**

Cllr Gina Placey



Community Leadership Through Partnerships

The Intended Outcome for the actions were

Working with the Tendring Education Strategic Board to support initiatives for improved outcomes for the District of Tendring and preparing the District's young people to be job ready.

In achieving the highlight actions the Milestones in 2022/23 were set

Q1 - Memoranda of Understanding to be agreed between Tendring Education Strategy Board partners. A presentation to be given to the Alliance Board to improve the links between the two Boards.

Q2 - Tendring Education Strategy Board celebration event in June 2022, showcasing the work of Tendring students and teachers throughout the pandemic.

Q3 - Review and evaluation of work across the Board, including the four work streams.

Q4 - Report back to Cabinet on the progress of the Tendring Education Strategy Board.

Against this Priority, the Achievements in 2022/23 were

Memorandum of Understanding agreed.

Jointly funded "Teach in Tendring" recruitment film produced for use by schools/academies <https://vimeo.com/user13091914/review/720615079/f7fd8235b8>.

Programme of funded CPD opportunities developed and promoted to schools for teaching staff including support for schools leaders.

Funding secured from the successful Twinning Arrangement with Suffolk and Norfolk Opportunity areas (work continues 2023/24).

Supporting schools with attendance challenges (post pandemic) through sharing of good practice. Work in progress, to support a number of projects/initiatives around attendance including AV1 Robots in schools to support transition back to school, a part time School Liaison Officer role to support families with school attendance in rural areas of the District (criteria for access to both to be agreed).

Successful "Let's celebrate" event in June 2022, showcasing the great work of Tendring students and teachers. Short film:- <https://youtu.be/1gbwcRug6U0>

Skills - broadened membership of working group, recognising the need to increase capacity, understand 'landscape', avoid duplication as well as supporting collaborative working.

Community Leadership Through Partnerships

E5 - Joined Up Public Services for the Benefit of our Residents and Businesses



Lead Officer

Ian Davidson

Portfolio Holder 2022/23

Cllr Neil Stock OBE

Portfolio Holders 2023/24

Cllr Mark Stephenson &
Cllr Gina Placey

The Council set as its Highlight Actions for 2022/23

Through their day to day practices, Anchor institutions are usually large organisations which are local to place that have the leverage to maximize social value through their role as workforce developers, employers and procurers, their core business (health and education for instance) and linkages to the place they operate. They are large, typically non-profit organisations like hospitals, local councils, and universities. They have:

- 'Sticky capital' (i.e. are unlikely to move given their connection to the local population)
- Significant influence on the health and wellbeing of a local community through their sizeable assets.

Anchor organisations can shape local place by:

- Workforce Developer
 - Procurement of goods and services
 - Employer
 - Local business and VCS incubator
- Estates and Environment

In achieving the highlight actions the Milestones in 2022/23 were set

Q1

- Analyse procurement spend across the authority, with support from EELGA consultants.
- Commence work around the integration of the green agenda into the Anchors approach.

Q2 Support various recruitment initiatives across the Anchor partners including reverse job fairs, highlighting job opportunities with them

Q3 Report to Cabinet on the progress with the Essex Anchors initiative, including specific work relating to the District of Tendring.

Q4 Determine, with Anchor partners, priorities for 2023/24 and provide an update via an All Members' Briefing.

The Intended Outcome for the actions were

The Anchor movement is focused on a successful economy for Essex whilst creating and keeping skills, opportunities and employment in Essex.

Community Leadership Through Partnerships

Against this Priority, the Achievements in 2022/23 were

Essex CC have organised Procurement Workshops through Q4, with Anchor Organisations attending to share Social Value Learning and validate current procurement practices, ambitious and outcomes for mapping, to develop a project plan in 2023. The Anchors Procurement Working Group work-streams will be:

- Social Value through Procurement
- SME engagement and Local/SME spend
- Climate and green procurement
- Role of procurement as enabler for businesses resilience to collate partners ambitions and mapping of practice

TDC highlighted in its Report to Cabinet on Shared Procurement Service in March 2023, a Social Value approach for procurement is being developed at a local level with partners, with consideration to the Anchors work, as it develops

Further copies of this are available from Democratic Services & Elections.
Tendring District Council, Town Hall, Clacton-on-Sea, CO15 1SE
Email a request to:democraticservices@tendringdc.gov.uk

Issued: