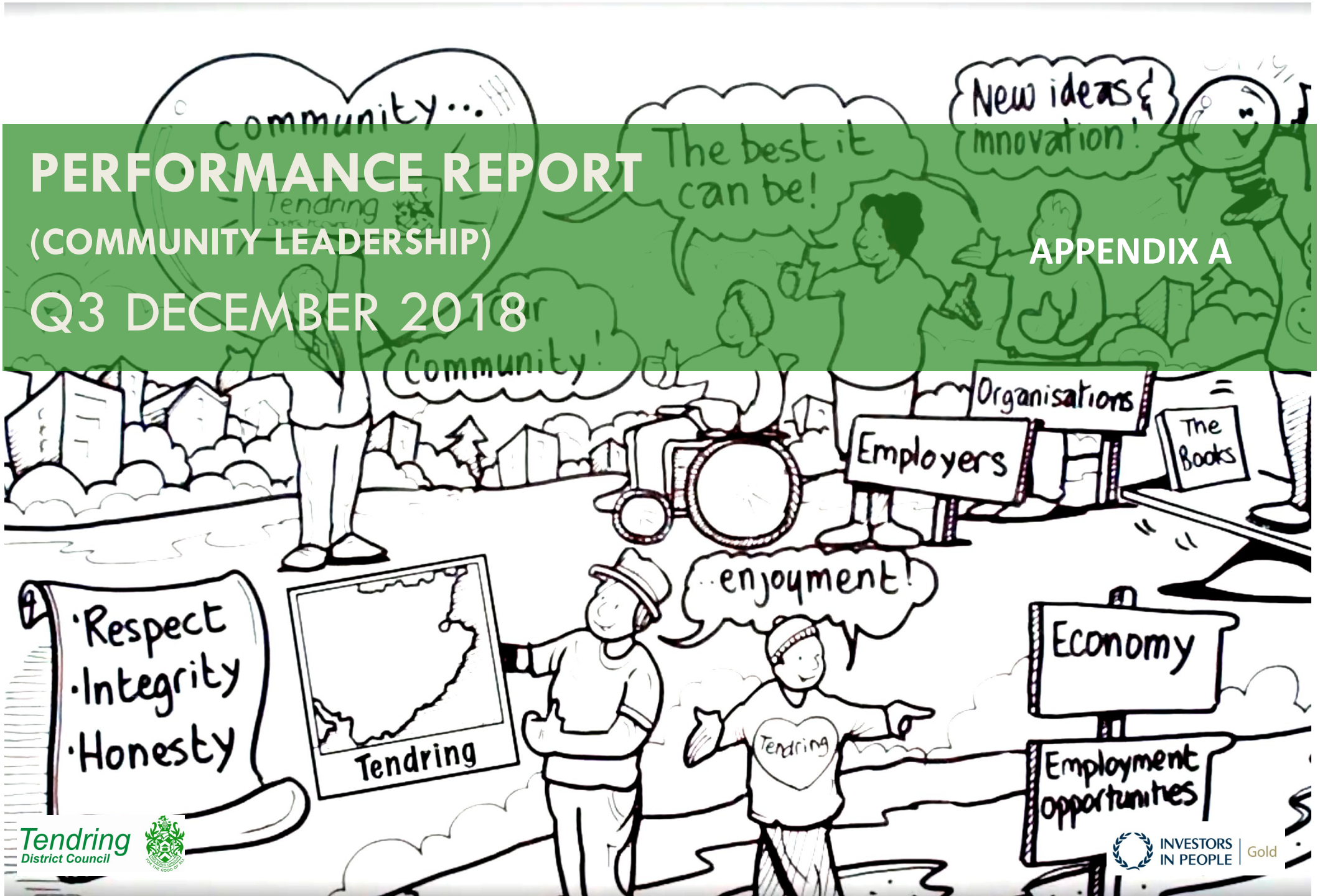


PERFORMANCE REPORT

(COMMUNITY LEADERSHIP)

Q3 DECEMBER 2018

APPENDIX A



Introduction

The following pages include the Council's Corporate Plan 2016 - 2020 and Tendring District Council's Priorities and Projects 2018/19 where the Council have an influencing role. There is a clear link between the aspirations, detailed in the Plan, and Priorities and Projects noted. Projects sit under the following headings:-

	Council and Community		Health and Housing		Employment and Enjoyment
	<u>Education</u> Page 4 & 5		<u>Housing Strategy</u> Page 10		<u>Improved Broadband</u> Page 12
	<u>Community Safety</u> Page 6, 7, & 8		<u>Health and Wellbeing</u> Page 11		
	<u>Manningtree Infrastructure</u> Page 9				

Corporate Plan 2016-2020

Our Council Our Community

What we will achieve:

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

Health and Housing

What we will achieve:

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

Community Leadership

Employment and Enjoyment

What we will achieve:

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

Our Vision

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

Our Values

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

Our Challenges

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

Our Opportunities

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

Our Priorities & Projects 2018/19

Chief Executive

- Strategic lead and corporate interface
- External and partnership engagement
- Essex wide board leadership
- Strategic finance
- Community Safety Hub

Deputy Chief Executive (Corporate Services)

- Transforming the way we work
- Digital
- Customer experience
- Office Accommodation
- People
- Finance
- Deliver 10 year Financial Strategy
- Capital Strategy / profiling
- Management of financial risks
- Governance
- Effective financial management
- Development of programme and project management
- Information security

Corporate Director (Operational Services)

- Jaywick Sands regeneration and renaissance
- Revised and updated Housing Strategy
- Waste, recycling and street sweeping contract renewal
- Cliff stabilisation
- Complete repairs to the Venetian Bridge
- Produce a long term sustainable scheme around Sport England grant funding
- Contribute to Mayflower 400 commemorations

Corporate Director (Planning and Regeneration)

- North Essex Garden Communities
- Local Plan
- Ensure delivery of improved Broadband coverage
- Effective outcomes from the Corporate Enforcement Group
- Lobby for road and rail crossing improvements at Manningtree
- Strategy and plan for Harwich and Dovercourt public realm
- Holland Haven and seafront opportunities
- Economic Growth

Community Leadership

- Delivery of high quality, affordable services
- Working positively with others - including partnership working on education, health, community safety and housing

Education

(Council and Community)

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“Deliver the agreed plan to improve educational attainment and aspiration in Tendring.”

Martyn Knappett – Deputy Chief Executive

Health and Education Portfolio Holder

Delivery Mechanism: As a community leader, there are a number of education work streams that underpin this which are to be delivered in 2018/19 via the Tendring Education Improvement Group.

Update: This section relates to ongoing activity where the Council’s role is that of influence.

Activity	Current Position	To be Completed
<p>Start Well - to continue to support schools in improving and maintaining attainment levels, promoting school readiness, and a positive experience and opportunities through school to allow each child to achieve their full potential.</p>	<p>School Readiness project ongoing. This is part of the work of the North East Essex (NEE) Children's Partnership Board. Children's Partnership Board to agree/set project deadlines.</p>	<p>On-going</p>
<p>Stay Safe – children and young people feeling safe in their community.</p>	<p>See Community Safety update, detailed below.</p>	<p>On-going</p>
<p>Mental Health & Emotional Wellbeing – enjoying good mental health and wellbeing - Wellbeing Hub – Gt Bentley School, consider funding opportunities for roll out.</p>	<p>Mental Health & Emotional Wellbeing - Sustainability and Transformation Partnership Board (STP)/Mental Health Programme Manager to undertake further scoping work on the benefits to children of a Wellbeing Hub model in schools.</p> <p>Wellbeing Football in Clacton - for people experiencing mental health issues and the homeless. Further meeting held with Football Development Officer & Technical Lead Equality & Inclusion, from Essex Football Association (FA) & Disability for Sport with local partners to include involvement from Salvation Army, Sport for Confidence, & Full Circle. Planning for initial taster sessions underway to commence April 19 subject to funding being obtained/agreed.</p> <p>Working with the Public Health Improvement Officer and using school census data, 12 primary schools identified and approached to take up the funded Marathon Kids programme, with a view to getting children more active, to challenge and inspire. 2 primary schools signed up to date.</p>	<p>Teen Talk MH Booklet distributed to all Harwich & neighbouring schools - Completed. (STP) to undertake further scoping work on Wellbeing model in schools. STP to set timescales.</p>

Education

(Council and Community)

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“Deliver the agreed plan to improve educational attainment and aspiration in Tendring.”

Martyn Knappett – **Deputy Chief Executive**

Health and Education Portfolio Holder

Delivery Mechanism: As a community leader, there are a number of education work streams that underpin this which are to be delivered in 2018/19 via the Tendring Education Improvement Group.

Update: This section relates to ongoing activity where the Council’s role is that of influence.

Activity	Current Position	To be Completed
Positive Futures - working together with partners to enable families to lift themselves out of poverty, enhance aspirations and provide opportunities for life long wellbeing.	Inaugural meeting of Essex Inspires project was held on 26 Nov 18, which included representation from local secondary schools, businesses and education establishments. The project would develop a ‘pilot’ detailed partnership task and finish group with the support of Tendring District Council, to review the consistency of careers advice across schools, to map the plethora of agencies working in this arena and post 16 retention rates. Engage with key stakeholders inclusive of businesses to understand their vision for the next 5-10 years and drive a systems change approach, ensuring resources are utilised to support young people to gain appropriate information and skills equipping them for future career opportunities. Essex Inspires - next meeting planned for Feb 2019. Draft terms of reference to be agreed.	Inaugural Meeting held 26 Nov 18. Next meeting planned for Feb 19.
School Places.	On-going work with ECC to support school places for local children.	On-going , via regular updates with ECC
Supporting IntoUniversity and Teach First - Positive Futures.	Work on-going. Annual report from IntoUniversity received.	Complete Dec 18
Strengthen links with Universities.	MOU with Essex University reviewed & updated as part of the work on Garden Communities project.	Complete
Memorandum of Understanding (MOU) Colchester Institute.	Meeting took place on 9 Jan 19 between TDC Officers and the Principal of Colchester Institute to start initial discussions about an MOU.	Mar 19

Community Safety

(Council and Community)

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

Chief Executive

Health and Education Portfolio Holder

Delivery Mechanism: The Community Safety work plan 2018/19 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process (Strategic Assessment and Delivery Plan agreed at RAG meeting on 5 Feb 18).

Update: This section relates to ongoing activity where the Council’s role is that of influence.

Activity	Current Position	To be Completed
<p>Tackling Anti-Social Behaviour and Acquisitive Crime</p> <p>Identifying and supporting repeat and vulnerable victims. Identify hotspot locations and/ or increases in crime trends. Anti-Social Behaviour (ASB) affects families and communities and by addressing these activities we can help improve the quality of life in the community, improve perceptions and facilitate local problem solving to address issues.</p>	<ol style="list-style-type: none"> 1. Revisited Clacton Estate (S.A.D: Street Action Day) to ensure referrals and work had been undertaken. 2. Attended Fortnightly Force Tasking as representative from Tendring Council; cascaded the information to the relevant departments within the Council. 3. Visited an address, following the receipt of numerous complaints about overgrown front and back garden. Visited neighbours to discuss access to rear garden in order to complete the work. Front already been cleared by TDC Engineering Team. Tendring District Council’s Safer Communities Manager issued Community Protection Notice to the owner of the property informing him that TDC would be carrying out the work and he will be charged for the work. 4. Met with Trinity Methodist Church to discuss options for the vulnerable residents of Clacton and facilities for the Street Drinkers - As a direct action from the mediation session held with the street drinkers and other agencies. Trinity Methodist have a new project running from New Year. 5. Chaired Daily Conference Call - enabling partners to dial in to a conference call and get the latest information in relation to crime and ASB, including Wanted or Missing People. 6. Completed Crucial Crew Evaluation and provided feedback to RAG and to the providers of the sessions. 7. Proposal written for new County Lines intervention programme for primary schools. 8. SAD Review - Implement any changes to SAD in the New Year. 9. Planning for Walk on Line Roadshows to be delivered in Mar 19. 	<p>Complete</p> <p>Fortnightly</p> <p>On-Going</p> <p>Complete</p> <p>Weekly</p> <p>Complete</p> <p>Ongoing</p> <p>To be completed by Jan 19</p> <p>To be delivered March 19</p>

Community Safety

(Council and Community)

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

Chief Executive

Health and Education Portfolio Holder

Delivery Mechanism: The Community Safety work plan 2018/19 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP) through the Annual Strategic Assessment process (Strategic Assessment and Delivery Plan agreed at RAG meeting on 5 February 18).

Update: This section relates to ongoing activity where the Council’s role is that of influence.

Activity	Current Position	To be Completed
<p>Protecting Vulnerable People from Hidden Harms</p> <p>Identifying and supporting repeat and vulnerable victims, educating both young and older people and encouraging proactive reporting of Hate Crime and Domestic Abuse. Implement/facilitate steps to protect identified victims.</p> <p>There will also be a clear emphasis on gangs and youth violence, drug dealing and drug trafficking, Child Sexual Exploitation, Preventing Violent Extremism, Modern Slavery, Human Trafficking and substance misuse (these are often termed 'Hidden Harms'). The CSP will aim to increase the understanding and awareness of the hidden harms our communities face, and encourage those who are suffering to come forward and seek help from the Partnership.</p> <p>Current risks within Tendring do not come from the more traditional crimes, but from Hidden Harms as described above.</p>	<ol style="list-style-type: none"> 1. Met with members of the public presenting at the Town Hall with a range of complex needs, initial support given and signposting to the most appropriate agency. Signposting vulnerable people to the correct support services. 2. Met with Centre for Social Justice to showcase the work of the Hub. 3. Other collaborative activity includes submitting Police Intelligence Report’s (PIR’s). 4. Deadline for survey 30 Nov 18 responses analysed and report written. Feedback to the task and finish group in early Dec 19 in relation to review of the Community Safety Hub and the implementation of any changes early 19. 5. Attended various Town Centre Working Party meetings representing Community Safety, issues with street drinkers and ASB / Crime. 6. Attended a Multi Agency Training day in relation to DHR's (Domestic Homicide Reviews) SAR's (Serious Adult Reviews), SCR's (Serious Case Reviews). Lessons learnt from reviews across Essex - Led by Essex Social Care and SET Domestic Abuse Team. 7. High Sheriff visit - Tour of Clacton and the Community Safety Hub, then onto Jaywick Sands to view some of the projects going on in Jaywick Sands. 8. Attended Intergrated Offender Management Meeting (Local Action Group), representing TDC and Tendring CSP. 9. TDC / Essex Police / Cllrs met to discuss an action plan for a vulnerable resident who is causing concern. Due to his perceived mental ill health. Discussed a package of support for the resident that will start with a visit from TDC officers in the New Year (11 Jan 19). 	<p>On-going</p> <p>Complete</p> <p>Monthly</p> <p>Complete by 31 Mar 19</p> <p>Monthly</p> <p>Complete</p> <p>Complete</p> <p>Bi-Monthly</p> <p>On-going</p>

Community Safety

(Council and Community)

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

Chief Executive

Health and Education Portfolio Holder

Delivery Mechanism: The Community Safety work plan 2018/19 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP) through the Annual Strategic Assessment process (Strategic Assessment and Delivery Plan agreed at RAG meeting on 5 February 18).

Update: This section relates to ongoing activity where the Council’s role is that of influence.

Activity	Current Position	To be Completed
<p>Reducing Violence and Knife Crime</p> <p>Identifying hotspot locations, and/ or increases in crime trends. Work with partner agencies to raise awareness of Knife Crime across the District. The fear of crime, whether real or perceived, can also have a very serious impact upon people and communities, Violence with Injury and Possession of Weapons were the top two crime types that scored the highest in terms of risk for the District.</p>	<p>1. Working with Barnardos to design a project to tackle violent crime and knife crime where a young person is affected by parental imprisonment. Specification and bid written - Safer Communities Manager took bid to RAG and agreement given to match fund the project. Next step to find remaining funds from other sources. Bid written to the Office of the Police, Fire and Crime Commissioner (OPFCC) for their final tranche of funding in Feb 19.</p>	<p>On-going</p>

Manningtree Infrastructure (Council and Community)

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“Lobby for road and rail crossing improvements at Manningtree”.

Ewan Green – **Corporate Director**

Portfolio Holder

Delivery Mechanism: To lobby the Highway Authority and rail companies to agree a package of parking and highway improvements to alleviate congestion in the area of Manningtree Railway Station.

Update: A partnership group has been formed including local MP’s, ECC, Suffolk CC, Babergh & Mid Suffolk Council, TDC, Haven Gateway Partnership, Essex Rail Users.

Milestones	Current Position	To be Completed
Work with partners to develop an outline proposal for improvements <i>(to include; the economic, social and environmental needs and benefits)</i> and lobby for Government support.	An initial proposal will be developed, led by ECC, in order to detail the economic, social and environmental needs and benefits which future investment will address. Options for short term improvements are being developed by ECC. Council Leader has engaged with the Secretary of State for Transport and South East Local Economic Partnership to both raise awareness of the issue and seek support for a strategic, long term solution.	TBC

Housing Strategy

(Health and Housing)

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“Revised and updated Housing Strategy.”

Paul Price – **Corporate Director**

Housing Portfolio Holder

Delivery Mechanism: Consultation with relevant officers and other key stakeholders to produce Housing Strategy to be agreed by Full Council.

Update: Research has been undertaken and other Council’s housing strategies have been reviewed. The Government published its Housing Green paper in August 18 which provides some indication on the Governments future policy direction. The Executive Projects Manager is now in post and working on a project plan to include the key milestones in the development of the strategy.

Milestones	Current Position	To be Completed
Develop draft Housing Strategy. *Housing Green Paper, will inform strategy.	Meeting with Portfolio Holder arranged for 15 Jan 19 to agree direction of travel and agree strategic priorities. Strategy expected to be drafted by end of Jan 19	May 18 *Revised Dec 18 *Revised Jan 19
Seek Cabinet approval.	Meeting had with Housing Portfolio Holder, agreed that the Strategy will not go to Cabinet until after the elections in May 19.	Jul 18 *Revised Dec 18 * Revised Jul 19

Exception: The uncertainty from government around their housing strategy has made it difficult to draft a document that could require major revisions should the policy direction alter significantly. The recently published Green Paper and announcement on the proposed lifting of the Housing Revenue Account borrowing cap has helped to address some of this uncertainty.

Health & Wellbeing (Health and Housing)

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

Paul Price – **Corporate Director**

Health and Education Portfolio Holder

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

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

Milestones	Current Position	To be completed
Sport England Local Delivery Pilot.	Chapter 1 detailing the journey so far has been published and presented to the Essex Health and Wellbeing Board. A Strategic Sponsors Group meeting was held on 3 Dec 18 to discuss the development of Chapter 2. Chapter 2 comprising the strategic investment plan was subsequently submitted to Sport England for consideration. The wider communications and engagement work stream is now anticipated to run from Jan 19 until Mar 19. A staff consultation event is planned for the end of Jan 19. Heads of Service have been approached to identify staff to attend to maximise the opportunity for sharing information for the benefit of the project.	On-going
Tendring Health and Wellbeing Board – Terms of Reference	The Tendring Health and Wellbeing Board was held on 5 Nov 18.	Complete Nov 18
Tendring Health and Wellbeing Board – Strategy	This was refreshed and updated and was presented at the Board meeting on 5 Nov 18. The Strategy is due to be agreed and adopted by the Board.	Complete Nov 18
Tendring Health and Wellbeing Board – Workstreams	The next Health and Wellbeing Board will be held on 11 Jan 19 and will focus on delivery.	Jan 19
My Weight Matters Programme	The weekly sessions are currently continuing at two council office locations, Weeley and Clacton Town Hall. Two new volunteers have been trained to support the Weeley delivery given the relocation of staff from the site. TDC and ACE to work further on advertisement of Weeley sessions in the area to increase attendance.	Jan 19
Attended Staff benefits and Tendring Show to promote Livewell.	Good public engagement at Tendring Show to highlight awareness of Livewell with information and water bottles with the logo have been provided to promote and advertise Livewell.	Complete
Active Tendring – new Chair and refresh	Active Tendring held its first meeting since its refresh. Six projects are progressing well with funding from the 2018/19 Active Tendring budget.	Jan 19

Improved Broadband (Employment and Enjoyment)

“To work with all parties to boost superfast broadband coverage in the Tendring district. This work is part of a new multi million pound contract with BT Group as part of the Superfast Essex programme.”

Ewan Green – **Corporate Director**

Finance and Corporate Resources Portfolio Holder

Delivery Mechanism: The £9million contract signed by Essex County Council and BT Group will ensure superfast speeds of 30Mbps and above are made available to an extra 5,400 homes and businesses in the District by March 2020. TDC have contributed £250K towards the cost of the contract vis-à-vis BT’s operational work in the District.

Update: Work started in late 2018 and will not be concluded until 2020. The work will take place in parallel to existing fibre broadband rollout plans by Superfast Essex. The additional coverage will lift superfast broadband availability in Tendring District to more than 98% by early 2020, making the area one of the best-served areas in Essex. TDC will monitor delivery through six monthly progress reports from Superfast Essex. The Council entered into a contract with ECC (Superfast Essex) in 2017 that requires BT Open Reach to provide additional fibre to new cabinets in Tendring. This work is part of a much bigger Open Reach contract covering other parts of Essex.

Milestones	Current Position	To be completed
Funding secured (£9m) and programme of work established to deliver Superfast Broadband to 5,400 homes and businesses by Mar 2020. This programme will ensure that over 98% of the district has access to a superfast broadband service.	Delivery of the Superfast Essex programme has progressed well and is on target to achieve circa 98% coverage by March 2020.	Mar 20