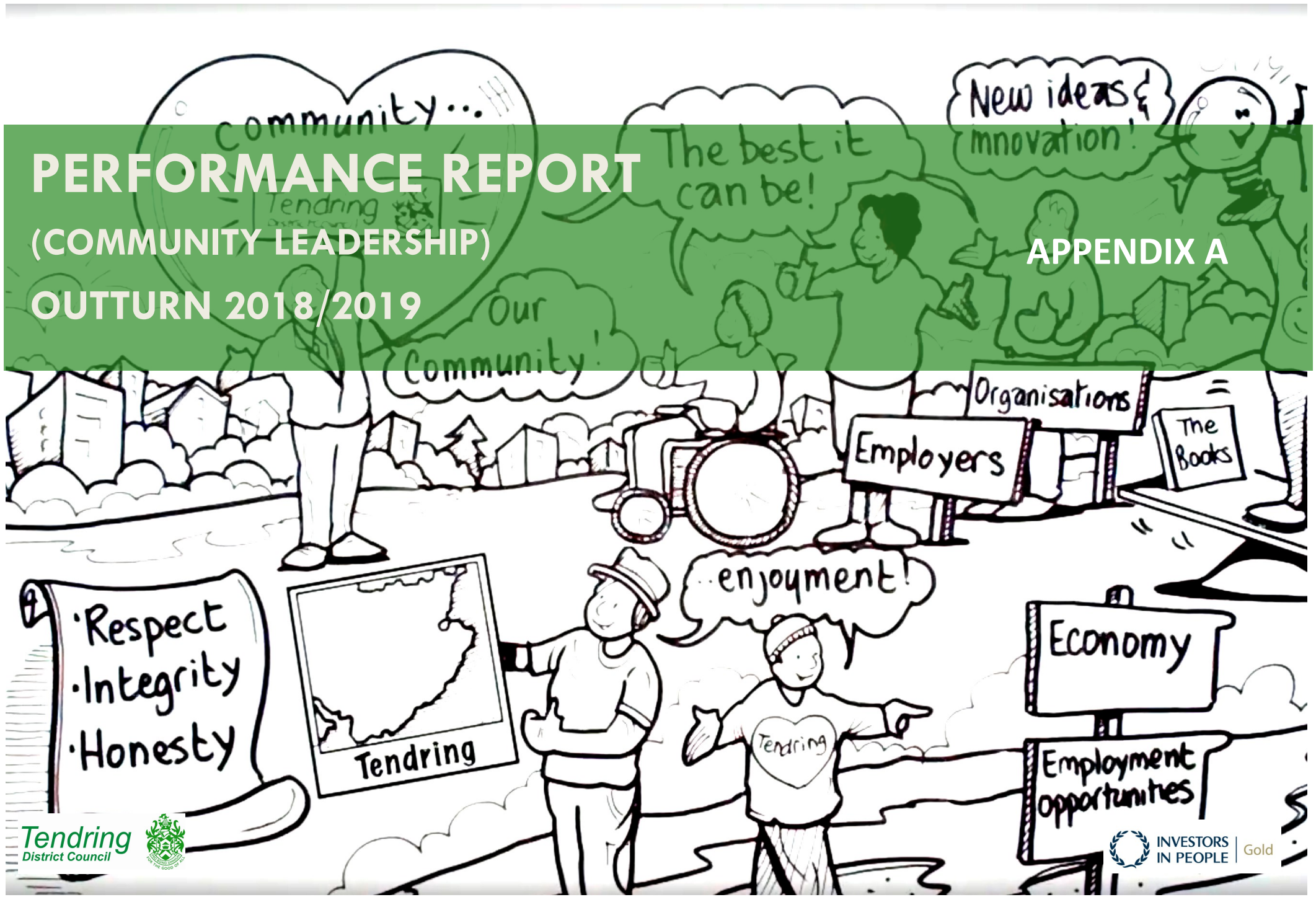


# PERFORMANCE REPORT (COMMUNITY LEADERSHIP) OUTTURN 2018/2019

## 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:-

	<b>Council and Community</b>		<b>Health and Housing</b>		<b>Employment and Enjoyment</b>
	<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

**“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
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.	School Readiness project ongoing. 10 families engaged with the project to date and relevant data collected. Next stage will be an action planning meeting, families to be involved in this process. 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.	On-going
Stay Safe – children and young people feeling safe in their community.	See Community Safety update, detailed below.	On-going
Mental Health & Emotional Wellbeing – enjoying good mental health and wellbeing - Wellbeing Hub – Gt Bentley School, consider funding opportunities for roll out.	<p>Mental Health &amp; 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, in recovery from substance misuse and the homeless. Funding secured from Active Essex, Grow the Game and Futures in Mind. Taster session confirmed for 23 Apr 19. Launch date Mon 13 May 19 (weekly sessions term time only).</p> <p>Marathon Kids - 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. Update: Launch dates: St Clare's, Clacton 26 Feb 19, Feb 27 St Osyth's CofE Primary School, Feb 28 Brightlingsea Primary School &amp; Mar 05 Highfields Primary School.</p>	<p>Mental Health &amp; Emotional Wellbeing - (STP) to undertake further scoping work on Wellbeing model in schools. STP to set timescales. Wellbeing Football - taster session planned 23 April 19.</p> <p>Regular weekly sessions confirmed to commence 13 May 19. Marathon Kids - programme now launched in 7 primary schools in Tendring. Work ongoing to sign up one further primary school for 2019 (Funding available for a further 8 schools in 2020).</p>

# Education

## (Council and Community)

[Back to Top](#)

**“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.	<p>Inaugural meeting of Essex Inspires pilot 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 May 19. Further work required to draft terms of reference to identify and agree key priorities.</p> <p>TDC Education Newsletter - work underway to produce the annual e-newsletter "Connect" , to promote the work the Council undertakes to support the education agenda, children, young people and families across the district. Distributed to all schools across the District.</p>	Essex Inspires - Next meeting May 19. Education Newsletter - completed.
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.	<p>IntoUniversity - Work on-going. Annual report from IntoUniversity received and shared. IntoUniversity to present at future members briefing.</p> <p>Teach First - promotion of Careers and Employability Leadership Programme to secondary schools. Three local schools have now applied: Clacton County, Colne and Tendring Technology College.</p>	Ongoing
Strengthen links with Universities - Positive Futures.	MOU with Essex University reviewed & updated as part of the work on Garden Communities project.	Complete
Memorandum of Understanding (MOU) Colchester Institute.	Work in progress on draft MOU. Briefing note and draft agreement to management team Apr 19.	Sign off expected May 19

# Community Safety

## (Council and Community)

[Back to Top](#)

*“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><b>Tackling Anti-Social Behaviour and Acquisitive Crime</b></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"> <li>1. Delivery of the Problem Solving tasking and coordination group.</li> <li>2. Street Action Day held in Jaywick, spread over a two day period.</li> <li>3. Meeting with young people in Walton with police, to establish a dialogue around the ASB the young people are involved with and how we can all work together to find a solution that works for all parties.</li> <li>4. Street Action Day held in Walton, spread over a two day period.</li> <li>5. Attended Clacton Town Centre Meeting in relation to ASB and Crime.</li> <li>6. Researching Business Against Crime schemes - attending webinars.</li> <li>7. Visit Wrabness Parish Council - Site visit for ASB reports.</li> </ol>	<p>Monthly</p>

# Community Safety

## (Council and Community)

[Back to Top](#)

*“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><b>Protecting Vulnerable People from Hidden Harms</b></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. 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"> <li>1. Delivery of Walk Online Roadshows highlighting the risk of Child Sexual Exploitation to over 700 year 5 students and over 50 school staff and 200 parents.</li> <li>2. Coordinated support for three individuals that have approached TDC via other depts.</li> <li>3. Continued the coordination of the support for individual in Clacton area - this has involved numerous partners, and TDC depts.</li> <li>4. The individual is at risk of being cuckooed, poses a risk (through his chaotic episodes) to neighbours, is vulnerable to exploitation and 'mate crime'. Has been moved and is monitored.</li> <li>5. Continued support of partner projects, such as the Horizon Project, NuYoo Boxing program etc.</li> <li>6. Supported police officers with concerns around vulnerable people encountered, and shared various intel regarding the exploitation of vulnerable people.</li> <li>7. Coordination of TDC depts. police, and partners to discuss concerns around a property that has been taken over by county lines activity</li> <li>8. Chaired partnership Quarterly Networking Meeting.</li> <li>9. Attended Essex Community Safety Network Executive.</li> <li>10. Fortnightly Force Tasking meeting.</li> </ol>	<p>Complete</p>



# Community Safety

## (Council and Community)

[Back to Top](#)

*“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><b>Reducing Violence and Knife Crime</b></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 and 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>Operation Sceptre.</p>	<p>Complete</p>

# Manningtree Infrastructure (Council and Community)

[Back to Top](#)

**“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)

[Back to Top](#)

*“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.	The housing strategy was presented to Management Team on 26 Mar 19 and some amendments were suggested.	May 18 *Revised Dec 18 *Revised Jan 19 *Revised Feb 19 Complete Mar 19
Seek Cabinet approval.	It is intended to take the strategy to ICAB on 25 Jun and then Cabinet on 28 Jun 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. However, 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.	The LDP co-ordinator is continuing to make good progress establishing links to community organisations and individual influencers throughout Tendring, and is working in partnership with CVS on an Alliance funded community asset mapping exercise. The Sport England lottery fund agreement is being reviewed by the ECC legal team, the LDP core team is awaiting a briefing which will be shared with TDC.	Ongoing
Tendring Health and Wellbeing Board – Terms of Reference (TOR)	The Tendring Health and Wellbeing Board agreed TOR at November meeting.	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.	Complete Nov 18
Tendring Health and Wellbeing Board – Workstreams	A Tendring Health and Wellbeing Board was held on 1 April 19. This was well attended and featured a number of key speakers from the Essex wide Health and Wellbeing Board of 20 March 19.	Complete
My Weight Matters Programme	Continues to be delivered at the Clacton and Weeley council offices. Attendance at Weeley has improved. Recently obtained figures for the period 07/18 to 12/18 show a total of 49 individuals have completed the 12 week course at the two sites with a total of 327 attendances and a total weight loss of 63.6kg.	Ongoing
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	Marathon Kids Launch, TDC were approached by a national charity Kids Run Free with 16 fully funded opportunities to deliver a programme called Marathon Kids (MK) to primary schools in Tendring over 2 years. This programme increases physical activity using personalised goal setting and celebrating every achievement. Public Health and the Exec Projects Manager identified schools with a higher % of children affected by income deprivation and receiving free school meals, and worked with the Healthy Schools co-ordinator to offer MK. MK has now been launched in 7 primary schools against a target of 8 for this academic year (see also Education entry).	On-Going

# 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.	Work advancing according to funding agreement/contract.	Mar 20