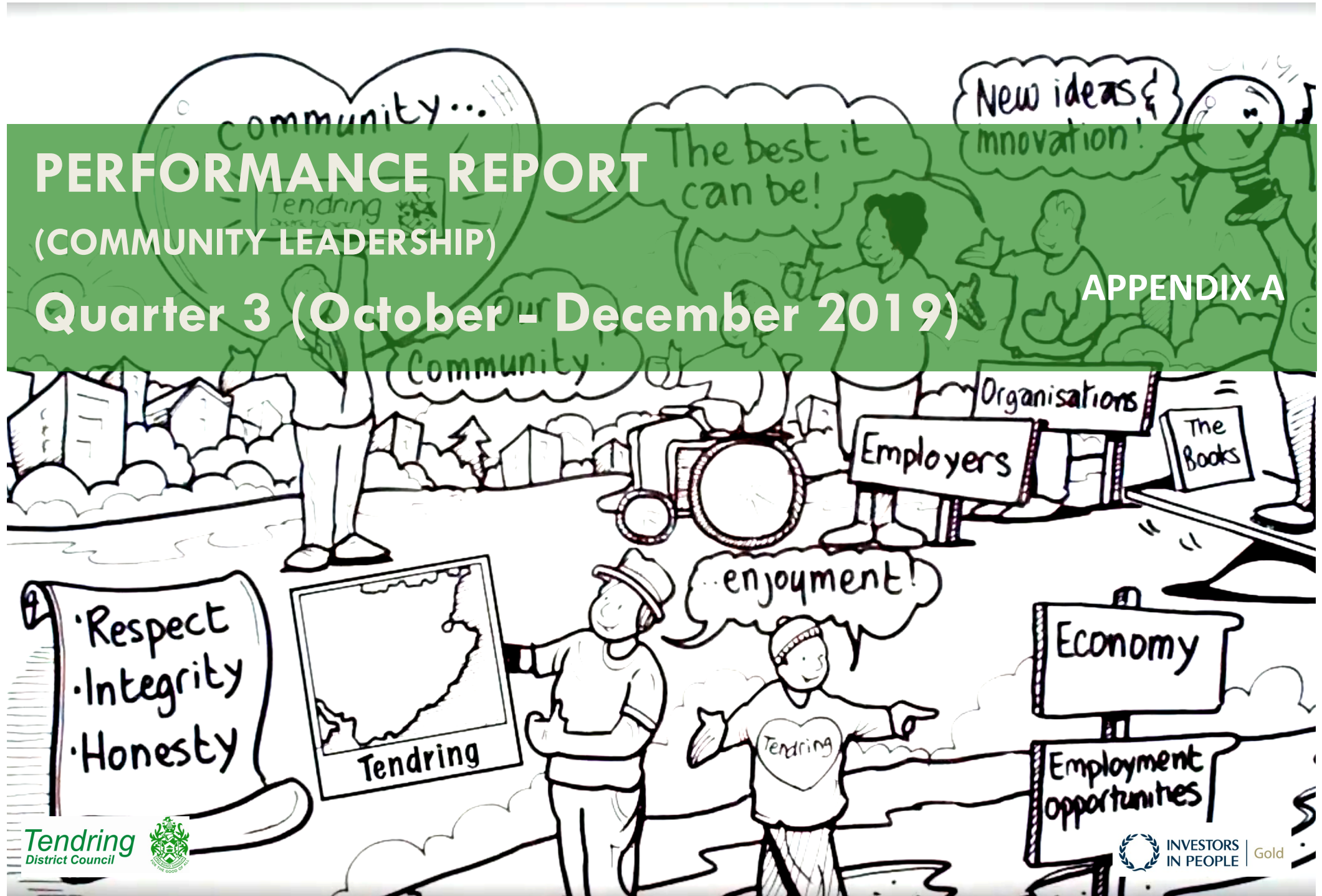


# PERFORMANCE REPORT

(COMMUNITY LEADERSHIP)

Quarter 3 (October - December 2019)

APPENDIX A



# Introduction

The following pages include the Council's Corporate Plan 2020 - 2024 and Tendring District Council's Priorities and Projects 2019/20 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>Community Leadership Through Partnerships</b>
	<b><u>Health</u></b> Page 4
	<b><u>Education</u></b> Page 5 & 6
	<b><u>Law and Order</u></b> Page 7, 8 & 9
	<b><u>Influencing &amp; Lobbying for Tendring</u></b> <b><u>(Proactive &amp; Reactive)</u></b> Page 10
	<b><u>Improving Digital Connectivity</u></b> Page 11
	<b><u>Sport England</u></b> Page 12

## 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.

### Delivering High Quality Services

- 24 hour a day digital services – My Tendring
- Modern, high quality buildings and facilities for customers and staff
- Minimise waste; Maximise recycling
- Proactive Planning Service
- Public spaces to be proud of in urban and rural areas
- Effective regulation and enforcement
- Carbon Neutral by 2030

# Tendring District Council Corporate Plan 2020-2024



INVESTORS IN PEOPLE | Gold

### Community Leadership Through Partnerships

- Joined up public services for the benefit of our residents and businesses
- Health and wellbeing - for effective services and improved public health
- Education - for improved outcomes
- Law and Order - for a safer community
- Sport England and Active Essex- for physical activity and wellbeing
- Influence and lobby - for Tendring's future

## Community Leadership Tendring4Growth

### Building Sustainable Communities for the Future

- North Essex Garden Communities
- Jaywick Sands - more and better housing; supporting the community
- Vibrant Town Centres
- Building and managing our own homes
- Effective planning policies

### Strong Finances and Governance

- Balanced annual budget
- 10 year financial plan
- Effective and positive Governance
- Strong and focused leadership
- Use assets to support priorities

### A Growing and Inclusive Economy

- Develop and attract new businesses
- Support existing businesses
- More and better jobs
- Promote Tendring's tourism, cultural and heritage offers
- Maximise our coastal and seafront opportunities

## 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** with partners, including supporting the Essex wide vision and ambitions

**Tendring**  
District Council



# PRIORITIES AND PROJECTS 2019/2020

## Chief Executive

Strategic Community Leadership

- Health
- Education
- Law and Order

## Deputy Chief

### Executive

(Corporate Services)

- Budget
- Maximising our assets
- 10 year financial plan
- Clear political leadership and effective governance
- Creating a quality environment for staff
  - ◆ People
  - ◆ Office accommodation
  - ◆ Digital
  - ◆ Customer Services

## Corporate Director

(Planning and Regeneration)

- Tendring4Growth
- Developing new businesses
- Supporting existing businesses
- Creating job opportunities
- Delivering the local plan
- Creating vibrant town centres
- Proactive planning approach
- Garden Communities
- Manningtree underpass
- Improving digital connectivity
- Exploring the opportunities of Brexit
- Influencing and lobbying for Tendring (proactive and reactive)

## Corporate Director

(Operational Services)

- Enhancing our great tourism offers
- Jaywick Sands
- Cliff stabilisation
- Waste contract
- Leisure facilities review
- Residents feeling this is a great place to live
- Housing Strategy
- Customer services
- Building and managing our own homes
- Sport England
- Carbon Neutrality

# Health (Community Leadership Through Partnerships)

*“Seek to influence and assist partners in the delivery of improved health and wellbeing outcomes for residents and visitors to the area.”*

**Management Team Lead:** Paul Price — Corporate Director

*Leader & Partnerships Portfolio Holder*

**Lead Officer/s:** Anastasia Simpson & John Fox

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

Activity	Current Position	To be completed
Work with and influence the Strategic Transformation Partnership (STP) as it moves to becoming a fully Integrated Care System (ICS).	Attended the Integrated Care System November Board representing the North Essex Authorities. December Board not attended due to the elections. The ICS Five Year Plan is currently in draft form and was delayed due to the elections.	On-going
Effectively engage with the North East Essex Alliance to deliver Memorandum of Understanding (MOU).	The MOU has now been signed.	Complete
To maximise opportunities for funding for health related projects through the Alliance Transformation Fund.	Approved funding for Great Bentley Wellbeing Hub roll out - £245,000 and mental health support from the mental health trust for £180,000 to support staff who come across clients who have mental health issues to ensure effective referral occurs and is due to start in February 2020. Future funding will be based on the Alliance work streams and currently Tendring shares the domain lead for 'Be Well' which seeks to empower people to make healthy lifestyle choices and covers obesity, activity, smoking, alcohol and drugs, loneliness and housing.	On-going
Effectively engage with the Clinical Commissioning Group (CCG).	Tendring are working closely with the Clinical Commissioning Group and the wider Health Alliance and are represented on the Alliance Board. We have been providing representation at the Senior Responsible Officer meetings, the Prevention and Community Model of Care work streams and acting as a domain lead for 'Be Well' under the Live Well work stream.	On-going
Essex and Tendring Health and Wellbeing Boards.	The Tendring Local Health and Wellbeing Board took place on 7 October 2019 with key topics including updates on the County Board, heritage and health, carers, Tendring Community Transport and the Sport England Local Delivery Pilot, along with a workshop to identify the local contributions to the Joint Health and Wellbeing Strategy. The next meeting is due to take place on 27 February 2020.	On-going
Healthy New Towns.	Site map for North Essex Garden Communities has been agreed. Two learning and implementation workshops have been held including a range of partners. These will lead to develop a shared health vision and consideration of how to achieve the vision through the garden community development.	On-going

# Education

## (Community Leadership Through Partnerships)

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*“Seek to influence and assist partners in the delivery of the agreed plan to improve educational attainment and aspiration in Tendring.”*

**Management Team Lead:** Ian Davidson – Chief Executive

Leader & Partnerships Portfolio Holder

**Lead Officer/s:** Anastasia Simpson & Rebecca Morton

**Delivery Mechanism:** As a community leader, there are a number of education work streams that underpin this which are to be delivered in 2019/20 via the Tendring Education Improvement Group.

Activity	Current Position	To be Completed
<p>Start Well:- 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>Outline proposals for Education Strategic Board agreed with ECC and date for first meeting confirmed as 31 January 2020. Tendring Education Strategic Improvement Board aims to:-</p> <p>Champion educational improvement and raising aspirations for all pupils across the Tendring District.</p> <p>Capture and disseminate best practice across the area groups within Tendring and work collaboratively with schools to possibly include improving educational attainment, and teacher recruitment and retention (priorities to be agreed).</p>	<p>On-going</p>
<p>Stay Safe:- Children and young people feeling safe in their community. Links to Community Safety initiatives.</p>	<p>See Law &amp; Order.</p>	<p>On-going</p>
<p>Mental Health &amp; Emotional Wellbeing:- Bid submission for roll out of Wellbeing Hub model in Tendring/Colchester primary schools to Alliance Investment Fund.</p> <p>Enjoying Good Mental Health and Wellbeing: - Well-being Football, regular weekly sessions in place and running.</p> <p>Marathon Kids, programme launched in 7 primary schools in Tendring, work ongoing to grow programme in 2019/20.</p>	<p>Work commenced to recruit to a Project Manager role (funding for 2 days per week, 2yrs fixed term appointment).</p> <p>Executive Projects Manager working with the charity Kids Run Free to further promote grant opportunities for primary schools. Will also explore the opportunity to link work of this charity to Tendring Local Delivery Pilot. Meeting planned early January 2020.</p>	<p>Bid successful. Project planning to commence with immediate effect.</p> <p>On-going</p>

# Education

## (Community Leadership Through Partnerships)

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**“Seek to influence and assist partners in the delivery of the agreed plan to improve educational attainment and aspiration in Tendring.”**

**Management Team Lead:** Ian Davidson – Chief Executive

*Leader & Partnerships Portfolio Holder*

**Lead Officer/s:** Anastasia Simpson & Rebecca Morton

**Delivery Mechanism:** As a community leader, there are a number of education work streams that underpin this which are to be delivered in 2019/20 via the Tendring Education Improvement Group.

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.	See Start Well.	On-going
School Places:- Work with Essex County Council (ECC) to support School Places 10 year plan and ensure sufficient school places for Tendring’s young people.	Potential Members Briefing with Education theme, to provide update on school places - date to be agreed.	On-going
Positive Futures:- Support IntoUniversity and Teach First to enhance their reach in the Tendring district.	IntoUniversity - new team leader commenced in post. IntoUniversity also to be invited to Education themed Members Briefing - date to be agreed.  Planned meeting with Teach First January 2020.	On-going
Memorandum of Understanding (MOU) with Colchester Institute.	Agreed. Event for official sign off to be agreed.	Event for official sign off to be agreed

# Law and Order (Community Leadership Through Partnerships)

[Back to Top](#)

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

**Management Team Lead:** Ian Davidson – Chief Executive

*Leader & Partnerships Portfolio Holder*

**Lead Officer/s:** Anastasia Simpson & Leanne Thornton

**Delivery Mechanism:** The Community Safety work plan 2019/20 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process and working together, in partnership via the Community Safety Hub.

Activity	Current Position	To be Completed
Tackling Anti-Social Behaviour (ASB) and Acquisitive Crime:- Identifying and supporting repeat and vulnerable victims. Identifying hotspot locations and / or increases in crime trends. Improving perceptions and facilitating local problem solving to address issues.	ASB Officer: 46 Hours = Foot Patrol 18 Hours = Admin 1 = ASB Meeting 1 = ASB Verbal Warning Given 75 = Town Centre Engagements with members of the public 36 = Town Centre Engagements with Businesses 11 = Other engagements 7 = Public Spaces Protection Orders (PSPO) Powers Used	On-going



# Law and Order (Community Leadership Through Partnerships)

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

**Management Team Lead:** Ian Davidson – Chief Executive

Leader & Partnerships Portfolio Holder

**Lead Officer/s:** Anastasia Simpson & Leanne Thornton

**Delivery Mechanism:** The Community Safety work plan 2019/20 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process and working together, in partnership via the Community Safety Hub.

Activity	Current Position	To be Completed
<p>To reduce harm to and safeguard vulnerable victims (including Children) from:-</p> <p>Domestic Abuse, with a specific emphasis on tackling the root causes of Domestic Abuse.</p> <p>Sexual Offences.</p> <p>Serious Organised Crime.</p>	<p>North Essex Stay Safe Safeguarding event - Planning meeting.</p> <p>Attended Corporate Enforcement meeting- working with Safer Communities Officer (Enforcement) to embed enforcement processes across the Council.</p> <p>Attended Safeguarding Leads Officer Meeting - County wide.</p> <p>Attended Suicide Prevention Training.</p> <p>Facilitated the Multi Agency Co-ordination Panel - meeting by Essex Police - 20 different agencies, taking a multi agency approach to problem solving - case specific.</p> <p>Met with Cllr and local residents concerned about the exploitation of a family through county lines and cuckooing.</p> <p>Supported the launch of the new Tightrope project.</p> <p>Visited two families that were experiencing ASB, with a Cllr.</p> <p>Met with a victim of hate crime, and formulated a support plan across TDC, partners and police.</p> <p>Met with two partner agencies regarding proposed knife crime projects.</p> <p>Attended a Coffee with Cops session.</p> <p>Site visit to establish location of sign that was being partial obstructed and causing concern to local police teams.</p> <p>Supported the launch of the new Tightrope project.</p> <p>Held a Street Action Day in Pier Ward, with more than ten partners.</p> <p>Attended the Integrated Offender Management (IOM) meeting.</p>	<p>On-going</p>

# Law and Order (Community Leadership Through Partnerships)

[Back to Top](#)

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

**Management Team Lead:** Ian Davidson – Chief Executive

*Leader & Partnerships Portfolio Holder*

**Lead Officer/s:** Anastasia Simpson & Leanne Thornton

**Delivery Mechanism:** The Community Safety work plan 2019/20 as defined by the Responsible Authorities Group (RAG) (Community Safety Partnership (CSP)) through the Annual Strategic Assessment process and working together, in partnership via the Community Safety Hub.

Activity	Current Position	To be Completed
Reducing Violence and Knife Crime:- Work with partner agencies to raise awareness of Knife Crime across the district, with a specific emphasis on County Lines and Drug / Alcohol related violence.	ASB Officer - Knife Sweeps = 10	Complete

# Influencing & Lobbying for Tendring (Proactive & Reactive)

## (Community Leadership Through Partnerships)

*“To work with Partners and Stakeholders to champion Tendring at national and regional level in order to ensure that opportunities are maximised and challenges addressed”.*

**Management Team Lead:** Ian Davidson – Chief Executive

Leader & All Portfolio Holders

**Lead Officer:** Ewan Green

**Delivery Mechanism:** Work with partners to develop an outline proposal for improvements (to include; the economic, social and environmental needs and benefits) and lobby for Government support.

Activity	Current Position	To be Completed
Road, Rail and Digital Infrastructure: Lobbying for investment to improve and upgrade:-  <b>Road</b> A120 to Harwich. Manningtree Station Underpass and Road Access. Jaywick Sands A133 Link Road. <b>Rail</b> Improved rail connectivity to London. <b>Digital</b> Deployment of 5G connectivity for Tendring.	Engagement with key partners (e.g. Essex County Council) is ongoing to establish a position in relation to each priority.	On-going
Exploring the Opportunities of Brexit.	The present focus is predominantly on managing EU Exit but emerging proposals to support new opportunities have been outlined (e.g. business support programmes to encourage exporting).	On-going
Carbon Neutrality:- Prepare an Action Plan for agreement by the Council, which includes Community Leadership actions to encourage partners to achieve Carbon Neutrality by 2030 (see also Resources & Services Report).	Tenders have been evaluated and a consultancy appointed.	On-going

# Improving Digital Connectivity (Community Leadership Through Partnerships)

*“To work with all parties to boost digital connectivity across the Tendring district for the benefit of residents and business. This work includes a multi-million pound contract with BT Group as part of the Superfast Essex programme.”*

**Management Team Lead:** Ewan Green – Corporate Director

*Deputy Leader & Corporate Finance & Governance Portfolio Holder*

**Lead Officer:** Tom Gardiner

**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. The work will take place in parallel to existing fibre broadband rollout plans by Superfast Essex.

Activity	Current Position	To be completed
<p>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.</p> <p>This programme will ensure that over 98% of the district has access to a superfast broadband service. TDC will monitor delivery through six monthly progress reports from Superfast Essex.</p>	<p>The end date for Open Reach's Phase 3 network build in Essex has had to be extended by six months and this means that work in Tendring District is now due to complete in September 2020 (rather than March 2020). This is due to the increasingly complex nature of the fibre network build, which has resulted in it taking longer than originally anticipated to complete the work. For Tendring, the timescale change applies only to work planned under the Phase 3.3 contract, and will impact some of the 2,000 premises in the remaining deployment under this contract. The revised end date reflects when all of the work will be complete. Open Reach have already completed the installations for nearly 2,000 premises and are expecting to reach a significant number of the remaining premises (circa 2000) by March 2020. Open Reach have confirmed that they will make every effort to reduce the 6 month delay.</p>	<p>Mar 20</p> <p>*Revised Sep 20</p>
<p>To develop proposals, and lobby Government for support, to provide 5G coverage across Tendring as part of a wider North Essex corridor programme.</p>	<p>Initial discussions on this have been progressed with Superfast Essex.</p>	<p>Mar 20</p> <p>*Revised Apr 20</p>

# Sport England (Community Leadership Through Partnerships)

*“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”*

**Management Team Lead:** Paul Price – Corporate Director

*Partnerships Portfolio Holder & Leisure & Tourism Portfolio Holder*

**Lead Officer:** John Fox

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

Activity	Current Position	To be completed
Sport England Local Delivery Pilot (LDP).	A Tending Leadership Group has also been formed to help deliver locally which has representatives from the community and voluntary sector and other organisations and partners which match the focus areas of children and families, those with poor mental health and older people but also the wider system settings as well. Delivery plan being developed for funding with 5 micro grants now fully approved and one deferred for further updating and resubmitting. Bid writing course attended to ensure effective production of bids. Meeting with Adult Social Care to start to understand how activity can be fed into their work.	On-going
Produce a long term, sustainable programme around Sport England grant funding, based on evaluation undertaken.	Following the drafting of the Local Plan for Tending for the Local Delivery Pilot, a delivery plan of activities is now being drawn up with the support of the local LDP Leadership Group. Micro grants now approved and wider work being undertaken to continue ‘Sport for Confidence’ at Clacton Leisure Centre and ‘Holiday Hunger’ within Tending. A bid is being developed with Community Voluntary Services Tending to capacity build, up to 30 organisations they represent and working with the Big Lottery to help deliver a youth offer which includes activity within Jaywick Sands.	Mar 20
Initial applications completed.	Five micro grants approved, Sport for Confidence and Holiday Hunger schemes being worked up.	2020/22
Measuring long-term impact.	The long term impact is to be evaluated via an evaluation contract with a consortium led by Essex University who will evaluate all projects across the wider LDP. The evaluation partner has been active in Jaywick Sands to obtain initial information and speaking to lead officers for the LDP in Tending	On-going