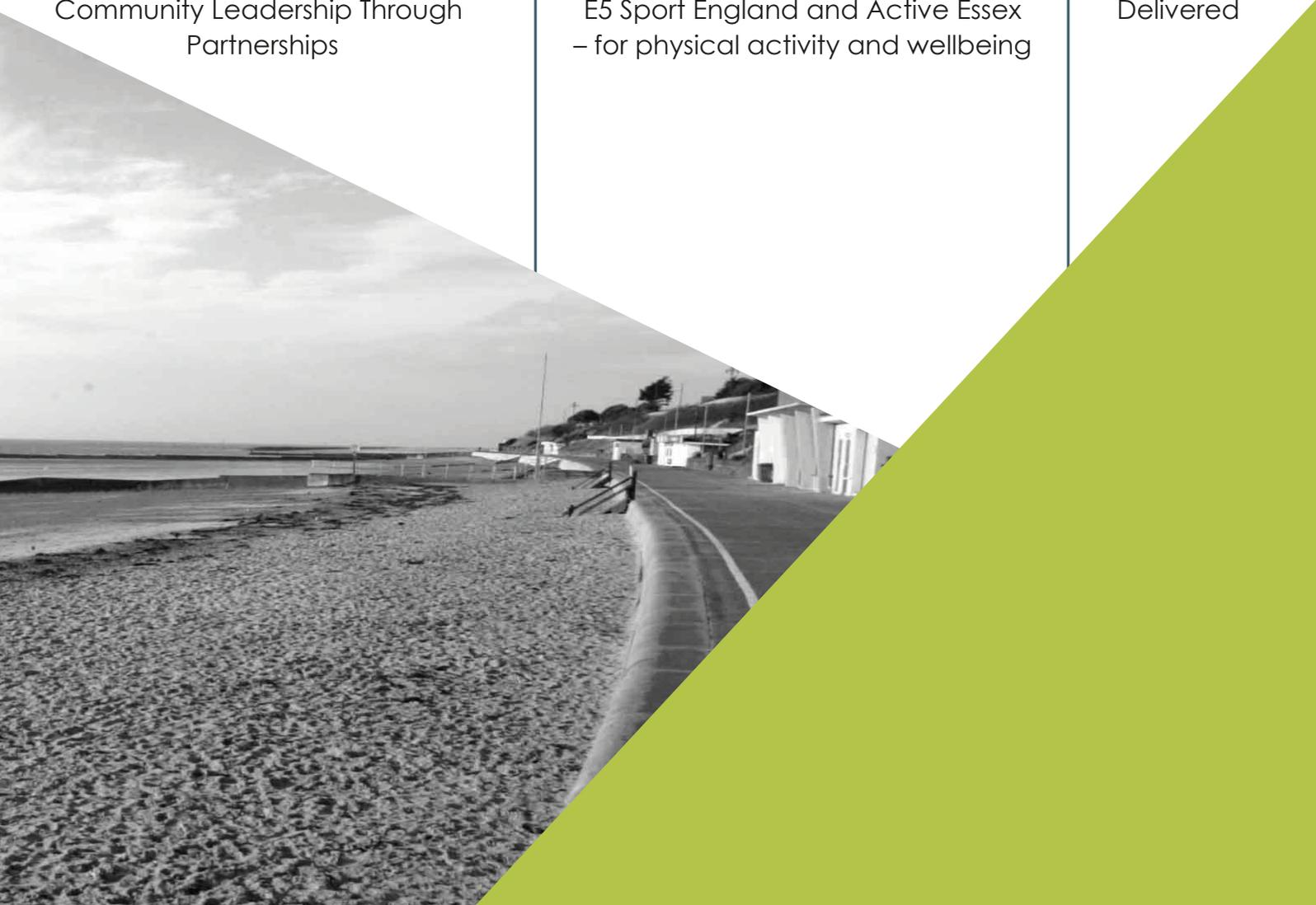


Performance Outturn Report

Highlight Priorities
for 2021/22



Theme	Highlight Priority	Achievement
Delivering High Quality Services	A7 Carbon Neutral by 2030	On its way
Delivering High Quality Service	A6 Effective Regulation and Enforcement	Delivered
Building Sustainable Communities	B6 Effective Planning Policies	Delivered
Building Sustainable Communities	B5 Building and Managing our own homes	Delivered
Building Sustainable Communities	B3 Vibrant Town Centres	On its way
Strong Finances and Governance	C1 Balanced Annual Budget	Delivered
A Growing and Inclusive Economy	D1 Develop and attract new business	On its way
A Growing and Inclusive Economy	D2 Support existing businesses	Delivered
A Growing and Inclusive Economy	D4 Promote Tendring's tourism, cultural and heritage offers	Delivered
Community Leadership Through Partnerships	E5 Sport England and Active Essex – for physical activity and wellbeing	Delivered



Foreword

Following the challenging events of 2020/21, the work that we undertook in 2021/22 had huge significance for our District. While still operating under the spectre of Covid-19, Tendring District Council's role in driving the area's recovery from the pandemic was critical – as well as taking the opportunities for new ways of working. Our Back to Business programme of priorities was therefore wide, focused on how we could best help residents and companies thrive, and backed up with £4.5million of funding for the projects which included capital works, seed-funding, and internal initiatives too.

While we have for many years now set annual priorities, the need last year to bounce back from the pandemic meant our programme was ambitious – while remaining realistic – looking to accelerate schemes where possible and deliver things at pace. Reflecting upon that now, looking at everything we have achieved, I am glad that we were so ambitious, and immensely proud of what has been accomplished. My thanks must go to our hardworking officers – without whom this would not have been possible – along with my elected colleagues throughout the council chamber whose cross-party support recognised the importance of the task before us.

We have already turned our attentions to this year's priorities, many of which build upon and develop those outlined within this report; and I am confident that despite the global challenges before us, thanks to the work achieved so far and the steady footing Tendring District Council is on, we can continue to grow our area for – as our motto says – for the good of all.

Mr Neil Stock OBE

Leader, Tendring District Council



Introduction

Within any organisation, but particularly those in the public sector who are spending taxpayer's money, it is vital that clear targets are set to achieve your goals – and that performance against those targets is measured and assessed.

Of course we do this throughout the year, but this Outturn Report reflects upon 12 months of work and shows what can be achieved with the right approach. I am pleased that we have delivered – mostly in full, some in part – against each and every priority.

Not only does it demonstrate that Tendring District Council can deliver large projects, such as building new homes and adopting a sound Local Plan, but also work efficiently too; as demonstrated through our robust approach to finances and budgeting, and improvements to our enforcement capability.

It must be recognised that the work evaluated within this report was the priority for the last year, but not the sum total of everything Tendring District Council has achieved; for as we continue to deliver key projects, we also run high-quality operational services every day for our residents.

I am grateful to the dedication, determination and enthusiasm of our staff, right across the authority, in delivering these priorities. My thanks also go to our Councillors who ably steer and scrutinise our work.

Progress against our 2022/23 targets is already well underway, with our priorities set for this year, as we have reached the halfway point of our Corporate Plan lifecycle.

Ian Davidson

Chief Executive, Tendring District Council



Delivering high quality services

A7 - Carbon Neutral by 2030



Highlight Actions in 2021/22

To deliver key actions identified in the Climate Change Action Plan.

(a) Buildings & Energy

i) Undertake energy audits of all council owned buildings and compile a carbon reduction plan for each one. Continue work to improve the performance of our buildings towards achieving net zero emissions by 2030 and maximise funding opportunities such as SALIX (a non-departmental Government owned company that provides interest free loans to fund measures to reduce energy bills in the public sector).

ii) Move to the purchase of 100% renewable electricity

iii) Maximise onsite renewable energy generation opportunities

iv) Explore carbon offsetting options and develop an implementation plan (Solar farm).

(b) Procurement

(i) Update procurement guidance and standard contractual terms to include climate change impacts and mandatory carbon reporting, with the aim of delivering net zero emissions in procurement (Scope 3) by 2030.

(ii) Develop a recording and monitoring process to identify embedded emissions within the procurement of goods and services.

(c) Supporting staff and councillors

(i) Deliver carbon literacy training courses and workshops, open to all staff and councillors, on climate change mitigation and other key environmental policies - for delivery in 2021.

(ii) Develop new home working and travel for work guidance by the end of 2021, learning from the COVID19 lockdown, which aims to dramatically reduce the requirement to commute to offices and travel for meetings and visits.

d) Addressing Tending-wide emissions.

Develop and publish a collaborative action plan and/or form an alliance with all partners that seeks to use our combined powers, duties, influence and leadership to work with others towards the net zero ambition for emissions from all of Tending.

Lead Officer

Lee Heley

*Originally Assistant Director Building & Public Realm

Portfolio Holder

Cllr Michael Talbot

Achievements in 2021/22

First energy audits submitted covering the Council's larger and more energy intensive buildings. Energy Audits ongoing.

Detailed survey results and advice from APSE consultants highlights the priority to deal with 'fabric first' measures and reduction in energy consumption.

Renewable electricity procured. The Council (9 December 2021) 'opted in' to purchase carbon neutral electricity as part of the wider Crown Commercial Service procurement framework.

Carbon Literacy Training planned, to be rolled out across the Council in 2022/3.

Flexible approach to onsite working reduced commuting by car compared to the pre-Covid period.

Review of options on Solar to focus on proposal in 2022/3 to install panels on the Council's high energy use estate, rather than a solar farm.

Developed collaborative relationship with Community Group, Practical Actions for Community and Environment (PACE) in Manningtree. Engaged with Parish Councils.

Delivering high quality services

A6 – Effective Regulation and Enforcement

Lead Officer

Anastasia
Simpson

Portfolio Holder

Cllr Giancarlo
Guglielmi

Highlight Actions in 2021/22

(a) To introduce a revised process for the issue, payment and appeal of Fixed Penalty Notices

(b) To manage and plan for anticipated increase in seasonal challenges across the District between May and September 2021 due to a high volume of visitors.

(c) To introduce re-deployable (mobile) CCTV capacity for enforcement purposes.

Achievements in 2021/22

Summertime Partnership Plan developed and delivered in 2021/22.

Community Safety Accreditation Scheme (CSAS) training delivered to increase internal capacity.

Reviewed and refreshed Anti- Social Behaviour (ASB) and Fixed Penalty Notice policies (FPN). To enable Officers to carry out their duties relating to ASB and FPN's.

Renewed focus on 4 E's approach with specific regard to Enforcement.

Mobile CCTV Equipment procured and deployable in accordance with adopted deployment guidelines. Town and Parish Councils can also make use of this provision, in accordance with the guidance.

Operational Enforcement Group established to deliver the priorities established by the Corporate Enforcement Group.

25 Body Worn Video Cameras introduced - training to be delivered in July 2022.

A review of service delivery to be undertaken in 2022/23 to ensure that team has the necessary capacity to deliver priorities.



Building Sustainable Communities

B6 – Effective Planning Policies

Highlight Actions in 2021/22

Implementation of Local Plan Part 1 following Inspector's approval and move to formal examination of Part 2. Formal adoption of the modified Section 1 Plan in January 2021 will enable the Council to maintain a 5 year supply of housing, progress work on the Garden Community Development Plan Document (DPD) in partnership with Colchester BC and allow the examination of Section 2 of the Local Plan (containing policies and proposals specific to Tendring) to proceed in 2021.

Achievements in 2021/22

Section 2 of the Tendring District Local Plan declared sound by Planning Inspector following examination in public and subsequently adopted in January 2022.

Housing supply of 6.66 years confirmed.

Immediate drop in the numbers of speculative planning applications on sites outside of settlement boundaries.

Improvement in appeal success with notable speculative planning applications being dismissed.

Positive progress in developing Conservation Area reviews and draft Design Guidance for Jaywick Sands.

Establishment of Tendring Colchester Borders Garden Community Joint Committee (Tendring District Council/Colchester Borough Council/Essex County Council). This approach has been commended by the national body, Homes England.

Approval of draft Development Plan Document for the Garden Community and first public consultation undertaken.

Lead Officer

Gary Guiver

Portfolio Holder(s)

Local Plan -
Cllr Neil Stock OBE
(Cllr Jeff Bray took on this portfolio in May 2022)
Tendring, Colchester Borders
Garden Community -
Cllr Giancarlo Guglielmi



Building Sustainable Communities

B5 – Building and Managing our own homes

Lead Officer(s)

Damian Williams, Andy White,
Tim R Clarke

Portfolio Holder

Cllr Paul
Honeywood

Highlight Actions in 2021/22

Delivering 10 more Council homes

(a) Complete a review of the Housing Revenue Account estate and identified surplus property to identify any potential development or intensification sites. (b) In respect of sites identified as suitable for development, draw up plans for the housing that could be developed on them ready for financial consideration and planning approval. (c) Continue with a programme of property acquisitions where suitable existing (such as ex RTB stock), or new build housing, available for purchase, is identified as suitable to bring into the housing stock. This may include design and purchase arrangements with local housing association.

(d) Identify and approve funding arrangements to facilitate construction and acquisition.

e) Establish a revised team structure for the carrying out of housing and other construction projects.



Achievements in 2021/22

An ex-Right-to-Buy house on Cloes Lane, Clacton-on-Sea purchased and approval given to purchase two bungalows on St John's Road in Clacton. Ongoing discussions with a local developer about purchasing homes on the back of a Section 106 agreement for a site in Thorpe-le-Soken and a larger site in Clacton with potential for 10 homes per year.

Jaywick Sands properties completed – five rented homes now occupied.

Ongoing work on batches of potential sites for detailed consideration for development/intensification.

Sites across the Housing Revenue estate have been initially identified. Feasibility assessments are being carried out.

Temporary surveyor recruited to resource housing development options pending restructure delivery and business case.

A list of sites with indicative potential numbers has been generated, including Housing Revenue Account estate ready for 2022/23 decision making.



Relevant Corporate Plan Theme

Building Sustainable Communities

B3 – Vibrant Town Centres



Highlight Actions in 2021/22

Deliver the Starlings Project. This project will establish improved Public Realm and Car Park at the Starlings site on Dovercourt High Street. Delivery will encourage and foster economic growth through enhanced, invigorated and focussed business activity and improve the appearance of one of the District's key town centre locations.

Lead Officer
Mike Carran

Portfolio Holder
Cllr Mary Newton

Achievements in 2021/22

Prepared the scheme of work, developed the funding package, gained planning permission, and contracted the Starlings Project in Dovercourt Town Centre, to ensure work could commence on site early in 2022/23.

Awarded £22,500 from the Back to Business agenda to local organisations, to run events to support Town Centres around the District.

Relevant Corporate Plan Theme

Strong Finances and Governance

C1 Balanced Annual Budget



Highlight Actions in 2021/22

Deliver the savings required in this year to develop a framework against which savings proposals can be identified for inclusion within the long-term forecast

Lead Officer
Richard Barrett

Portfolio Holder
Cllr Giancarlo Guglielmi

Highlight Actions in 2021/22

In line with the long-term financial plan, a balanced budget was agreed for 2022/23 supported by the Forecast Risk Fund.

There have been no issues arising that indicate that the long-term approach has become unsustainable. However, against this background and the on-going challenging financial environment, it is recognised that it may not be possible to avoid or mitigate adverse issues, such as cost pressures, over the remaining years of the forecast. Therefore, the level of savings required will need to continue to act as the financial 'safety valve'. A zero based approach to budget setting has been adopted which will be developed over 2022/23 to support the continuation of a sustainable financial position looking forwards.

A Growing and Inclusive Economy

D1 Develop and attract new businesses

Lead Officer
Mike Carran

Portfolio Holder
Cllr Mary Newton

Highlight Actions in 2021/22

Deliver the Jaywick Sands Covered Market and Commercial Space. Whilst the intention is to build at least 100 new high quality, flood resilient new homes on the land held within the Housing Revenue Account it is also vital that economic support through the creation of job opportunities is embodied within the regeneration of Jaywick Sands to support occupants of the new homes. The intention is to construct 13 affordable rent business units offering 9,500 sq.ft let-able area and a covered local market of 10 affordable pitches. Alongside this, the public realm in the area will be improved including the creation of a new community garden and a multipurpose hard landscaped area which can be used for outdoor markets and seasonal events. The economic regeneration of Jaywick Sands also supports "a growing and inclusive economy" Corporate Priority.

Highlight Actions in 2021/22

Prepared the scheme of work for the Jaywick Sands Workspace Project, gaining planning permission for the scheme and taking the project to tender.

Raised nearly £2m additional funding from Essex County Council to support delivery of the project.

Contracts in place to ensure start on site could commence early in 2022/23.

Developed relationship with service provider who will run the facility once built and provide advice to businesses on site.

All of the achievement involved great challenges to overcome. This included the required application to the Secretary of State for agreement to use this "Housing" land for the non-housing purpose identified.



A Growing and Inclusive Economy

D2 – Support existing businesses

Lead Officer

Mike Carran

Portfolio Holder

Cllr Neil Stock OBE

Highlight Actions in 2021/22 to support the priority

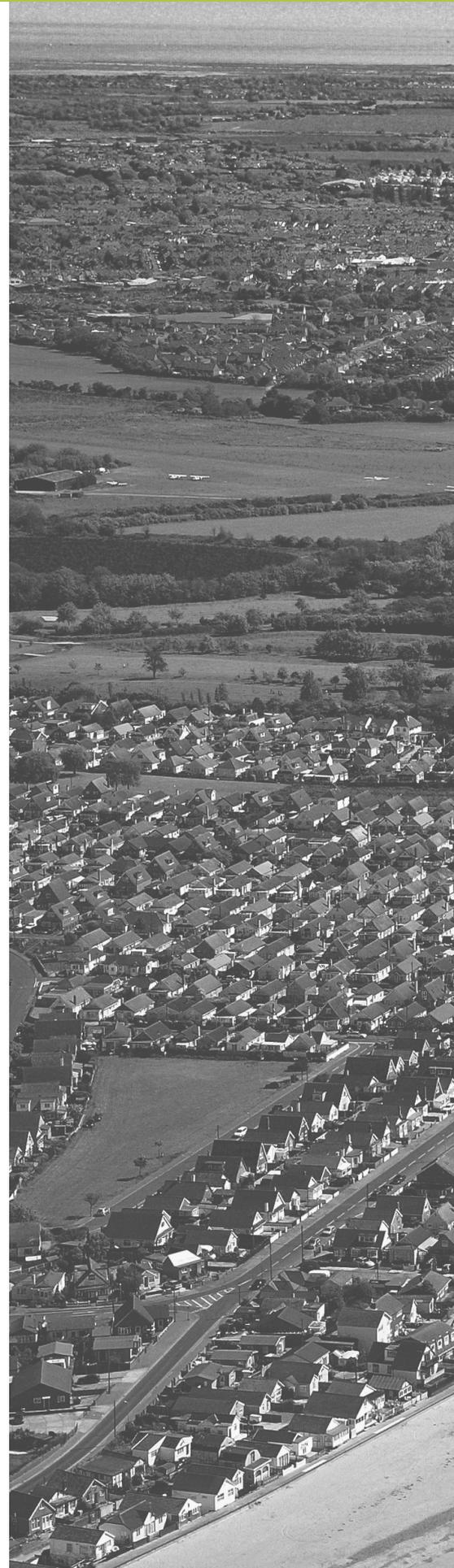
To deliver the key actions identified as part of the Back to Business Agenda. Complete and deliver a Council wide plan to support the District's recovery from the ongoing Covid-19 pandemic, to be targeted at improvements to the District's environment/quality of life and support for our residents, businesses and wider local economy.

Achievements in 2021/22 to support the priority

Managed an adaptations grant scheme to support Businesses recovering from the Covid-19 national restrictions. Supported 496 businesses in total and allocated £1,838,930.41 in grants.

The Council provided a District Wide Business Support Scheme. In year one it supported 110 existing businesses, including support to create a business plan, develop a future strategy and manage finance. In addition the scheme supported 72 new and pre-start businesses.

Provided further business support in partnership within six other authorities in the North Essex Economic Board (NEEB) in the second half of 2021/22. As a result supported three new Tending businesses to start.



A Growing and Inclusive Economy

D4 – Promote Tendring’s tourism, cultural and heritage offers

Highlight Actions in 2021/22 to support the priority

To deliver the range of activities to celebrate Clacton 150 in conjunction with partners. 2021 marks the 150th anniversary of Clacton on Sea. The Council has been successful in applying for £250k to develop plans for a number of projects to mark this occasion and use it as a means to stimulate the local economy at the start of the key tourism season.

To deliver the range of activities to celebrate the Mayflower 400 anniversary in conjunction with partners.

2020 marked the 400th anniversary of the sailing of the Mayflower to America. Harwich played a key role in this story and the Council has been working with partner destinations around the country to create a new visitor trail, to promote to the American travel trade. Due to the Covid-19 pandemic, the international tours scheduled for 2020 were postponed and will now take place in 2021 and beyond. The Harwich trail is now complete and the 3 physical attractions will open in 2021, as soon as restrictions allow.

Lead Officer

Mike Carran

Portfolio Holder

Cllr Alex Porter

Achievements in 2021/22 to support the priority

Organised a successful Harwich Illuminate Festival.

Installed a heritage trail to mark the 150th anniversary of Clacton-on-Sea.

Organised the Clacton 150 Flying Display.

Organised an event in Clacton to mark the Queen’s Platinum Jubilee.

Agreed an extension to the lease on the house of Christopher Jones in Harwich until December 2022.

Agreed for the Harwich Mayflower Exhibition to be hosted at the new Harwich Museum.



Community Leadership Through Partnerships

E5 – Sport England and Active Essex- for physical activity and well-being

Lead Officer
John Fox

Portfolio Holder
Cllr Lynda McWilliams

Highlight Actions in 2021/22

Sport England Local Delivery Pilots and the delivery of a number of key schemes to improve physical activity within the District. The Council is working with Active Essex and partners in Colchester and Basildon to build healthier, more active communities in those respective Districts, through the Sport England Local Delivery Pilots Scheme focusing on deprived areas.

Achievements in 2021/22

Essex Pedal Power in Jaywick Sands and West Clacton providing bikes and support for residents with over 200 bikes given away, including training and maintenance support.

GP training undertaken by Intelligent Health to support GPs to socially prescribe for physical activity.

Beat the Street running in Harwich attracted 2,817 players (out of a population of 18,000) who walked, cycled and ran 35,166 miles.

On-going close working with North East Essex Clinical Commissioning Group resulted in £750 000 investment in physical activity projects in Tendring (funding held by Active Essex on behalf of Tendring).

On-going delivery of micro grants including community football, yoga and mindfulness for children for mental and physical health and including growing produce through to cooking for young people.



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
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