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APOLOGIES Committee Services
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CHIEF EXECUTIVE'S OFFICE
CHIEF EXECUTIVE
Fiona Marshall

PLEASE NOTE DAY OF MEETING

06 June 2017

Dear Councillor

You are summoned to attend the meeting of the;

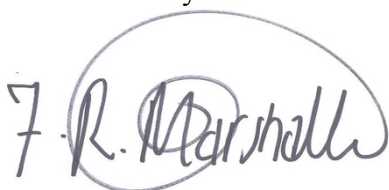
FINANCE AND CORPORATE SERVICES COMMITTEE

on **WEDNESDAY 14 JUNE 2017 at 7.30 pm.**

in the Council Chamber. Maldon District Council Offices, Princes Road, Maldon.

A copy of the agenda is attached.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Fiona Marshall', enclosed within a hand-drawn oval.

Chief Executive

COMMITTEE MEMBERSHIP

CHAIRMAN

Councillor D M Sismey

VICE-CHAIRMAN

Councillor I E Dobson

COUNCILLORS

Mrs B F Acevedo
J P F Archer
P G L Elliott
A S Fluker
M S Heard
Miss M R Lewis
Rev. A E J Shrimpton

Ex-officio non-voting Members:

Councillor B S Beale MBE
Councillor M F L Durham CC

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AGENDA
FINANCE AND CORPORATE SERVICES COMMITTEE

WEDNESDAY 14 JUNE 2017

1. Chairman's notices (please see overleaf)

2. Apologies for Absence

3. **Minutes of the last meeting** (Pages 7 - 24)

To confirm the Minutes of the meeting of the Finance and Corporate Services Committee held on 26 April 2017 (copy enclosed).

4. **Disclosure of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, other Pecuniary Interests or Non-Pecuniary Interests relating to items of business on the agenda having regard to paragraphs 6-8 inclusive of the Code of Conduct for Members.

(Members are reminded that they are also required to disclose any such interests as soon as they become aware should the need arise throughout the meeting).

5. **Public Participation**

To receive the views of members of the public on items of business to be considered by the Committee (please see below):

1. A period of ten minutes will be set aside.
2. An individual may speak for no more than two minutes and will not be allowed to distribute or display papers, plans, photographs or other materials.
3. Anyone wishing to speak must notify the Committee Clerk between 7.00pm and 7.20pm prior to the start of the meeting.

6. Chairman's Good News Announcements

7. **Resources Directorate**

To receive a presentation from the Director of Resources.

8. **2016 / 17 Review of Performance** (Pages 25 - 44)

To consider the report of the Director of Resources, (copy enclosed).

9. **Human Resources Statistics - Quarter Four 2016 / 17** (Pages 45 - 54)
To receive and note the report of the Director of Resources, (copy enclosed).
10. **Annual Report on the Whistleblowing Policy** (Pages 55 - 56)
To receive and note the report of the Director of Resources, (copy enclosed).
11. **Level One Business Plan 2017 / 18 - Resources Directorate** (Pages 57 - 118)
To consider the report of the Director of Resources, (copy enclosed).
12. **Annual Treasury Outturn Report 2016 / 17** (Pages 119 - 126)
To consider the report of the Director of Resources, (copy enclosed).
13. **Financial Outturn 2016 / 17** (Pages 127 - 136)
To consider the report of the Director of Resources.
14. **Supplementary Estimates and Virements: 1 April - 19 May 2017** (Pages 137 - 140)
To receive and note the report of the Director of Resources, (copy enclosed).
15. **Strategic and Financial Planning Process** (Pages 141 - 148)
To consider the report of the Director of Resources, (copy enclosed).
16. **Appointment of Representatives on Liaison Committees / Panels** (Pages 149 - 150)
To consider the report of the Director of Resources, (copy enclosed).
17. Any other items of business that the Chairman of the Committee decides are urgent

NOTICES

Sound Recording of Meeting

Please note that the Council will be recording any part of this meeting held in open session for subsequent publication on the Council's website. At the start of the meeting an announcement will be made about the sound recording. Members of the public attending the meeting with a view to speaking are deemed to be giving permission to be included in the recording.

Fire

In event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

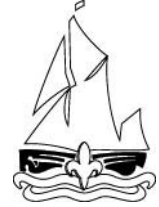
Health and Safety

Please be advised of the different levels of flooring within the Council Chamber. There are steps behind the main horseshoe as well as to the side of the room.

Closed-Circuit Television (CCTV)

This meeting is being monitored and recorded by CCTV.

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**MINUTES of
FINANCE AND CORPORATE SERVICES COMMITTEE
26 APRIL 2017**

PRESENT

Chairman	Councillor D M Sismey
Vice-Chairman	Councillor I E Dobson
Councillors	Mrs B F Acevedo, J P F Archer, A S Fluker, B E Harker and M R Pearlman
Ex-Officio Non-Voting Member	Councillors B S Beale MBE and M F L Durham
Substitute Members	Councillor Miss M R Lewis

1234. CHAIRMAN'S NOTICES

The Chairman drew attention to the list of notices published on the back of the agenda.

1235. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICE

Apologies for absence was received from Councillors Mrs H E Elliott and Rev. A E J Shrimpton. In accordance with notice duly given Councillor Miss M R Lewis was attending as a substitute for Councillor Shrimpton.

1236. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 7 March 2017 be approved and confirmed.

1237. DISCLOSURE OF INTEREST

Councillor A S Fluker disclosed an interest in Agenda Item 13 – Waterfront Leases, Maldon as he was a Maldon Harbour Commissioner and associated with the Directors of Landbreach, Catterells and Top Sail Charters.

Councillor I E Dobson disclosed an interest in Agenda Item 10 – Permit for School Parents Parking, as he was the Chairman of Governors at All Saints Primary School.

1238. PUBLIC PARTICIPATION

In accordance with the Council's public participation scheme Mrs Jones of 13 Chipping Hill, Witham and Mrs Mason of 3 Cromwell Lane, Maldon addressed the Committee in relation to Agenda Item 10 – Permit for School Parents Parking.

1239. CHAIRMAN'S GOOD NEWS ANNOUNCEMENTS

There were none.

1240. CORPORATE HEALTH AND SAFETY

The Committee considered the report of the Director of Resources on corporate health and safety activity for Quarter Four (1 January to 31 March 2017). A summary by Directorate and a description of the reported accidents and near misses were set out in the report.

Appendix 1 to the provided progress with the Health and Safety Action Plan for 2016 / 17 and it was noted that most of the actions had been completed, although conflict management training had been carried over to 2017 / 18.

The Health and Safety Action Plan 2017 / 18 was attached at Appendix 2 to the report.

It was noted that there had been ten accidents during quarter four and none of the accidents required reporting to the Health and Safety Executive. Four incidents of unacceptable behaviour had been reporting during this quarter resulting in an overall increase compared with the previous year.

RESOLVED

- (i) that the accident and incident statistics for quarter four be noted;
- (ii) that progress with the Health and Safety Action Plan for 2016 / 17 be noted;
- (ii) that the Health and Safety Action Plan for 2016 / 17 be agreed.

1241. CORPORATE COMMUNICATIONS PROTOCOL

The Committee considered the report of the Director of Resources, presenting a revised Corporate Communications Protocol (attached as Appendix A to the report) which took into account and addressed the comments made by this Committee at its meeting on 24 November 2016.

It was noted that at the meeting of the Overview and Scrutiny Committee on 29 March 2017 the Committee had noted the amendments and endorsed the revised Corporate Communications Protocol to this Committee for formal adoption by the Council.

It was pointed out that there appeared to be some duplication between paragraphs 1.3.9 and 1.2.4 of the policy and in response, the Director of Resources suggested that paragraph 1.3.9 be removed. This was agreed.

RECOMMENDED that subject to the above amendment, the revised Corporate Communications Protocol attached at **APPENDIX 1** to these Minutes, be approved.

1242. SUPPLEMENTARY ESTIMATE AND VIREMENTS: 8 FEBRUARY AND 21 MARCH 2017

The Committee received the report of the Director of Resources, reporting virements and supplementary estimates agreed under delegated powers and procurement exemptions granted in the period 8 February – 21 March 2017.

Members were advised that there had been no virements or procurement exemptions for this period.

It was noted that there had been two revenue supplementary estimates and details of these exemptions are set out below:

- A supplementary revenue estimate had been requested for £12,000 for a contribution towards a Judicial Review against a planning inspectorate appeal decision.
- A supplementary revenue estimate had been requested for £20,000 for maternity cover arrangements for the post of Solicitor.

In response to a question regarding the Judicial Review and spending of these monies, the Director of Resources advised that the Council was waiting to hear back from the Secretary of State.

RESOLVED that the revenue supplementary estimates, as detailed above and granted during the period, be noted.

1243. PERMIT FOR SCHOOL PARENTS PARKING

The Committee considered the report of the Director of Customers and Community on a proposal of a new policy on parking permits to be allocated to school parents picking up and dropping off their children at school within Maldon.

It was noted that this report had been considered by the Community Services Committee at its meeting on 11 April 2017. The Committee had resolved that:

the Council does not make available parking permits to parents of children attending Maldon schools to use in Council car parks and the Finance and Corporate Services Committee be advised accordingly.

Following the recent Council decision to withdraw existing arrangements for parents dropping off children at schools in Maldon, Members were advised that the proposed parking permit would enable parents to continue to park in the Council's car park but at a rate reflective to their use.

A point of order was raised at this point and in response, the Chairman advised that he would hear from Members of the Committee prior to the point of order. The Chairman commented on the introduction of the parking permit, outlining his perspective. He felt that the Council should consider the proposed permit as a commercial decision in the same way as other parking charges and season tickets. The Chairman viewed the proposal from Officers as very sensible and endorsed it.

Councillor M R Pearlman advised that he was a Ward Member and referred to the large amount of public interest in this subject. He proposed that the £200 permit as set out in the report be implemented.

Councillor I E Dobson advised that he felt the proposed permit time of 30 minutes was not enough and repeated a proposition he had made to the Community Services Committee at its last meeting, proposing that the parking permit, if introduced, should be extended to allow a 45 minute period time a day for £200 per year.

Councillor M F L Durham raised a point of order as the recommendations to this Committee were “subject to approval” of the parking permit by the Community Services Committee which was not approved. He raised concern about considering something which did not exist. He then proceeded to provide the Committee with information regarding work of the Car Parking Working Group. In response to the point of order, the Chairman outlined his reasoning for allowing a discussion on this item of business.

There was some discussion about whether offering permits to school parents would be unfair to other organisations, such as Churches, youth clubs, evening clubs and classed. A lengthy debate ensued, during which a number of comments were raised both in favour and against the parking permit. In response to a question, the Director of Customers and Community confirmed that current parking permit had been extended to 1 June 2017.

Following a suggestion and further discussion, the Chairman proposed that this Committee support the principle of a parking permit scheme for parents of children attending Maldon schools and ask Officers to work up this proposal in consultation with Members of the Community Services Committee. This proposal would then be brought forward to the July meeting of the Council for consideration. This proposal was duly seconded and agreed.

RESOLVED

- (i) that the Finance and Corporate Services Committee support, in principle, a parking permit for parents of children attending Maldon schools;
- (ii) that the Director of Customers and Community be requested to work up the proposal for a parking permit for parents of children attending Maldon schools in consultation with Members of the Community Services Committee and this be brought forward to the July meeting of the Council for consideration;
- (iii) that the current informal arrangements for free use of the Council’s car parks by parents to drop off and pick up school children be extended to end July 2017.

1244. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

1245. WATERFRONT LEASES, MALDON

The Committee considered the report of the Director of Customers and Community seeking Members' approval to extensions to several waterfront leases at Hythe Quay, Maldon in preparation for the emerging Maldon and Heybridge Central Area Masterplan and Historic Waterfront Revival Projects.

It was noted that the Planning and Licensing Committee had considered this report at its meeting on 25 April 2017. They had agreed a revision to the recommendation set out in the report to include a three year break clause for both parties to provide flexibility should circumstances change. The Committee resolved that:

That subject to the inclusion of a three year (2020) break clause for both parties where leases are proposed to be extended until 2022, the Committee endorses the principle of the proposed leasing arrangements for Areas A and B, Cooks Yard, the Tin Parliament Shed, the Old Classroom, Kiosk 1 and the Seafood Kiosk at Hythe Quay, Maldon, as shown on the map at Appendix 1 to the report, and recommends accordingly to the Finance and Corporate Committee.

Appendix 1 to the report provided details of current leases at Hythe Quay. It was noted that some of the licences were ending and as the Maldon and Heybridge Centre Area Masterplan had yet to be adopted, the report outlined a number of proposed changes to leases.

In response to a question, the Director of Customers and Community confirmed that all recommendations referring to 2022 should state December 2022.

Members were advised that recommendation (iv) was subject to agreement by the Community Services Committee at its next meeting.

RESOLVED

- (i) that subject to the inclusion of a three year (2020) break clause the proposed leasing arrangements for Areas A and B and the Old Classroom, Maldon, (as shown on the map at Appendix 1 to the report), to be dealt with by Director of Resources under delegated powers;
- (ii) that subject to the inclusion of a three year (2020) break clause that the lease for Cooks Yard, Maldon is renegotiated, revalued and extended until December 2022;
- (iii) that subject to the agreement of the current tenant and the inclusion of a three year (2020) break clause, the lease for the Tin Parliament Shed is let as a separate unit from Cooks Yard until December 2022;

- (iv) that subject to the concurrence of the Community Services Committee and the inclusion of a three year (2020) break clause, the leases for Kiosk 1 and the Seafood Kiosk, as shown on the map at Appendix 1 to the report, be extended until December 2022.

1246. MILLFIELDS CARAVAN PARK, BURNHAM-ON-CROUCH

The Committee considered the report of the Director of Customers and Community updating Members on the negotiations for the lease at Millfields Caravan Park, Burnham-on-Crouch and seeking confirmation wishes to enter into a lease arrangement with Birch Leisure Parks Limited.

The report provided background information and an update regarding the lease of land at Millfields Caravan Park. It was noted that negotiations had been finalised and as part of the arrangements, an Agreement for Lease would be entered into prior to planning permission being approved. Once planning permission was approved, the formal lease would then commence and the Council would begin to collect rent as scheduled and detailed in the report.

The Chairman introduced Mr Giles Gilder, a solicitor, from Essex Legal Services who had been negotiating the lease on behalf of the Council. In response to a number of questions and some concern raised, Mr Gilder provided the Committee with additional information regarding the lease and negotiations with Birch Leisure Parks Limited.

A debate ensued, following which Councillor A S Fluker proposed that the Council request a personal or Directors guarantee from the Birch company on top of the £61,000. In response to a question regarding the proposal, Mr Gilder confirmed that the guarantee could be requested. The proposal was duly seconded and upon a vote being taken this was agreed.

In response to a request for clarification, the Committee agreed that it was seeking a directors personal guarantee. Following further information from the Solicitor, Councillor D M Sismey proposed that if the guarantee was agreed this should be for a minimum period of ten years and delegated to the Director of Resources. This was duly seconded and agreed.

RESOLVED that subject to a directors personal guarantee for a minimum period of ten years (in consultation with the Director of Resources) from the date of the start of the lease, a new lease for the Millfields Caravan Park be offered to Birch Leisure Parks Limited.

There being no further items of business the Chairman closed the meeting at 9.10 pm

D M SISMEY
CHAIRMAN

Document title	Corporate Communications Protocol
Summary of purpose	Three Yearly Review
Prepared by	Russell Dawes
Status	Draft
Version number	V1
Approved by	
Approval date	
Date of implementation	
Review frequency	Three Yearly
Next review date	
Circulation	
Published on the Council's website	

Validity Statement

This document is due for review by the date shown above, after which it may become invalid. Users of the strategy or policy should ensure that they are consulting the currently valid version of the document.



MALDON DISTRICT COUNCIL

CORPORATE COMMUNICATIONS PROTOCOL

1 INTRODUCTION, SCOPE AND CONTEXT

1.1 ‘Corporate communication’ is a dialogue. It is about ensuring that an appropriate message is given, using the right medium, to all those who need to receive it, and how in return their messages are received.

1.1.1 The purpose of this protocol is therefore to:-

- Ensure that the Council communicates in an accurate, timely and appropriate way that meets its own needs and those of its stakeholders.
- Ensure that stakeholders are well informed on matters relevant to them.
- Ensure that stakeholders have an appropriate mechanism to communicate their views, feelings, opinions etc to the Council in a way that influences, and is seen to influence, Council decision making.
- Use all available methods in which to communicate our messages, promote, enhance and protect the Council’s reputation to secure maximum benefits for the Council and the District in general.

1.1.2 The scope of this protocol is therefore:-

- Communication with the media and other external stakeholders concerning the Council’s policies, plans and activities.
- Communication with colleagues internally to ensure that they are kept informed of our media response concerning the Council’s policies, plans and activities.
- Communication with our external partners and co-ordinate messages as necessary.
- Consultation with the community and other external stakeholders in so far as the Corporate Communications function interfaces with and contributes to the Council’s consultation strategy.

1.1.3 This protocol is mindful of a number of existing strategies but does not specifically deal in detail with the following:-

- Promoting the Maldon District as a visitor destination
- Individual service and business plans.
- Marketing or promoting individual services except as part of promoting a corporate message.
- Petitions including e-Petitions
- Emergency plan
- Economic Prosperity Strategy
- Member/Officer Protocol
- Code of Conduct

1.1.4 Whilst not directly in the scope of this protocol, it must also feed into other strategies, such as our Channel migration strategy, customers’ strategy, consultation strategy, specific service related marketing, Human Resources policies, financial services, e-Petitions etc.

- 1.1.5 The protocol now goes on to identify what core messages we want to promote to a variety of audiences, how we will do it and the implications for the Members of the Council, our Public Relations Team and colleagues both inside and outside of the organisation.

1.2 Council's Press Office Protocol

- 1.2.1 The Council's press office is managed by the Council's Public Relations and Engagement Team and receives **all** communications from the Press and Media and issues **all** News Release/Statements on behalf of the Council.
- 1.2.2 The Press Office will not speculate on matters which are raised and will ask for an enquiry to be emailed in order to seek the necessary response in discussion with the relevant Officer, Director and Member as considered appropriate.
- 1.2.3 With the exception of the Chief Executive, Directors and the Council's PR & Engagement Team (Press Office team, which also includes the Programme and Stakeholder Liaison Manager). No other Officer of the Council is permitted to speak or communicate with the Press and Media on any matters affecting the Council or its business in general, unless after discussion with the Press Office, and as authorised by the Chief Executive, and/or Director, the Leader and/or Deputy Leader of the Council or Committee Chairman and/or Vice-Chairman
- 1.2.4 If an issue is highlighted to the Press Office by a Member, a copy of the response given will be sent to the originating Member for information.**

1.3 Council Staff

- 1.3.1 All staff must adhere to the paragraph above (1.2.3) and failure to do so will be seen as a breach of the Council's code of conduct and ultimately may result in disciplinary action being taken in line with our current policies.**
- 1.3.2 Staff should also show respect and courtesy to Members *at all times in line with the Member /Officer Protocol* and not be seen to do otherwise. Staff will also be reminded of the confidentiality of their posts and the availability of the whistleblowing policy.**
- 1.3.3 The PR & Engagement Team also works in conjunction with the Programme and Stakeholder Liaison Manager with regards to Planning PR matters.
- 1.3.4 The Press Office may from time to time use the term 'Council Spokesperson' to respond to agreed enquiries but it should also be acknowledged that the press may also use this term as a matter of course following a response to an enquiry.
- 1.3.5 However, this is not the case for approved press releases which would normally have an agreed Member quote included.
- 1.3.6 A style guide is available for staff and this provides useful guidance on items such 'house' font, writing for the web and a variety of letter templates**
- 1.3.7 In the unlikely absence of anyone in the Public Relations and Engagement Team, media communications will be referred to either the Chief Executive's PA or the Programme and Stakeholder Liaison Manager, who will deal as necessary with any enquiries.
- 1.3.8 Staff should ensure that Ward Members are advised of issues which may affect their Ward in addition to the relevant Committee Chairman/Vice Chairman/Leader or Deputy Leader as required.**

1.3.9 *Either a member of staff or the Press Office will ensure that if an issue is highlighted to the press office by a Member, a copy of the response given will be sent to the originating Member for information.*

Appendix 1 shows the process which should be followed when dealing with the media.

1.4 Meetings of Council and Committees

- 1.4.1 Copies of agenda, minutes and reports for meetings of the Council or its Committees are e-mailed to the Press and Media and placed on the Council's web site seven days before the meeting.
- 1.4.2 Facilities are provided at meetings for the Press to take notes of the proceedings and both the Press and Public may be excluded from a meeting whilst certain confidential matters (as provided for in the relevant legislation) are under discussion.
- 1.4.3 Members of the Public Relations and Engagement Team when available will attend agenda meeting to advise on any matters as necessary.

2. MEMBERS OF THE COUNCIL

- 2.1 Elected Members of the Council play a key and valuable role in communicating the work of the Council to its residents, the media and business community.
- 2.2 Elected Members can express a **Ward**, political party or individual personal view to the press, media or in public forums but should indicate that any such opinion does not necessarily represent the view of the Council.
- 2.3 An elected Member must be mindful of the Council's Code of Conduct and all other policies, procedures and regulations whenever he/she conducts the business of the authority, or conducts the business of the office to which he/she has been elected, appointed, or acts as a representative of the authority.

2.4 *If Members fail to adhere to the paragraph above they may be in breach of the requirement for respect and confidentiality as stated within the Local Code of Conduct and may therefore have sanctions applied to them pursuant to the Code (local code of conduct).*

- 2.5 In addition Members should be mindful of the following;
- Elected Members should not disclose information that is of a confidential nature. This includes any discussion with the press on any matters which may have been discussed as a confidential item on the Council's or Committees' agenda or at any other private briefing or working group.
 - During the pre-election period or 'Purdah', elected Members should comply with the guidance issued. During this period news releases will be issued in the name of the Chief Executive, Director or Council Spokesperson as appropriate

2.6 Dealing with the media

- 2.6.1 A Councillor should act with integrity at all times when representing or acting on behalf of Maldon District Council.
- 2.6.2 Make clear the capacity, in which they are providing the information. For example:
- as Leader or Deputy Leader of the Council
 - as Chairman of a Committee
 - as Leader or Deputy Leader of the Opposition
 - as an individual (i.e. letter to press for publication)
 - as Ward Councillor

- 2.6.3 Members are advised to keep a copy of any response which is given to the media so as to record the question and the response.
- 2.6.4 Members are advised to take a cautious approach when dealing with the media if asked for a comment on a controversial subject. It is advisable that the assistance or guidance of the Council's press office is obtained, rather than being led into stating something you did not really mean to say.
- 2.6.5** *An elected Member should not raise matters relating to the conduct or capability of an Officer at meetings held in public or before the press. **This should be addressed through the existing Member/Officer protocol.***
- 2.6.6 The Chairman of the Council is the Civic and Ceremonial head of the Council to which is attached great importance in terms of the Council's profile of the District both locally and outside of the District. A separate and detailed protocol already exists for this position and is therefore not part of this Communications protocol.

3. OUR VISION, VALUES & MESSAGES

- 3.1 Underpinning the communications protocol is the overall vision of the Council, and its four corporate priorities: one internal and four external. Our vision is clearly focussed on the type of community we are striving to achieve and our priorities demonstrate our commitment to support our overall vision.

Our Vision

To make the Maldon District a better place to live, work and enjoy

Our Goals

Helping communities to be safe, active and healthy

Protecting and shaping the District

Creating opportunities for economic growth and prosperity

Delivering good quality, cost effective and valued service

- 3.1.2 As part of this protocol the Council's vision and corporate identity will be reinforced.
- 3.1.3 Alongside our vision, brand and values, we need to identify the key messages we wish to promote and in what areas we wish to be recognised for our success.
- 3.1.4 Key messages must run throughout all communication we have with our residents and partners and need to relate to the community. They are critical to:-
- Reinforce what we are trying to achieve; and
 - Provide a clear, simple focus for our actions.
- 3.1.5 Repetition of message is important so that the use of key messages becomes standard practice.
- *If the story does not contain a key message, don't tell the story*

3.2 The Council's good name

- 3.2.1 The Council has a well known brand which is depicted on livery and stationery as a Thames Sailing Barge but there is a need to continually enforce this message corporately in all of our internal and external communications.

- 3.2.2** *In addition, the Council is acting as an advocate and supporter of the 'Sense of Place' brand which is being used to promote the District and its eclectic mix of businesses. This complements the Council's own brand and is used in line with the specific Sense of Place guidelines.*

- 3.2.3 Our Customer Contact Centre promotes the Council's good name through their endeavours to ensure that customer enquiries are dealt with at the first point of contact and together with our Customers Strategy provides a solid foundation in which to ensure that the Council is customer focussed.

4. COMMUNICATING THE MESSAGE

- 4.1 In order to effectively communicate the message to our residents it is important that any communication is:-

- Relevant to them and where they live
- Timely and accurate
- In plain English (and other formats as appropriate)
- Factual
- Honest – admitting when we're wrong and being prepared to apologise.

4.2 Letting the community tell our story

- 4.2.1 Day-to-day communications should focus on the service users and tell the story through their eyes – how has this new service affected their lives? Why is it making an impact in their community?

- 4.2.2 Charter Marks, ISO Accreditation, Beacon Awards and such like may be important to the organisation, but residents may not perceive their true value if the message is not seen as a high priority for our residents.

- 4.2.3 To communicate our message effectively we need to turn the message around to focus on them – how are we going to make their life better?

- 4.2.4 The Public Relations and Engagement Team will assist in enabling stories originating from the Council to be written in a more proactive manner:-

- Sourcing contributions from our residents and partners where possible
- Members to endorse initiatives, where possible.
- Wider involvement of Members: feeding back information from successful community projects.

4.3 Keeping the public well informed – key sources and publications

- 4.3.1 All Key publications should be co-ordinated centrally and reviewed by the Public Relations and Engagement Team to ensure that key messages are used appropriately and consistently.

- 4.3.2 These core methods of communication would need to be identified but could include:-

- Specific service information leaflets
- Online A-Z Guide
- The Courier (annual)
- Media releases
- Council Tax information
- Our Web site
- Social Networking Sites

4.4 Specific Service Information Leaflets

- 4.4.1 There is a critical need for the public to have a clear understanding of the range of services we provide and who they should contact.

4.4.2 Feedback in the past has suggested that customers:-

- Do not understand what services are provided by the Council
- Do not know the best way to access services

4.5 A-Z Guide of services

4.5.1 The online A-Z guide of Council services provides an excellent method of communicating the services undertaken/offered by the Council

4.6 The 'Courier' - Council newspaper

4.6.1 The Courier is produced annually and distributed door-to-door as well as being available via our web site and covers matters which affect our residents or which relate to the District.

4.6.2 The Vision for the Courier is to provide;

- Factual and cross cutting information about the work we do
- Greater involvement from our partners, providing information that is 'joined up', reflecting the fact that customers are concerned with the services they need, and not with who provides them.

4.7 Media Releases

4.7.1 It is vital that the Council is able to tell its story in its own words to its residents and the most effective way of managing key messages is through a good relationship with the media.

4.7.2 A toolkit called 'working with the Media' is available on the intranet and from the Public Relations and Engagement Team has been developed in order to assist colleagues in how to help us to raise our profile of the Council in the print and broadcast media. It gives a template of how to construct a news release and other useful hints and tips.

4.7.3 A regular press briefing is just one way in which to ensure that the correct message is given and understood to the media and these will be co-ordinated as necessary.

4.7.4 Specific promotions/campaigns will require a managed communications action plan developed by the Public Relations and Engagement Team and will require key actions/milestones.

4.7.5 A regular dialogue with the media is vital in order to maintain and build good relations with them.

4.8 Council Tax Information

4.8.1 The current Council Tax bill information is provided mainly as part of the online billing process and provided information about how we spend the money.

4.8.2 Opportunities are also used to communicate messages to residents who use monthly billing and this in the past has included messages from our partner organisations.

4.9 Web Sites

4.9.1 Web sites are a key Communication tool and provide the Council's with world-wide 'shop window'.

4.9.2 Our corporate web site was upgraded in 2016 and provides information which can be viewed across a number of devices using 'responsive' technology. Our ability to offer on-line

transactions 24/7 has increased together with a web site which can be developed to meet any future needs.

- 4.9.3 The information on the site will be accurate, interesting, useful and user friendly. This will be monitored by the Public Relations and Engagement Team, Web Site Super User Groups and IT.
- 4.9.4 The Visit Maldon District web site was also refreshed and re-designed in 2016 to meet the growing demands of our visitors. A new events calendar, e-shop and tourism branding as part of the Sense of Place project has enabled the production of a vibrant interactive site

4.10 Social Networking

- 4.10.1 The Council is proactively using social networking as one of the key communications tools.
- 4.10.2 We manage our social media through an online dashboard and are continually expanding our use of the social media channels and have developed an acceptable use of social media guidance document for staff.

4.11 Selling the vision

- 4.11.1 To maximise the impact of the key messages, the Council must promote itself and its work to the community. This can be done cost-effectively (although requiring some budget) and will help to reinforce key messages in a visual way.
- 4.11.2 This promotion should:-
- Reflect the vision and brand image;
 - Show how the Council is adding value and making lives better;
 - Take credit for the work that the Council does; and
 - Signpost customers to services.
- 4.11.3 This should be a combination of PR and advertising (each supporting the other) to get across key messages about our services with a strong visual element, for example the refreshed approach to our recruitment activities.

4.12 Branding everything we do

- 4.12.1 It is important that the Council receives the credit for the work that it is responsible for and where we are working in partnership with others for example:-
- Leisure Centres and car parks - should have appropriate branded signage.
 - Major project developments - funding should be set aside at the earliest time for promotional activity and branding.
 - Partnership working – wherever the Council is working in partnership equal branding opportunities should be given
 - Seeking opportunities to use both the Council's own brand whilst also supporting the 'Sense of Place' brand.

5. ENGAGING WITH THE RESIDENTS

- 5.1 Closer engagement with residents should be seen as key to improving the quality and effectiveness of Council services.
- 5.2 Developing customer opinion and involving service users' needs to be undertaken constantly to maintain a highly level of service and customer satisfaction.

- 5.3 However, citizen and user engagement should not just be about consultation exercises, but it is a fundamental way in which to communicate with, involve and seek the views of local people.
- 5.4 Good media relations have an important part to play in any such consultation working with colleagues to ask the correct questions as per the Consultation Strategy which will inform future decisions.
- 5.5 This should not be seen as a once-a-year duty to consult, but an integral part of any regular feedback from stakeholders, community panels, focus groups, staff, youth forums, hard to reach groups and other partners as appropriate.
- 5.6 The Council has also demonstrated its commitment to improve the profile of the Council and local government in general as a partner in the LGA's Reputation in Local Government initiative.

6. SUMMARY

- 6.1 It is the responsibility of everyone to deliver effective communication. The Chief Executive, Corporate Leadership Team, Members and Staff must be responsible for driving the protocol by actively applying its principles to all aspects of their work.
- 6.2 The Public Relations & Engagement Team will work across services to deliver a comprehensive good news service and deal with bad news as and when it arises.
- 6.3 The Public Relations & Engagement Team, supported by Corporate Leadership Team and with Member consideration, will be responsible for strategic thinking, driving forward the good news and making day-to-day decisions about promoting the Council and its services.
- 6.4 By working together, the delivery of this communications protocol will ensure that the Council grows in reputation and builds a strong relationship with the public.

Media enquiries

Members and officers are encouraged to inform the PR and Engagement team of items of potential media interest

All media enquiries including interviews should be directed to **press.office@maldon.gov.uk** in the first instance

ENQUIRIES

Forwarded to the appropriate officer (**Planning issues:** the Programme and Stakeholder Liaison Manager) to seek a response. If an issue is highlighted to the Press Office by a Member, a copy of the response given will be sent to the originating Member for information

INTERVIEWS

Press office to liaise with the relevant Member, Director or their nominated spokesperson (**Planning issues:** the Programme and Stakeholder Liaison Manager will assume liaison)

Matters of fact

The response must be agreed with the Director or nominated officer

Matters of contention or requiring comment

The response must be agreed with the Director or nominated officer and, at the discretion of the Director, attributed to the relevant Chairperson or Ward Member (in which case that Member's agreement must be obtained), Director or Council spokesperson. Exceptionally, a specific member of staff may be nominated by a Member or Director

Briefing for Member if appropriate

Press office to confirm arrangements with the media (**Planning issues:** the Programme and Stakeholder Liaison Manager to confirm arrangements with the media and inform the press office)

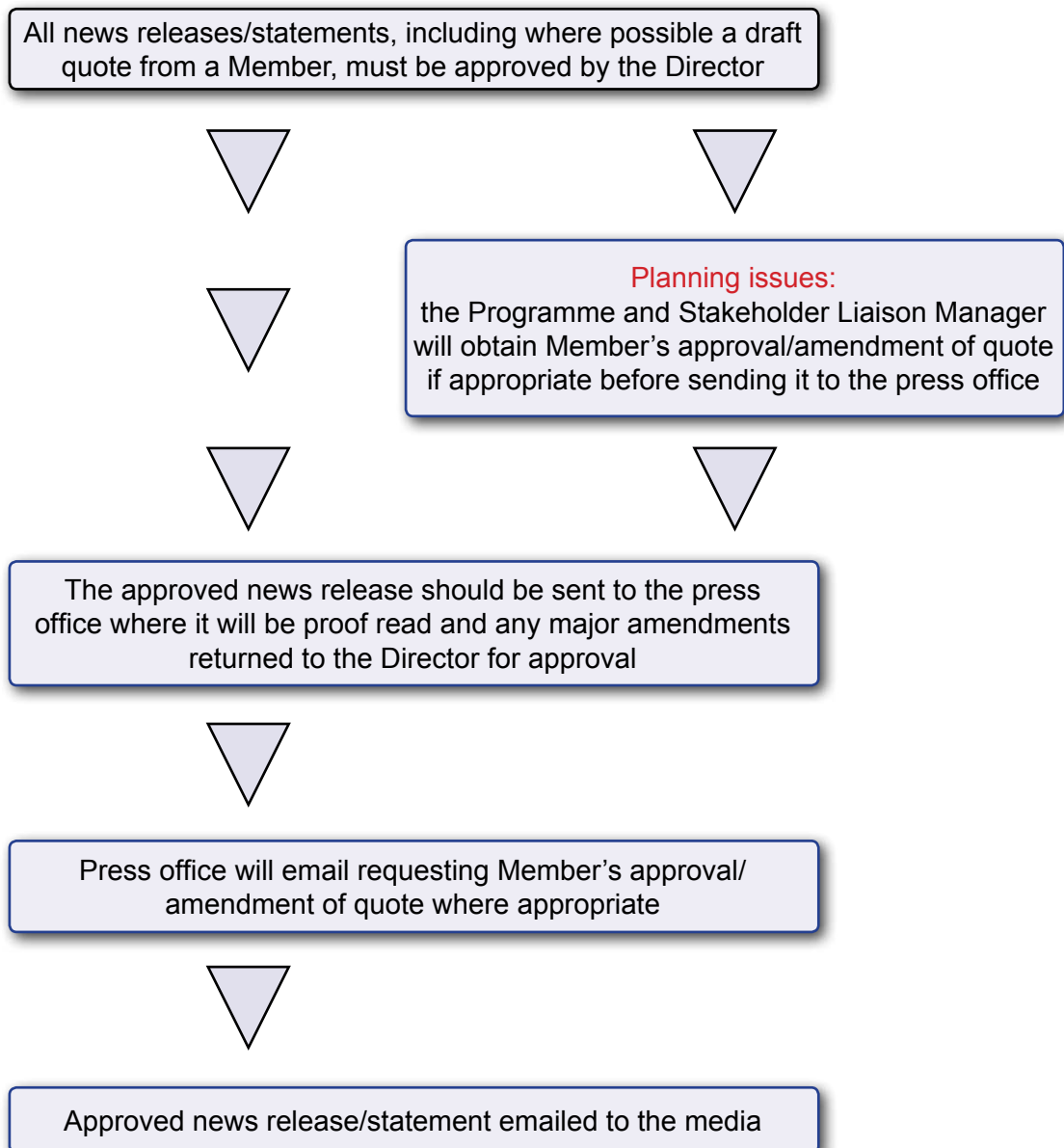
Agreed response forwarded to **press.office@maldon.gov.uk**

Proof read and sent to the media

Proactive media (news releases and statements)

Members and officers are encouraged to liaise with the PR and Engagement team regarding the production of news releases/statements on potentially controversial issues as well as 'good news' stories.

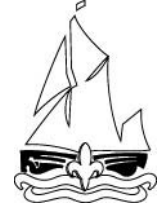
The PR & Engagement team has the sole responsibility to send approved news releases/statements to the media. Exceptionally, (eg in the event of urgent need and the non availability of any members of the team), the Programme and Stakeholder Liaison Manager of Chief Executive's PA will assume responsibility.



All press releases/statements are emailed to the 'press contacts list', copied to Corporate Leadership Team, the originator of the news release, circulated to all Members and uploaded on to the Council's website and linked to our social media accounts

Media enquiries received by Elected Members directly from the media

1. Members are encouraged to speak to the media on matters relating to their Ward
2. If a Member is approached to discuss a decision of Council or one of the committees they should ensure that they are clear in what capacity they are commenting (ie Ward Member, Committee Member, or individual)
3. Members are advised to respond in writing to the media so as to record the question and the response
4. Out of courtesy, the Leader or Deputy Leader or relevant committee Chairman/Vice Chairman should be made aware of any such approaches
5. It would also be helpful for the Council's press office to be made aware at press.office@maldon.gov.uk
6. Please note during an emergency this process replaced with the emergency protocol led via Gold Command



REPORT of DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
14 JUNE 2017**

2016 / 17 REVIEW OF PERFORMANCE

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to supply Members with details of performance against targets set for 2016 / 17 and to ensure that progress is being achieved towards the corporate goals and the objectives detailed in the Corporate Plan 2015-19 adopted by Council in February 2015 (Minute No. 828 refers).
- 1.2 Members should challenge performance or allocation of resources where the Committee feels that the Council's corporate goals have not or may not be achieved.
- 1.3 Where performance or progress is behind schedule or at risk, the reasons why need to be fully understood and decisions taken on what, if any, action is required to bring performance back on track.
- 1.4 Quarterly reviews of performance are undertaken by the Overview and Scrutiny Committee and the position as at the year-end will be reviewed at the meeting on 21 June. An annual performance report will also be submitted to the Council on 13 July.
- 1.5 All of the performance information contained within this report is recorded on the Council's Performance and Risk Management system (TEN) to which all Members have access.

2. RECOMMENDATION

Members' views, comments and questions on the information as set out in this report and **APPENDIX 1** are sought.

3. SUMMARY OF KEY ISSUES

- 3.1 The format of the performance reports to this Committee are on an "exception" basis i.e. only those activities and indicators that are behind schedule, at risk or not on target will be included. This will ensure the focus is on those areas requiring attention and assisting Members to challenge performance or allocation of resources where the Council's corporate goals may not be achieved.

3.2 **APPENDIX 1** to this report details for each of the corporate goals:

- The key corporate activities which are assessed as being “behind schedule” or “at risk of not being achieved”
- Indicators which have not achieved the end of year target.

The activities/indicators aligned with this Committee have been marked  to provide easy identification by Members.

3.3 As Members are aware from the Committee Chairman’s “Good news announcements” at previous meetings, successes and achievements during the year include:

- Development and implementation of the new staff Performance Review System.
- The Core element of the HR Information System has been fully implemented on which all key workforce data has been recorded enabling more efficient day-to-day operational working within the HR team. In addition, it provides statistical analysis and reports.
- The automated telephone payment system has been successfully implemented allowing customers to pay by telephone 24/7. Targets for moving existing Council Tax telephone payers to the automated system continue to be exceeded with 94% of all telephone payments since live date being made using the automated facility.
- Self-service PCs and public access Wi-Fi has been installed in the Council Offices’ Reception. This enables customers to use their own devices as well as allowing the Council to offer a much wider range of services on the self-service computers.
- The Reception area redesign has been completed to incorporate the Sense of Place branding.
- Legal and Democratic Services continued their support to the Maldon District Council work experience programme, which has been a very popular choice with students. The Service has agreed placements for the summer holidays and previous work experience students have voiced their desire to return again for further time with the teams.
- The Council Tax collection rate for 2016 / 17 has been maintained at 98.3% and remains only 0.1% below the collection rates achieved in 2012 / 13, before the Local Council Tax Support scheme was implemented. This has been achieved in a year when residents have been impacted by further welfare reforms.

3.4 **Complaints and Compliments Received**

3.4.1 14 complaints and 12 compliments about services that report to this Committee were received by the Council between 1 April 2016 and 31 March 2017:

Service Area	Total complaints 2015/16	Total complaints 2016/17	Total compliments 2015/16	Total compliments 2016/17
Legal and Democratic Services	8	3	0	0
IT Services	0	1	0	0
Facilities	0	0	1	1
Revenues and Benefits	14	10	5	5
Director of Resources	0	0	0	1
People, Performance and Policy	0	0	0	5
Total	22	14	6	12

3.4.2 All complaints received are investigated and action taken to improve service delivery where learnings are identified.

4. CONCLUSION

4.1 Good progress has been made on a number of activities and successes achieved which will contribute to the Council's corporate goals and objectives. However, there are key corporate activities at risk or behind schedule and performance indicators which failed to achieve the end of year target.

5. IMPACT ON CORPORATE GOALS

5.1 The Council stated its corporate goals and objectives in the Corporate Plan for 2015-19.

5.2 In turn, the services agreed actions (Key Corporate Activities) that they would take forward in 2016 / 17 to contribute to the achievement of these objectives. Performance indicators and measures were established to monitor the impact of these actions and to provide evidence of achievements.

5.3 To ensure that Maldon District Council (MDC) progresses towards or achieves the goals stated in the Corporate Plan, it is important that performance is monitored and managed against targets and milestones.

5.4 It is also important as the Council is accountable to the community that it is able to demonstrate it is monitoring and managing performance effectively.

6. IMPLICATIONS

- (i) **Impact on Customers** – Performance Management is about agreeing and achieving objectives and priorities, monitoring our performance against agreed targets and timescales, identifying opportunities for improvement, making necessary changes and ultimately delivering quality public services.

- (ii) **Impact on Equalities** – For the Council “Equalities” means understanding our staff and customers and making sure that our policies and services are designed to meet their needs and implemented appropriately.

MDC is committed to providing equal opportunity of access to services, and level of service provided, and developing communities that are free from discrimination.

- (iii) **Impact on Risk** – If performance is not managed effectively by the Council at both Committee and management level, there is a risk that the Council will not achieve its stated priorities and outcomes.

- (iv) **Impact on Resources (financial and human)** – If action is needed to bring key activities or indicators back on track to meet the targets set, a reallocation of resources may be required to ensure that objectives and priorities are achieved.

- (v) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Emma Foy, Director of Resources, (Tel: 01621 875711) or Julia Bawden, Performance and Risk Officer, (Tel: 01621 876223).

Review of Performance 2016-17



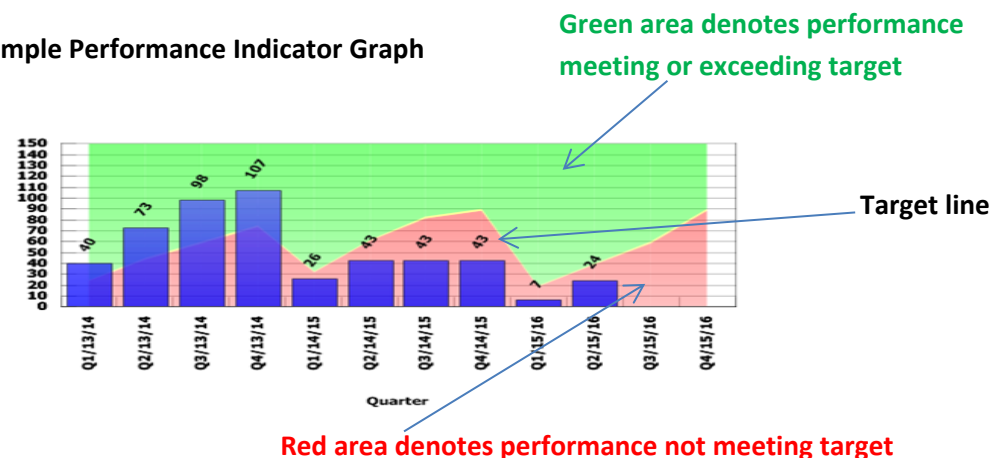
FINANCE & CORPORATE SERVICES COMMITTEE

REVIEW OF 2016/17 PERFORMANCE

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*The performance reports are produced on an “exception” basis; full details will only be included for those activities and indicators which are behind schedule, at risk or not on target.

Example Performance Indicator Graph



Status Definitions for Key Corporate Activities

At Risk	There are issues which could impact the completion/ achievement of the Key Corporate Activity in the future
Behind Schedule	Target date for completion of the Key Corporate Activity , or milestones upon which activity depends, have not been met
On Track	Work progressing satisfactorily, milestones upon which the activity depends are being met and overall target for completion should be achieved
Completed	Key Corporate Activity completed – no further work required

Review of Performance 2016-17

CORPORATE GOAL - HELPING COMMUNITIES TO BE SAFE, ACTIVE AND HEALTHY

Key Corporate Activities contributing to this goal - 4			
At Risk	Behind Schedule	On Track	Completed
	1	3	

Key Corporate Activities designated as "At Risk" or "Behind Schedule"	Target Date	Status	Comments
Develop the Strengthening Communities Strategy	March 2017	Behind schedule	Officers continue to work with Members to develop a strategy for the Council through the Member Task and Finish Working Group. Officers have been tasked with undertaking an audit of community groups to identify any shortfall in provision within the district for consideration by the working group when it next meets.

Review of Performance 2016-17

Indicators

Indicator	15/16 Actual	16/17 Target	Q3	Q4	Cumulative For the Year	Annual target achieved
Level of reported crime	2,341 Incidents of all crime	Fewer reported incidents than in previous year	624 Incidents of all crime	500 Incidents of all crime	2,422 Incidents of all crime	No
	1,087 Anti-Social Behaviour (ASB) incidents		249 ASB incidents	200 ASB incidents	1,00 ASB incidents	Yes
	Sanctioned detection rate 11.7%				Sanctioned detection rate 12.5%	

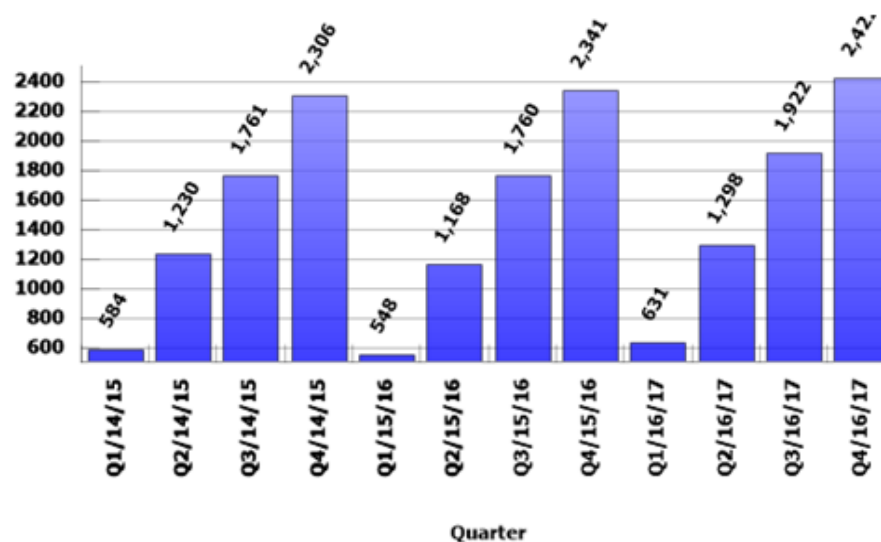
Comment on current performance

Sub groups of the Community Safety Partnership continue to meet on a regular basis and work streams for each individual group are effectively impacting on various areas of community safety. Rural crime remains a concern for local people so there will be a stronger focus on this for 2017/18 with the adoption of the new priority "Tackling rural crime and strengthening communities".

Team members meet with partners on a frequent basis and receive regular information to ensure that the partnership remains responsive to emerging crime trends such as monitoring of the offender cohort, community cohesion issues and children at risk of exploitation.

It is not unusual for the level of crime to reduce in Q4, but often peaks again in Spring particularly for offences such as burglary.

There was some very proactive work undertaken in the area by CID which resulted in an arrest and effectively halted a burglary/vehicle interference series.



Review of Performance 2016-17
CORPORATE GOAL - PROTECTING AND SHAPING THE DISTRICT

Key Corporate Activities contributing to this goal – 6			
At Risk	Behind Schedule	On Track	Completed
	4	2	

Key Corporate Activities designated as “At Risk” or “Behind Schedule”	Target Date	Status	Comments
Adopt the Local Development Plan for the District	September 2017	Behind schedule	<p>The Examination-in-Public (EiP) Hearing sessions were held in January 2017. The sessions were based on the Inspector's Matters, Issues and Questions (MIQs) published on 16 November 2016. The Inspector worked with the Council during each of the hearing sessions to consider modifications that would assist in making the Plan and individual policies within it, sound.</p> <p>The Post-Examination modifications, after sign off from the Inspector, were published for public consultation on 17 March. The consultation runs until 28 April.</p> <p>The responses to the public consultation will be sent to the Planning Inspector, who will then complete his Report for the Secretary of State with recommendations on whether the Plan is sound. On receipt of the Planning Inspector's report, the Secretary of State will then consider the Planning Inspector's recommendation and in due course, will issue a report to Council on his decision on the Plan.</p>
Work in partnership to develop community consultation groups re management/maintenance of existing open spaces	December 2016	Behind schedule	Update awaited

Review of Performance 2016-17

Key Corporate Activities designated as “At Risk” or “Behind Schedule”	Target Date	Status	Comments
Adopt the Maldon District Design Guide	May 2017	Behind schedule	The Maldon District Design Guide was approved by the Planning and Licensing Committee on 2 March 2017 for public consultation. The public consultation will start in Spring 2017 for six weeks, at the end of which the representations will be collated and fed into final revisions to be presented to the Council in the Summer 2017.
Work with partners to seek funding/bring forward flood relief projects for identified surface flooding risk areas in District	March 2018	Behind schedule	<p>Progress continues to be made on the major flood relief schemes with the majority on track, some successful funding bids and further funding being sought.</p> <p>The following schemes are considered to be behind schedule:</p> <p>The North Heybridge Flood Relief Scheme (Funding application) - Work is continuing with consultants Capita and the Environment Agency to finalise the business case. This work will continue into 2017-18, but with a view to achieving final submission for grant aid in early summer 2017.</p> <p>Maldon, Brickhouse Farm - This project is being led by ECC and is progressing through the detailed design stage. It is understood that ECC are in discussion with their asset team regarding displacement of the allotments into another suitable area. Once available the detailed designs will be reported to Members before progressing to the planning application stage.</p>

Review of Performance 2016-17

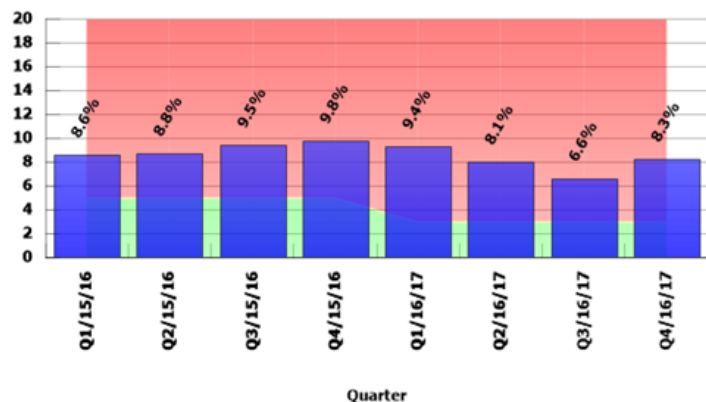
Indicators

Indicator	15/16 Actual	16/17 Target	Q3	Q4	Cumulative For the Year	On track to achieve annual target
Percentage of major planning appeals allowed	9.8% *(for the 2 year minus 9 months period as per DCLG assessment re quality of decisions)	3%	6.6% (for the 2 year minus 9 months period as per DCLG assessment re quality of decisions)	8.33% (for the 2 year minus 9 months period as per DCLG assessment re quality of decisions)	N/A	No
Percentage of all planning appeal decisions allowed	33%	33%	51.85%	46.43%	44.44%	No

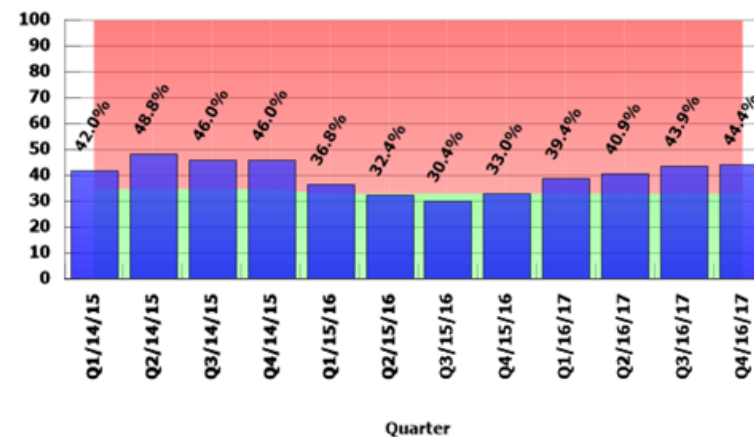
Comment on current performance

This is continually monitored using a rolling period of 2 years minus 9 months, to indicate performance leading up to the annual assessment undertaken by DCLG in January. Local authorities have been advised that the threshold for appeal decisions allowed will reduce to 10% for the 2018 assessment of whether an authority is under performing.

Percentage of major planning appeals allowed over the assessment period for the quality of decisions



Percentage of all planning appeals allowed



Review of Performance 2016-17

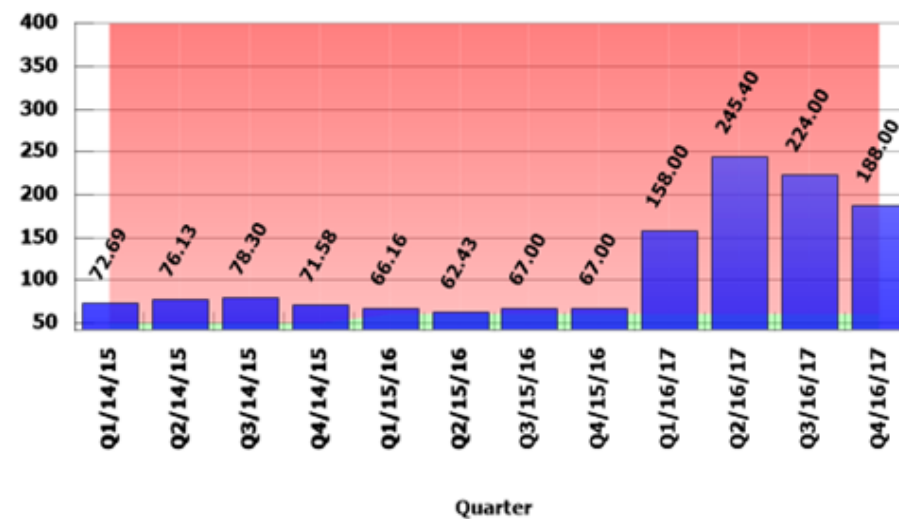
Indicator	15/16 Actual	16/17 Target	Q3	Q4	Cumulative For the Year	Annual target achieved																										
Total number of long term (i.e. longer than 6 months) empty homes in the District	195 as at 31/03/16 (of which 41 have been empty in excess of 5 years)	N/A	216 as at 31/12/16 (of which 44 have been empty in excess of 5 years)	219 as at 31/03/17 (of which 39 have been empty in excess of 5 years)	N/A	No																										
Number of long empty homes returned to use	98	90	18	19	78																											
<p><u>Comment on current performance</u></p> <p>Having successfully tackled a backlog of empty homes in recent years, it has always been acknowledged that numbers of empty homes that could be returned to use in the future would reduce. For this reason the target of 90 for 2016/17, which was challenging has been reduced to 80 for 2017/18.</p>			<table border="1"> <caption>Quarterly Data for Long Empty Homes Returned to Use</caption> <thead> <tr> <th>Quarter</th> <th>Number of Homes</th> </tr> </thead> <tbody> <tr><td>Q1/14/15</td><td>26</td></tr> <tr><td>Q2/14/15</td><td>43</td></tr> <tr><td>Q3/14/15</td><td>43</td></tr> <tr><td>Q4/14/15</td><td>43</td></tr> <tr><td>Q1/15/16</td><td>7</td></tr> <tr><td>Q2/15/16</td><td>24</td></tr> <tr><td>Q3/15/16</td><td>43</td></tr> <tr><td>Q4/15/16</td><td>98</td></tr> <tr><td>Q1/16/17</td><td>21</td></tr> <tr><td>Q2/16/17</td><td>41</td></tr> <tr><td>Q3/16/17</td><td>59</td></tr> <tr><td>Q4/16/17</td><td>78</td></tr> </tbody> </table>				Quarter	Number of Homes	Q1/14/15	26	Q2/14/15	43	Q3/14/15	43	Q4/14/15	43	Q1/15/16	7	Q2/15/16	24	Q3/15/16	43	Q4/15/16	98	Q1/16/17	21	Q2/16/17	41	Q3/16/17	59	Q4/16/17	78
Quarter	Number of Homes																															
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Q2/16/17	41																															
Q3/16/17	59																															
Q4/16/17	78																															

Review of Performance 2016-17

Indicator	15/16 Actual	16/17 Target	Q3	Q4	Cumulative For the Year	Annual target achieved
Number of missed collections per 100,000 collections	67/100,000* 2,337 actual missed Collections* *As at end of December 2015	60/100,000	101/100,000 858 actual missed Collections	69.4/100,000 589 actual missed Collections	188/100,000 5,602 actual missed Collections Figures relate to period from 6 th June – 31 st March	No

Comment on current performance

There were 589 justified missed bins recorded in Q4. This figure has reduced by 269 compared to the previous quarter, continuing the downward trend and should be viewed against over 16,000 collections per collection day



Review of Performance 2016-17

CORPORATE GOAL - CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY

At Risk	Behind Schedule	On Track	Completed
		8	

Key Corporate Activities designated as "At Risk" or "Behind Schedule"	Target Date	Status	Comments
None			

Indicators

Indicator	15/16 Actual	16/17 Target	Q3	Q4	Cumulative For the Year	Annual target achieved
None						

Review of Performance 2016-17

CORPORATE GOAL - DELIVERING GOOD QUALITY, COST EFFECTIVE AND VALUED SERVICES

Key Corporate Activities contributing to this goal - 4				
Activity not being taken forward	At Risk	Behind Schedule	On Track	Completed
1		2	1	

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Key Corporate Activities designated as “At Risk” or “Behind Schedule”	Target Date	Status	Comments	
<p>➔ Implement Workforce Development Plan projects for 16/17:</p> <ul style="list-style-type: none"> - Implement Performance Review System - Implement HRIS and self service - Develop recruitment strategy - Review online jobs portal experience - Introduce Total Reward Policy. 	March 2017	<p>Performance Review System Complete</p>	<p>Major projects implemented include the Performance Review process and the Core element of the HR Information System (HRIS). All key workforce data has been recorded on HRIS enabling more efficient day-to-day operational working within the HR team. In addition, it provides statistical analysis and reports.</p> <p>These projects will continue to be a focus to ensure they are embedded within the Council.</p>	
		<p>HRIS Core Complete</p>		<p>HRIS self service Behind schedule</p>
		<p>Recruitment Strategy Behind schedule</p>		
		<p>Online jobs portal experience Complete</p>		
<p>Work has started on the recruitment strategy and the Total Reward Policy, but these have not been completed within the timescales originally stated in the Workforce Development Strategy due to factors such as changes in legislation and the Apprentice Levy. These activities are therefore being carried over to 17/18 and need to be worked on in parallel with the other factors.</p>				

Review of Performance 2016-17

Key Corporate Activities designated as “At Risk” or “Behind Schedule”	Target Date	Status	Comments
		Total Reward Policy Behind schedule	The self-service end of HRIS is stalled for technical reasons. We must be confident that the end user experience will be positive before this can be rolled out.
<p>➔ Implement the ICT Strategy projects for 16/17:</p> <ul style="list-style-type: none"> - implement the initial Customer Relationship Management (CRM) system 	March 2017	Activity not being taken forward	<p>The work to evaluate whether a CRM system is appropriate for MDC has been completed by the IT Manager and presented to CLT.</p> <p>A review of systems is being undertaken as part of the Transformation programme, following which the ICT Strategy will be reviewed. Any decision to purchase and implement a CRM system will be part of the wider transformation discussions so this project is now closed and the capital resources set aside for this has been rolled into the transformation budget.</p>
<p>➔ Implement the Customer Strategy projects for 16/17:</p> <ul style="list-style-type: none"> - Approval of final Customer Strategy - Implementation of new Automated 24 hour telephone payment service - New Website - Procurement of Customer Portal commenced - New Self Service PCs installed in reception - Public Access Wi-Fi in reception - Reception design, incorporating Sense of Place Branding - Corporate Feedback system approved - Restructure of Customers Team 	March 2017	Completed	<p>A number of the 16/17 projects have been completed as follows:</p> <ul style="list-style-type: none"> • Automated Telephone payment system fully embedded. • New website implemented. • Self-service PCs and public access Wi-Fi installed in reception. • Reception redesign completed to incorporate Sense of Place Branding. <p>However, other projects originally scheduled to be completed in 16/17, which are being carried over to 17/18 (mainly due to decisions outside of the</p>

Review of Performance 2016-17

Key Corporate Activities designated as "At Risk" or "Behind Schedule"	Target Date	Status	Comments
			service's control), are as follows: <ul style="list-style-type: none"> • Customer Strategy - Internal Audit conclusions on Customer Strategy awaited (May 2017) before final version going being submitted to Finance & Corporate Services Committee for approval and adoption. • Project for procurement of Customer Portal paused by CLT and this will now be considered as part of a wider systems review through the Transformation Programme. • The Corporate Feedback system will be reviewed as part of the Customer Strategy. • The business case for the restructure of the Customers Team approved by CLT May 2017.

Review of Performance 2016-17

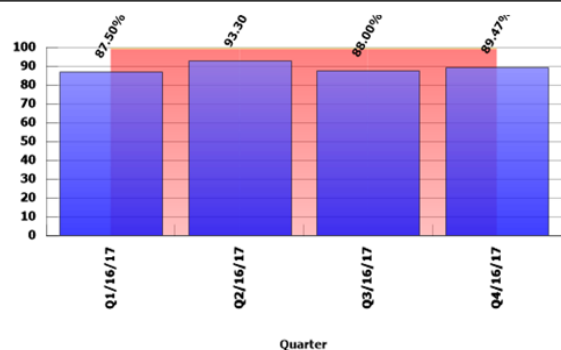
Indicators

Indicator	15/16 Actual	15/16 Target	Q3	Q4	Cumulative For the Year	Annual target achieved
% of major planning applications acknowledged within 10 working days	New indicator 16/17	100%	76.47%	100%	89.47%	No
% of minor planning applications acknowledged within 5 working days	New indicator 16/17	100%	55.67%	87.65%	54.57%	No
% of other planning applications acknowledged within 5 working days	New indicator 16/17	100%	58.39%	75.52%	55.75%	No

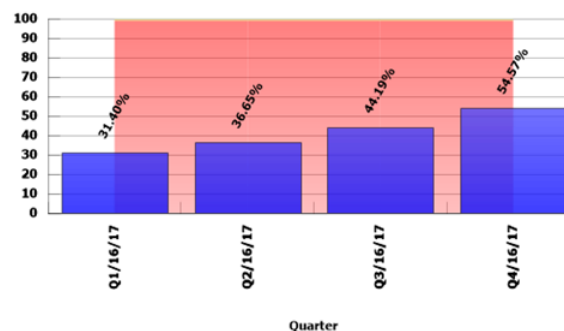
Comment on current performance

Work is being undertaken by an external consultant to review a number of aspects of the Planning Service, which includes looking at improving this area of performance.

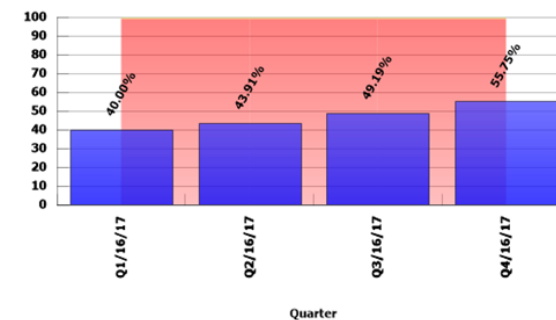
% of major planning applications acknowledged within 10 working days



% of minor planning applications acknowledged within 5 working days



% of other planning applications acknowledged within 5 working days



Review of Performance 2016-17

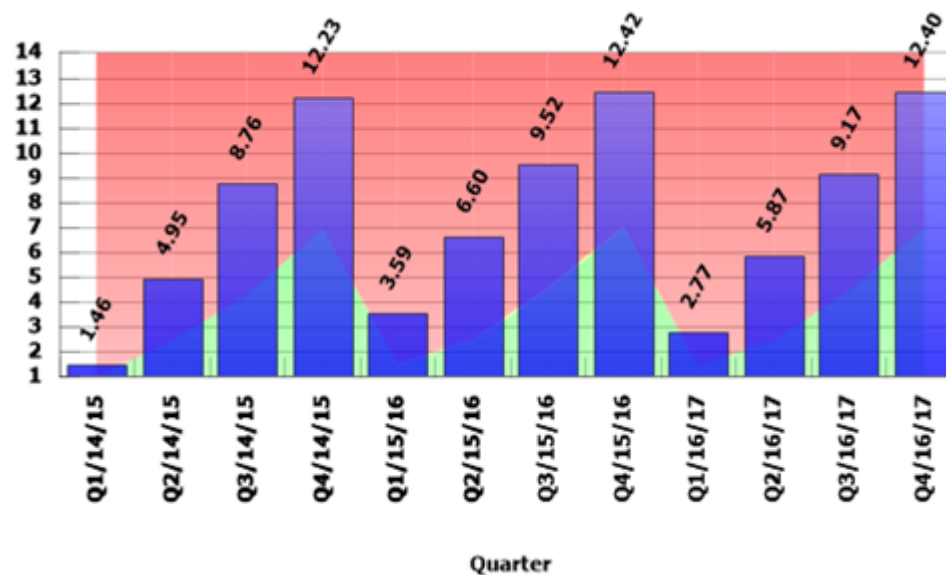
Indicator	15/16 Actual	15/16 Target	Q3	Q4	Cumulative For the Year	Annual target achieved
➔ Average number of days lost per (Full Time Equivalent) FTE due to sickness	12.42 days per FTE	7 days per FTE	3.3 days per FTE <ul style="list-style-type: none"> 1.31 days short term absence 1.99 days long term absence 	3.23 days per FTE <ul style="list-style-type: none"> 1.55 days short term absence 1.69 days long term absence 	12.4 days per FTE <ul style="list-style-type: none"> 5.32 days short term absence 7.08 days long term absence 	No

Comment on current performance

A slight increase in short term absence is usual during the winter months - 40% of short term absences in Q4 were due to "cold, flu and infectious diseases".

44% of long term absences for the year were due to stress, depression, anxiety or mental health related conditions (50% mainly work related, 50% mainly home related).

We are continuing to take proactive steps to help focus on wellbeing and manage stress and mental health issues in the workplace. A new Managing Work Related Stress policy was launched at the start of the year and all managers have received training on the new policy. In addition a Manager's Good Practice Guide to Managing Stress has also been produced and promoted. General stress management training was delivered last year and compulsory stress management training for managers is planned for Summer 2017. In November 2016 the People, Performance and Policy team collaborated with the Mind Body and Soul Group on national Stress Awareness Day where the support and resources available to staff were promoted. A stress and mental health resources area has also been set up on the intranet and is regularly promoted to staff.



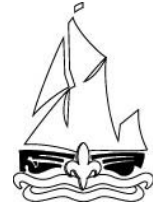
Review of Performance 2016-17

Indicator	15/16 Actual	15/16 Target	Q3	Q4	Cumulative For the Year	Annual target achieved
<p>For the year, the total number of days lost per FTE is 12.4 (5.32 short term and 7.08 long term).</p> <p>The new MDC Managing Attendance Policy was approved by full Council in October. All line managers will receive sickness absence management training early in 2017. It is hoped that this will facilitate a reduction in average sickness absence levels.</p>						

Review of Performance 2016-17
CORPORATE GOAL - FOCUSING ON KEY PROJECTS

Key Projects contributing to this goal – 9					
Not started	Activity not being taken forward	At Risk	Behind Schedule	On Track	Completed
1	1	0	2	4	1

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs “At Risk” or “Behind Schedule”
Implement the agreed devolution agenda (subject to further agreement by Council)	March 2017	Activity not being taken forward	No further progress has been made in preparation and submission of a Greater Essex devolution bid to Government. This item has now been removed from our KCAs.
Explore options for provision of the future Building Control Service	March 2017	Behind schedule	The Building Control Manager was working with other adjacent local authorities to explore opportunities and to look at how resilience can be built into the service. Unfortunately, sick leave has delayed the process. Also an external consultant has been brought in to review a number of aspects of the Planning Service; a comprehensive review of the options available to progress the BC service is part of this work.
➔ Generate income through housing investment	Ongoing	Behind schedule	Detailed questions being drafted across services (Housing, Planning, Finance and Legal) to assist with assessing most appropriate options for exploring in more detail. Opportunity to link with plans for Community Led Housing and DCLG guidance that suggests legacy of grant funding could be a sustainable local vehicle for delivery of homes that meet local needs.
Maximise the benefits from the development of a new nuclear power station at Bradwell	Ongoing	Not started	The Council has recently been informed by EDF and CGN that the Department of Business, Energy & Industrial Strategy (BEIS) has confirmed that the nuclear regulators have been asked to begin the Generic Design Assessment (GDA) for the UK HPR1000 nuclear technology. This marks a first step in the process to seek permission to build a nuclear power station at Bradwell in Essex.



**REPORT of
DIRECTOR OF RESOURCES**

to
FINANCE AND CORPORATE SERVICES COMMITTEE
14 JUNE 2017

HUMAN RESOURCES STATISTICS - QUARTER FOUR 2016 / 17

1. PURPOSE OF THE REPORT

1.1 To present the Council's human resource statistics for the period 1 January 2017 to 30 March 2017. The main purpose of the report is to provide an update on the levels over the past quarter of vacancies, staff turnover, sickness absence, staff numbers and staff data to meet equality standards, as well as to report on key statistics for the 2016 / 17 financial year.

2. RECOMMENDATION

That the contents of this report are noted.

3. SUMMARY OF KEY ISSUES

3.1 This report is for Members' information only.

3.2 Labour Turnover

3.2.1 **Quarter 4 (Q4):** The staff turnover was based on an average 231 staff employed in post between 1 January and 31 March 2017. There were seven leavers and four starters in Q4.

3.2.2 Service level turnover for Q4 2016 / 17 is as follows:

Directorate	Leavers	Reasons for Leaving	Q4 Average*1 Headcount	Average Full Time Equivalent (FTE) per Service	% of Service Staffing that was a Leaver per Service
Corporate Core	0	n/a	6	5.41	0%
Resources	0	n/a	53.3	41.91	0%
Customers and Community	3	1 end fixed term contract 2 resignations	100.7	88.07	2.98%

Directorate	Leavers	Reasons for Leaving	Q4 Average*1 Headcount	Average Full Time Equivalent (FTE) per Service	% of Service Staffing that was a Leaver per Service
Planning and Regulatory Services	4	4 resignations	71	62.15	5.63%
Total	7		231	197.54	3.03%

*1 – Average headcount: figure averaged from Q4 month ends

3.3 Recruitment

3.3.1 There has been a high volume of recruitment during Q4; a total of 26 external vacancies have been advertised, and a total of 3 internal opportunities. 10 posts have been within the Customers and Community Directorate (inclusive of 6 seasonal Leisure Attendants); 17 posts within the Planning and Regulatory Directorate and 2 in the Resources Directorate.

3.3.2 All external posts are advertised on the Council website as well as via social media including Facebook and Twitter, Indeed (one of the largest and free of charge job search engines), and via Job Centre Plus - and any other relevant professional journals / media where appropriate, ensuring as wide reach as possible to potential candidates.

3.3.3 A targeted recruitment campaign was run for 4 posts within the Planning and Regulatory Directorate, including the Director of Planning & Regulatory Services, Principal Planning Policy Officer, Development Management Team Leader and Building Control Officer. This campaign generated a great deal of interest with over 1,100 views of the advertisement page, and 560 entrances into the advertisement microsite that was set up to promote the role and the benefits of working for the Council.

3.3.4 A number of staff testimonials were used in the promotional material on the microsite, including:

‘The opportunities for progression at Maldon District Council (MDC) are fantastic, I started at the Authority as a Technical Planner in 2013, my first job as a graduate. Since then I have progressed to Planning Officer, dealing with a varied caseload including minor residential schemes and change of use applications, and more recently to Principal Planning Officer where my daily workload involves assessing application for major residential schemes, major commercial schemes, waterside development and a variety of appeals.’

‘I recently completed my Master’s degree which was sponsored by Maldon District Council; for me I think there were three great things about being sponsored. The first was the time that the Council allowed me to attend University to study, something that would have been difficult if I had to do it outside of the working day. The second was the financial assistance which again, without it, would have made the decision to study much harder. Looking towards the future completing my Master’s has meant I

am one step closer to becoming a Chartered Professional, a valuable asset for both the Council and myself.’

3.3.5 All internal vacancies / opportunities were advertised via the Maldon District Council (MDC) intranet.

3.3.6 Please see below the external vacancies for Q4 2016 / 17:

Directorate	Posts Advertised	Positions	Post advertised on MDC website, Indeed, Twitter and Facebook?
Customers and Community	Leisure Supervisor and Attendants	6	Yes
	Revenues Assistant	1	Yes
	Tourist Information Centre (TIC) Assistant (Burnham-on-Crouch) Fixed Term Contract (FTC)	1	Yes
	Administration Officer, Community Protection	1	Yes
Resources	Director of Resources	1	Yes
Planning and Regulatory Services	Planning Policy Manager	1	Yes
	Principal Planning Policy Officer	1	Yes
	Planner Career Grade	3	Yes
	Development Management (DM) Team Leader	1	Yes
	Principal Planning Officer DM	2	Yes
	Building Control Officer	1	Yes
	Director of Planning and Regulatory Services	1	Yes
	Economic Development and Partnership Manager	1	Yes
	Economic Development Officer (Magnox) (FTC)	1	Yes
	Homelessness Officer	1	Yes
	Homelessness Prevention Officer	1	Yes
	Essex Multi-Agency Risk Assessment Team (MARAT) – Housing Liaison Officer (MDC hosting only)	1	Yes
	Environmental Health Officer	1	Yes
	Total Posts	26	

3.3.7 Please see below the internal vacancies for Q4 2016 / 17 (internal opportunities):

Directorate	Posts Advertised	Positions	Post advertised on Intranet?
Resources	Cleaner	1	Yes
Planning and Regulatory Services	Environmental Health Officer HMO Survey Project	1	Yes
Customers and Community	TIC Assistant (FTC)	1	Yes
	TOTAL POSTS	3	

3.4 MDC as an Employer of Choice

3.4.1 The Employment Deal Diagnostic (TEDD) employee engagement mini staff survey that was conducted in 2016 showed that **81%** of staff surveyed would recommend MDC as an employer of choice. In comparison, in 2014 only **59%** of staff stated that they would recommend MDC as an employer of choice.

3.4.2 This clearly demonstrates that interventions implemented by the People, Policy and Performance Team, via the Workforce Development Plan are having a positive effect on staff attitudes in relation to MDC as an employer.

3.4.3 This was taken from a survey base of 145 staff, a response rate of 66% which is amongst the highest ever recorded in the sector.

3.5 Off Payroll Workers: Changes to IR35 [Intermediaries legislation]

3.5.1 From April 2017, the responsibility for assessing whether intermediaries legislation applies and subsequently paying the relevant tax and National Insurance Contributions (NICs) moved from the individual working, to the public sector employer, agency or third party, who have to decide if the rules apply to a contract and if so, account for and pay the liabilities and deduct the relevant tax and NICs. Failure to comply can lead to a fine.

3.5.2 A full assessment was carried out prior to April of MDC's off payroll workers to determine status and to take appropriate action to ensure that legislation is followed.

3.5.3 At the time of writing, where this change in legislation will appear to be most problematic for MDC is where resource required is scarce due to a lack of skill or knowledge. This may lead to having to pay additional contributions as if a PAYE temporary worker or convert the employee status at the evaluated rate of the role with potential labour market supplements to manage the risk.

3.5.4 All off payroll workers are subject to a number of checks prior to working with MDC, including an IR35 status assessment.

3.5.5 MDC is currently finalising the Agency Workers Policy, which takes into account the new legislation, and is planned to be submitted for approval at the September Finance and Corporate Services Committee meeting.

4. STAFF INDUCTION PROCEDURE

- 4.1 The Staff Induction Procedure has recently been revised and a more robust process has been developed, which now commences prior to the employee commencing work with the Council. The compulsory Procedure, which consists of a local induction by the employee's Line Manager and attending a Corporate 'Welcome' and Corporate Induction event, will ensure that new employees are fully introduced to the culture, values, policies and procedures of the organisation. All line managers received training in the new Induction Procedure.
- 4.2 The new Corporate Welcome and Corporate Induction events were launched to the first cohort in March this year, with the next planned for June. These will be scheduled at regular intervals during the year.
- 4.3 The Council recognises that staff are our most important asset. Having a comprehensive, structured induction process has been shown to play a big part in improving long-term staff retention. It is also an essential part of on boarding new recruits and familiarising them with the organisation. Getting the induction process right can help employers to get new employees up to speed and productive as quickly as possible*².

*² ACAS 2012, Workplace Snippets, Induction: Getting the first few days right.

5. STAFF SICKNESS LEVELS

- 5.1 The figures for Q4 with regards to sickness have decreased very slightly from Q3 2016 / 17, from 3.3 total days lost per FTE, to 3.23 total days lost per FTE. The short term absence sickness figures for Q4 show a slight increase compared to Q3 2016 / 17, from 1.31 to 1.55 total lost days per FTE; and the long term absence figures have decreased slightly from 1.99 to 1.68 total lost days per FTE.
- 5.2 A slight increase in short term absence is usual during the winter months - 40% of short term absences in Q4 were due to 'Cold, Flu and Infectious Diseases'.
- 5.3 The total days lost per FTE (short and long term absence combined) for the 2016/17 financial year remain at the same level as 2015/16, at **12.4** days lost per FTE. The **national average** level of employee absence was 6.3 days in 2016 *³ and the **public sector average** number of days off sick for 2016 was 8.5 days*⁴. The average days lost per FTE for 2015/16, is 8.5 days for **District/Borough authorities** in the Eastern Region.
- 5.4 Historical overall performance levels regarding days lost due to sickness absence are shown below per FTE reflective of the total of long and short term absence. Please note, these figures are totals of all four quarters for each of the years:

2016 / 17	12.4 days FTE
2015 / 16	12.42 days FTE
2014 / 15	12.23 days FTE
2013 / 14	7.56 days FTE
2012 / 13	5.64 days FTE
2011 / 12	5.2 days FTE

2010 / 11	12.6 days FTE
2009 / 10	8.5 days FTE
2008 / 09	8.1 days FTE
2007 / 08	12.9 days FTE
2006 / 07	14 days FTE

Figure 1

Please find below the sickness for each quarter for 2015 /16 and 2016 / 17:

2016 / 17	Quarter One		Quarter Two		Quarter Three		Quarter Four		Cumulative Figures	
	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE
Short Term Absence	237.94	1.25	241.39	1.21	259.46	1.31	306.53	1.55	1045.32	5.32
Long Term Absence	290.83	1.52	372.46	1.89	393.37	1.99	331.78	1.68	1388.44	7.08
Total	528.77	2.77	613.85	3.1	652.83	3.3	638.31	3.23	2433.76	12.4

2015 / 16	Quarter One		Quarter Two		Quarter Three		Quarter Four		Cumulative Figures	
	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE
Short Term Absence	155.09	0.76	178	0.82	325.66	1.65	287.7	1.31	946.45	4.54
Long Term Absence	574.00	2.83	445	2.19	281	1.27	363.49	1.59	1663.49	7.88
Total	729.09	3.59	623	3.01	606.67	2.92	651.19	2.9	2609.95	12.42

- 5.5 The Chartered Institute of Personnel and Development report that the top two most effective approaches for managing short and long term absence include line managers having primary responsibility for managing absence and providing sickness absence information to managers.
- 5.6 All line managers received training on the new Attendance Management Policy in February / March and managers now receive a monthly report showing sickness absence trigger information via a 'Bradford Score' report generated by the new HR system. This shows the manager where action must be taken to instigate the formal absence management process with their staff. Other interventions that have been introduced to reduce sickness absence include the mandatory introduction of return to work interviews, the completion of which is monitored, and the provision of a new and highly responsive occupational health provision in the last financial year. HR continues to work closely with managers to ensure that all absence cases are managed appropriately and in accordance with policy. Line managers are also required to report back on their actions taken to manage attendance on a monthly basis to HR.

- 5.7 It is hoped that the new Policy and processes will facilitate a reduction in average sickness absence levels closer to the eight days MDC target figure.
- 5.8 At any one time one worker in six (16.6%) will be experiencing depression, anxiety or problems relating to stress. 3.4% of MDC employees were off in 2016 / 17 due to long term stress (50% of which was mainly work related). Out of all long term absence cases, 44% were due to stress, depression, anxiety or mental health related conditions (50% mainly work related; 50% mainly home related).
- 5.9 Time off work due to stress is estimated to cost UK employers £26bn per year, equivalent to £1,035 for every employee in the UK workforce, according to the Centre for Mental Health. Its research shows that £8bn of that could be saved by employers taking simple steps to manage mental health in the workplace*5.
- 5.10 We are continuing to take proactive steps to help focus on wellbeing and manage stress and mental health issues in the workplace. A new Managing Work Related Stress policy was launched at the start of the year and all managers have received training on the new Policy. In addition a Managers Good Practice Guide to Managing Stress has also been produced and promoted. General stress management training was delivered last year and compulsory stress management training for managers is planned for Summer 2017. In November 2016 the People, Performance and Policy team collaborated with the Mind Body and Soul Group on national Stress Awareness Day where the support and resources available to staff were promoted. A stress and mental health resources area has also been set up on the intranet and is regularly promoted to staff.

*3 Chartered Institute of Personnel and Development (CIPD) Annual Survey Report: Absence Management, Public Sector Summary 2016

*4 CIPD

*5 UK Centre for Mental Health

6. WORKFORCE STATISTICS

- 6.1 Please see **APPENDIX 1** attached to this report for the key statistics relating to staff including headcount, gender, sex and ethnic origin across the workforce.

7. CONCLUSION

- 7.1 The figures for Q4 with regards to sickness have decreased very slightly from Q3 2016 / 17, from 3.3 total days lost per FTE to 3.23 total days lost per FTE. The short term absence sickness figures for Q4 show a slight increase compared to Q3 2016 / 17, from 1.31 to 1.55 total lost days per FTE.
- 7.2 The total days lost per FTE (short and long term absence combined) for the 2016 / 17 financial remain at the same level as 2015/16 at **12.4** days lost per FTE. It is hoped that the new Attendance Management Policy, processes and management training, will help reduce MDC absence rates closer to the eight days MDC target figure.
- 7.3 It is hoped that the new Induction procedure will have a positive impact on the engagement, productivity and retention of staff.

8. IMPACT ON CORPORATE GOALS

- 8.1 The implementation of the new Attendance Management Policy is critical to ensure that staff attendance levels are kept at the highest possible level to ensure resourcing is adequate in order to deliver an effective and efficient service for our customers.

9. IMPLICATIONS

- (i) **Impact on Customers** – No direct impact on customers from this report, although the wider staff context concerning recruitment, vacancies and sickness has an impact on the ability to deliver services to customers.
- (ii) **Impact on Equalities** – More detailed information on the protected characteristics of the Council’s workforce, is now available on the new Human Resources system. This will allow the team to consider the needs of those groups when writing new Policies and Procedures and when carrying out its functions.
- (iii) **Impact on Risk** – Effective and proactive management of staff sickness and recruitment helps mitigate risk.
- (iv) **Impact on Resources (financial)** – The cost of advertisements and other necessary costs related to recruitment are included within current approved budgets.
- (v) **Impact on Resources (human)** – HR continues to regularly provide advice and guidance to both employees and managers on how best to manage attendance using the good practice steps outlined within the Managing Attendance Policy and Procedure. Staff absences do affect direct colleagues and this is addressed by the use of the Managing Attendance Policy with individuals.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to:

Dawn Moyse, Group Manager, People, Performance and Policy, (Tel: 01621 875869) or
Helena Beattie, Senior HR Business Partner / Team Leader, (Tel: 01621 876281).

Workforce Statistics: Quarter Four 2016 / 17**1. Headcount and FTE by Gender^{*1}**

		Q1	Q2	Q3	Q4
Female	Headcount	152	158	160	157
	FTE	128.36	132.86	131.98	129.12
	% Workforce	68.47%	68.70%	68.97%	68.26%
Male	Headcount	70	72	72	73
	FTE	65.77	67.77	65.46	67.84
	% Workforce	31.53%	31.30%	31.03%	31.74%
Total	Headcount	222	230	232	230
	FTE	194.13	200.63	197.44	196.96

2. Number of Full and Part Time Employees by Gender^{*1}

	Q1		Q2		Q3		Q4	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Full Time	63	94	65	98	61	94	64	90
Part Time	7	58	7	60	11	66	9	67
Total	70	152	72	158	72	160	73	157

3. Headcount by Directorate

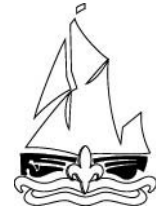
Section	Number of staff in QTR 1 (Average ^{*2})	Number of staff in QTR 2 (Average ^{*2})	Number of staff in QTR 3 (Average ^{*2})	Number of staff in QTR 4 (Average ^{*2})
Corporate Core	8	8	6	6
Resources	49	51	54	53.3
Customers and Community	95	98	99	100.7
Planning and Regulatory	71	71	73	71
Total	222	228	232	231

4. Headcount by Ethnic Group^{*1}

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
A White British	157	166	165	164
A White English	44	45	47	48
A White Irish	1	1	1	1
A White Scottish	2	1	2	2
A White Welsh	1	1	1	1
B Mixed White & Asian	1	1	1	1
B Mixed White & Black African				
B Mixed White & Black Bangladeshi				
C Asian, Asian British Bangladeshi	3	3	3	3
C Asian, Asian British Indian				
C Asian, Asian British Pakistani				
D Black, Black British African				
D Black, Black British Caribbean				
E Chinese, Chinese British / other ethnic Chinese	1	2	1	1
F Other	3	3	3	3
G Prefer not to say	9	7	8	6
TOTAL	222	230	232	230

^{*1} Headcount data extracted from last date in reported quarter. Please also note the above data does not include information on staff employed on zero hours contracts / seasonal staff contracts.

^{*2} Headcount figure averaged from month ends within each quarter.



REPORT of DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
14 JUNE 2017**

ANNUAL REPORT ON THE WHISTLEBLOWING POLICY

1. PURPOSE OF THE REPORT

- 1.1 To report to the Committee on the Whistleblowing Policy and Procedure and on any complaints made under the Policy during 2016 / 17.

2. RECOMMENDATION

That the content of this report be noted.

3. SUMMARY OF KEY ISSUES

- 3.1 The Council's revised Whistle-Blowing Policy was adopted by Council on 9 May 2013. This policy was made under the provisions of the Public Interest Disclosure Act 1998, and makes provisions for internal confidential disclosure of allegations of malpractice. The legislation provides protection for workers who raise legitimate concerns in good faith where the worker has a reasonable belief that any of the following is being, has been, or is likely to be committed:

- A criminal offence;
- A miscarriage of justice;
- An act creating risk to health and safety;
- An act causing damage to the environment;
- A breach of any other legal obligation; or
- Concealment of any of the above.

- 3.2 The Legal and Democratic Services Manager (as the Council's Monitoring Officer) is designated the "Whistleblowing Officer" to whom complaints may be made on a confidential basis.
- 3.3 The Committee should note that no complaints were made under the Whistleblowing Policy for the year 2016 / 17.
- 3.4 The Legal and Democratic Services Manager was due to undertake a review of the Whistleblowing Policy and Procedure during the 2016 / 17 municipal year. This has

not yet occurred and this action has been carried forward within the Legal and Democratic Services Level 2 Business Plan for the 2017 / 18 municipal year. The intention of the review will be to ensure that the Council's Policy remains robust and current. As part of that review consideration will be given to the frequency with which the Policy is to be reviewed moving forwards, in order to ensure this is captured as part of planned activity. This review will take place in June 2017.

4. CONCLUSION

- 4.1 The Whistleblowing Policy and Procedure needs to be kept up to date on a periodic basis to reflect the Council's structure and any other necessary legislative amendments.

5. IMPACT ON CORPORATE GOALS

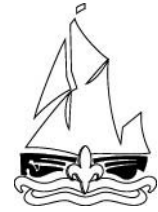
- 5.1 The maintenance of policies to enable the reporting of concerns contributes to our Corporate Goal "Delivering good quality, cost effective and valuable services".

6. IMPLICATIONS

- (i) **Impact on Customers** – None.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – The Director of Resources will undertake the review of the policy and procedure during 2017 / 18.
- (vi) **Impact on the Environment** – None.

Background Papers: Whistleblowing Policy.

Enquiries to: Wendy Morse, Legal and Democratic Services Manager, (Tel: 01621 875708).



REPORT of DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
14 JUNE 2017**

LEVEL ONE BUSINESS PLAN 2017 / 18 - RESOURCES DIRECTORATE

1. PURPOSE OF THE REPORT

- 1.1 To seek approval of the Level One Business Plan 2017 / 18 for the Resources Directorate (**APPENDIX 1**).

2. RECOMMENDATION

That the part of the Business Plan for the Resources Directorate for 2017 / 18 be agreed.

3. SUMMARY OF KEY ISSUES

- 3.1 The Corporate Plan is an over-arching document, detailing the Council's goals and objectives. It provides focus and direction so that all services are clear on how both operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.
- 3.2 A Corporate Plan covering the period 2015 - 2019 was approved and adopted by the Council in February 2015 (Minute No. 828 refers). The Plan sets the vision and corporate goals that the Council has agreed to focus on over the four year period, along with a suite of objectives associated with each of these goals that it wishes to achieve.
- 3.3 The second annual update to the Corporate Plan was approved by the Council in April 2017 (Minute No. 1159 refers).
- 3.4 For 2017 / 18, the Corporate Leadership Team (CLT), in liaison with the service managers, has identified and proposed activities that will help contribute to the achievement of the corporate goals and objectives. These were also approved by the Council in April 2017.
- 3.5 These activities are monitored at a corporate level with quarterly reports submitted both to CLT and the Overview and Scrutiny Committee. CLT monitors and manages progress towards the objectives and the Overview and Scrutiny Committee scrutinises decisions made by, and the performance of, both Committees and Services.

- 3.6 As in previous years, services have proposed the performance indicators / targets and measures which will assist in tracking the impact of the key corporate activities and provide evidence of achievements. All of these indicators / measures will continue to be monitored corporately.
- 3.7 When establishing and agreeing the key activities for 2017 / 18, the focus has been on assessing what can realistically be achieved with the resources available.
- 3.8 As agreed last year, a single Level One Business Plan has been produced for Maldon District Council and for each Directorate which details:
- the key corporate activities the Directorate will be taking forward which will contribute towards the achievement of the overall corporate priorities and objectives as stated in the Maldon District Council Corporate Plan 2015 – 19;
 - any other key work that the Directorate will undertake either as a result of central Government changes (e.g. Welfare Reform) or that is fundamental to service delivery (e.g. change of IT systems);
 - any other major changes on the horizon for the next five years;
 - all key capital projects (new and on-going) to be undertaken by the Directorate during the year;
 - any corporate risks for which the Directorate is responsible (as detailed on the Council's Corporate Risk Register).
- 3.9 The Level One Business Plan is attached at **APPENDIX 1**.
- 3.10 There will be other activities and indicators which will contribute to the Council's overall goals and objectives, but as these will be at a more operational level, they will be monitored and managed within the service as part of Level Two Business Plans.
- 3.11 Copies of the approved Business Plans will be attached to TEN (the Council's Performance and Risk Management System) to which all Members have access.
- 3.12 Programme Committees will receive six month and end of year performance reports as they have in the past.

4. CONCLUSION

- 4.1 The attached Level 1 Business Plan for Maldon District Council provides the priorities and targets within the Resources Directorate for the next 12 months. Progress against the plan will be monitored by the Director and key performance indicators will continue to be monitored on TEN. Six monthly updates will be provided to this Committee.

5. IMPACT ON CORPORATE GOALS

- 5.1 The Council has stated its corporate goals and objectives in the agreed Corporate Plan for 2015 – 2019.

- 5.2 Managers within the Resources Directorate have set out how their services will take actions which contribute to the achievement of these objectives.
- 5.3 To ensure that Maldon District Council is progressing towards or achieving the goals stated in the Corporate Plan, it is important that performance is monitored and managed against targets and milestones.
- 5.4 Performance indicators and measures have been established to monitor the impact of these actions and to provide evidence of achievements.
- 5.5 In this age of transparency and being accountable to the community, the Council needs to be able to demonstrate that it is monitoring and managing performance effectively.

6. IMPLICATIONS

- (i) **Impact on Customers** - Business planning and performance management is about agreeing and achieving objectives and priorities, monitoring our performance against agreed targets and timescales, identifying opportunities for improvement, making necessary changes and ultimately delivering quality public services.
- (ii) **Impact on Equalities** - The Council aims to understand the needs of our staff and customers and making sure that our policies and services are designed to meet these needs and are implemented appropriately.

Maldon District Council (MDC) is committed to providing equal opportunity of access to services and working towards developing communities that are free from discrimination.

Effective performance management will assist the Council in determining whether it is achieving this.

- (iii) **Impact on Risk** – Without agreed and clearly stated corporate goals and objectives, the Council will be at risk of not effectively focusing its work and, in turn, efficiently directing limited resources.

Those risks which may prevent the Council from achieving the corporate goals stated in the Corporate Plan are identified and reviewed on an annual basis.

These are recorded on the Corporate Risk Register together with any current controls in place and further actions to be taken forward to mitigate the risks as much as possible.

The Corporate Leadership Team and the Audit Committee undertake quarterly reviews of the Corporate Risk Register as assurance that the corporate risks are being managed effectively and seeking to ensure that the corporate goals should be achieved.

- (iv) **Impact on Resources (financial and human)** - The business planning process includes the agreement of the budgets by Members. Business plans are based on the budget decisions taken and the resources available.
- (v) **Impact on the Environment** – The importance of protecting and enhancing the local environment is fully recognised in the Corporate Plan with desired outcomes focussing on this.

Background papers: None.

Enquiries to: Emma Foy, Director of Resources, (Tel: 01621 875762).



MALDON DISTRICT COUNCIL

BUSINESS PLAN

2017/18

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Our Vision: To make Maldon District a better place to live, work, and enjoy



Introduction

The Corporate Plan for Maldon District Council is an over-arching document, detailing the Council's goals and desired outcomes. It provides focus and direction so that all services are clear on how both operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.

A new Corporate Plan covering the period 2015/2019 was approved and adopted by Council in February 2015 and sets the vision and corporate goals that the Council has agreed to focus on over the four year period, along with a suite of objectives that it wishes to achieve for each goal.

For 2017/18, the Corporate Leadership Team (CLT), in liaison with the service managers, identified and proposed activities that will help contribute to the achievement of the corporate goals and objectives. These were agreed by Council in April 2017.

Services have also identified the performance indicators/targets and measures which will assist in tracking the impact of the key corporate activities and provide evidence of achievements. All of these indicators/measures will continue to be monitored corporately.

The purpose of this business plan is to detail for each Directorate:

- the key corporate activities the Directorate will be taking forward which will contribute towards the achievement of the overall corporate priorities and objectives as stated in the Maldon District Council Corporate Plan 2015-19
- any other key work that the Directorate will undertake either as a result of central Government changes (e.g. Welfare Reform) or that is fundamental to service delivery (e.g. change of IT systems)
- any other major changes on the horizon for the next five years
- all key capital projects (new and on-going) to be undertaken by the Directorate during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored
- any corporate risks for which the Directorate is responsible (as detailed on the Council's Corporate Risk Register) together with the mitigating actions to be taken forward to reduce the risk.

A copy of this plan will be attached to TEN (the Council's Performance and Risk Management System) and all performance and risk information is also detailed on this system to which all Members and staff have access.

Monitoring and Review

The key corporate activities detailed in this plan will be monitored at a corporate level with quarterly reports submitted both to CLT and the Overview and Scrutiny Committee. CLT monitor and manage progress towards the objectives and the Overview and Scrutiny Committee scrutinise decisions made by, and the performance of, the committees and services.

There will be additional activities and indicators for each Directorate which will contribute to the Council's overall goals produced by the Directors with input from managers, team leaders and service staff. As these will be at a more operational level, they will be detailed in a lower level business plan which will be monitored and managed within the service.

Directors will review the overall plan for their Directorate with their managers regularly (at least on a quarterly basis) and will discuss progress on service activities at performance conversations every six to eight weeks. However, all Managers are expected to proactively manage performance to achieve the desired outcomes from this plan.

The Audit Committee is responsible for reviewing the Corporate Risk Register and seeking assurance that risk is being managed effectively throughout the Council.

Contents

1. CUSTOMERS AND COMMUNITY DIRECTORATE
2. PLANNING & REGULATORY SERVICES DIRECTORATE
3. RESOURCES DIRECTORATE

1. CUSTOMERS & COMMUNITY DIRECTORATE

About the Directorate

Director: Richard Holmes

- Responsible for managing the services provided by the directorate
- Lead Officer for Safeguarding
- Lead Officer for Civil Emergencies

The Directorate consists of three teams, **Leisure, Countryside and Tourism, Customers and Community and Living.**

Leisure, Countryside and Tourism

Group Manager: Ben Brown

- Integrates leisure and sports development functions together with tourism, parks management and maintenance.
- Leisure, Countryside and Tourism Team manages services including Sports Development, Countryside and Coast (policy and development) the Parks Team, River Bailiff, Cemetery Service, Tourism and Events (development and operations), Tourist Information Centre.
- The Team leads the development and protection of the coast, countryside parks and open spaces within the district, develop recreational activities that contribute to the health and wellbeing agenda, maximise tourism and income generation opportunities.
- The team has key responsibilities for overseeing and coordinating a number of external contracts for the Council and will oversee a number of projects to meet the agreed outcomes including the procurement of works, goods or services through the Council's procurement process.
- The team takes a leading role in developing bids for external funding and implementing successful awards. Past work has included Coastal Communities Fund and Coastal Revival Fund projects.
- The team will lead the projects associated with the 'Leisure Quarter' element within the Maldon & Heybridge Master Plan process

Customers

Group Manager: Sue Green

- Integrates customer services with revenue services and seeks to achieve first time resolution of customer enquiries across the organisation. Responsibility for Community Development is also integrated into the team. .
- The team plays a key role in driving organisational change through customer related activities including transformational projects to improve customer services and maximise efficiencies for the Council in the delivery of customer related services.
- The Customers Manager leads on developing key partnerships including the Department of Work and Pensions, the Department of Communities and Local Government and other local partners. The post holder will also commission Citizens Advice Bureau and One Place Services for the Council. Developing and supporting our strengthening communities strategy is a key part of this service area.

Community and Living (C&L)

Group Manager: Karen Bomford

- Includes waste and street scene functions together with parking services, park rangers, community safety and emergency planning functions to maximise the effectiveness through joint working opportunities.
- The C&L team oversees the Waste and Street Cleansing Contract Management and Promotions, Street Scene Enforcement, Rangers, Dog Warden Service, Car Parking (operations, contract and enforcement), Community Safety and Emergency Planning functions.
- The C&L team continues to provide effective management of a number of external contracts including waste collection and recycling for the Council.
- The Community and Living Manager is the lead role in ensuring the Council can meet its Emergency Planning and Business Continuity duties and work with partners to warn and inform residents developing contingency plans against identified risks.

1.1 Communities and Customers - Key Corporate Activities

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
As per the Corporate Plan 2015 – 19	Action that contribute to achievement of the corporate goal	Specific actions/tasks that need to be undertaken relating to the overall key activity	What is the expected impact of the planned action, the “so what” question – “so what will happen as a result of the work undertaken?”	What evidence can be collated to show that the outcomes have been achieved? E.g. to show a reduction in the level of crime/anti-social behaviour	Date that the task is to be completed by or a milestone to monitor improvement	Officer responsible for ensuring work is progressed, action is completed and the desired outcomes/ outputs achieved	What resources will be required to complete the work such as financial and human (including new skills)? If actions cannot be adequately resourced the prioritisation needs to be looked at again. Ensure training needs for the year and IT dependencies are covered.
Strengthening communities to be safe, active and healthy Page 67	Implement projects from the Community Safety Partnership action plan to maintain the low levels of crime, support victims of anti-social behaviour and reduce the fear of crime:	1) introduce a Public Space Protection Order under the ASB, Crime and Policing Act 2014 for the relevant parts of the District to tackle clearly defined activities (i.e. consumption of alcohol, street racing) (2) deliver projects with partners and local communities to promote the safe use of our roads	The local action plan will detail how the Council will (through the Community Safety Partnership) contribute to activities ensuring low levels of crime are maintained, victims of anti-social behaviour are supported, the fear of crime within the community is reduced and road safety in our district is improved. Specific outcomes will be detailed at the end of Q1	Level of reported crime	Ongoing	Community Safety Partnership Manager	Essex Police, Essex County Council, Essex Fire and Rescue, Mid Essex Clinical Commissioning Group (CCG), The Rehabilitation Company

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 68</p>		<p>and tackle irresponsible driver behaviour</p> <p>(3) deliver effective education and intervention programmes which promote community safety and reduce vulnerability within the District</p> <p>(4) work in partnership with statutory partners and communities to develop a framework for tackling and reducing rural crime and strengthening communities</p>					
	<p>Implement with partners the following targeted projects that contribute to the local health and wellbeing needs:</p> <ul style="list-style-type: none"> - Obesity - Old age - Frailty 	<p>Specific projects will be detailed at end of Q1</p>	<p>Specific outcomes will be detailed at the end of Q1</p>	<p>Implement agreed projects in accordance with Action Plan</p>	<p>Ongoing</p>	<p>Director of Customers and Community</p>	<p>Maldon Community Voluntary Services (CVS), One Support, Mid Essex Clinical Commissioning Group, The Community Safety Partnership, Provide, Open Road, Environment</p>

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	<ul style="list-style-type: none"> - Isolation - Educational attainment 						Services Maldon District Council (MDC), Housing Services MDC, Community Development MDC
Page 69	Embed the Safeguarding policy and procedures across all Council services	Developing a training plan for staff, contractors & Members	Members and Staff are fully aware of the safeguarding responsibilities towards children and vulnerable adults and systems are in place to support activities undertaken by the Council and the Council implements any recommendations arising from Annual audits	Delivery of Training Plan Tracking of number of internal CIA forms submitted Tracking of number of referrals	March 2018	Director of Customers and Community	Human Resources. Community Safety Partnership MDC Internal Officer Safeguarding Team
	Implement the following Strengthening Communities Strategy projects: <ul style="list-style-type: none"> - Provide at least three volunteer projects within the District's open spaces for either improved conservation or 	An action plan will be developed harnessing the voluntary sector. The first of the identified projects will be to create at least three volunteer projects within the District's open spaces	The Council develops a detailed understanding of local issues to meet local needs harnessing the voluntary sector and focussing Council activities as required.	Implementation of the three groups Annual volunteering hours recorded for each group	March 2018	Group Manager, Leisure Countryside & Tourism	Human Resources, Customers Manager, Community Development Officer, Maldon Community Voluntary Services (CVS), Maldon CAB

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	improved amenity of those areas						
Protecting and shaping the District	<p>Establish management plans with existing and new community groups regarding the management and maintenance of open spaces.</p> <p>For 17/18:</p> <ul style="list-style-type: none"> - Riverside Park, Burnham-on-Crouch - Cemeteries 	To develop a strategy and action plan	To obtain a better understanding of the needs of users of local facilities to ensure they are suitably managed and developed and an on-going working relationship is maintained. (This activity links to the strengthening Communities objective above).	Delivery of Management Plans, creation of consultation groups	March 2018	Group Manager Leisure Countryside and Tourism	Departmental representatives
	Work with partners to deliver the new Maldon Health Hub	<p>Review CCG commissioned consultants conclusions on –</p> <ul style="list-style-type: none"> - Estates Planning - Costing - Delivery options appraisal - Ongoing assessment of site options 	<p>A project Board comprising Maldon District Council and health partners, including Mid Essex Clinical Commissioning Group (CCG), local GP's and patient groups are working closely together to bring forward an affordable solution to meet both community and primary health (GP) needs for the Maldon District.</p> <p>Outcomes include an</p>	Completion of each defined stage of the project plan	Ongoing	Chief Executive	CCG, NHS, ECC, local GP's Patient Groups, Mid Essex Hospitals Trust, Provide

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
			understanding of: <ul style="list-style-type: none"> - Estate requirements - Capital costings - Affordability - Delivery options - Preferable site options 				
Creating opportunities for economic growth and prosperity	Through partnership working with local businesses and agencies, implement the action plans for the Leisure Quarter	Specific Projects will be detailed at end of Q1	Specific outcomes will be detailed at the end of Q1	Completion of each defined stage of an agreed project plan	Ongoing	Group Manager, Leisure, Countryside & Tourism;	Planning & Regulatory Services
	Implement the following key projects from the "Maldon District Marketing Plan" with partners to increase visitor numbers and visitor spend in the District: Specific Projects will be detailed at end Q1	Developing a plan with Partners to increase visitor numbers and visitor spend in the district Specific Projects will be detailed at end of Q1	Tourism offer for the Maldon District defined, action plan delivers increased visitor number to the district and its attractions resulting in increased visitor spend Specific outcomes will be detailed at the end of Q1	Specific evidence measures will be detailed at the end of Q1	March 2018	Leisure Countryside and Tourism Manager	Economic Development Manager, Tourism and Events Manager
	Work with partners on the Total	To ensure transport matters affecting	The Council makes interventions resulting in	Member representation and	March 2018	Director of Customers and	Essex Country Council, Local

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	Transport Pilot Project	the district are identified as and when arising resulting in relevant actions being taken	improved passenger transport provision within the Maldon District	engagement at Essex County Council (ECC) Project Board Level Implementation / contribution to future action plans as and when developed		Community	Transport Providers
Delivering good quality, cost effective and valued services	Embed the process for the approval of externally funded corporate projects before submission to Council (using the Corporate Projects Working Group)	Projects are prepared by Officers and submitted to the Corporate Projects Working Group for consideration and recommendation to Council	Projects are assessed and recommended to Council for approval Council considers projects and approves Projects held and maintained ready for suitable funding opportunity	Working Group meetings held Projects submitted to Council for Approval	Ongoing	Director of Customers & Community	All Directorates within MDC

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1.2 Communities and Customers - Other key activities (that need to be undertaken e.g. because of central government or legislative changes, or that are key to efficient and effective service delivery)

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Implement departmental action plan which contributes to the	Deliver key tasks as detailed with the Corporate Action Plan which will include -	The Council develops a Transformation Programme to maintain the provision of front line	Targets to be developed but will include implementation of	Phased 2015 - 2019	Director	Corporate Leadership Team, Departmental Managers

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Corporate Transformation Programme	Improved Customer services/enhanced capacity/increased efficiencies/ generation of external income/savings	services provided to the community	relevant parts of the ICT Strategy & Customer Strategy			
Implement Workforce Development Plans	Develop Departmental Action Plans to support the Workforce Development Plan	Development of staff	Targets to be developed	Phased 2015 - 2019	Director, Service Managers	Group Manager, People Performance & Policy
Implement Legislative Changes relating to enforcement activities	Develop Action Plan	The Council enforcement Activities are updated in line with legislation	Member Approval Procedural/Policy changes Approved	April – December 2017	Karen Bomford	

1.3 Communities and Customers - Change Plan

This section should highlight, where necessary, any other major changes on the horizon for the next five year period.

As these activities/changes become more imminent and require resourcing within a specific year/timescale they will be considered as part of the Strategic and Financial Planning Process and will then be established as a Key Corporate Activity if funding is approved.

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
A number of functions are supported by staff working on fixed term contracts linked to external funding. A review of the functions and level of resources needed going forwards will be necessary.	A review of funding options for functions undertaken by staff on fixed term contracts will be necessary
<p>Welfare Reform – A number of changes are being introduced over the next few years, which are having a cumulative impact upon residents, and posing an increased risk of homelessness.</p> <p>These changes and the impact have in the main been absorbed through existing resources, through different approaches and working collaboratively with partners.</p> <p>However the increasing levels of impact are likely to require a review and prioritisation of resources over the next 2 years</p>	Review of priorities and resources (financial and staffing) associated with impact of welfare reform – housing and customers teams
<p>Business Rate Retention The proposals for 100% retention of business rates by 2020 present both significant opportunity and risk to the organisation.</p>	Develop strategies and action plans as required

1.4 Customers & Community - Resources

This section should detail all key capital projects (new and on-going) to be undertaken during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored (although could already be included as a key corporate activity and therefore monitored corporately as detailed above).

The following table provides information in relation to projects also carried forward that will be delivered during 2017/18.

Project updates will be provided via TEN and Committee reports

2017 / 18 Projects		Capital £000	Quotation (Q) / Tender (T)	Lead Officer	Target Timescale for completion
SUPP	Prom depot electronic gates	15	Q	Countryside & Coast Manager	2017/18
	Prom Park Entrance refurbishments	10	Q	Countryside & Coast Manager	Jun 17
219	Riverside Park Information Boards and Signage	20	Q	Countryside & Coast Manager	Jun 17
217	Riverside Park Footpaths	9	Q	Maintenance Officer	Jun 17
238	Sea Wall Resurfacing Riverside Park	11	Q	Maintenance Officer	June 17
239	Burnham Cemetery Roadway	57	T	Community Services Manager	Mar 18
216	Prom park Winter Car Parking	10	Q	Leisure, Countryside and Tourism Manager	Jun 18
255	All weather Prom Park parking improvement	60	T	Leisure, Countryside and Tourism Manager	Oct 18
205	Prom Park Road repairs	50	T	Maintenance Officer	Oct 18
257	Road Repairs Promenade Park	55	T	Maintenance Officer	Oct 18
258	Maintenance Team Vehicle	30	Q	Countryside & Coast Manager	March 18
240	Heybridge Cemetery Chapel	25	Q	Community Services Manager	March 18
249	Parks Team Machinery 17/18	22	Q	Countryside & Coast Manager	March 18
251	New Prom park accessible play site	48	Q	Countryside & Coast Manager	March 18
215	Tip Road Resurfacing (match funding)	80	T	Leisure, Countryside and Tourism Manager	Subject to joint funding agreement
260	Mobile welfare facility trailer	15	Q	Countryside & Coast Manager	Jul 17
253	Riverside Park depot screening	40	Q	Countryside & Coast Manager	Mar 18
232	Amphitheatre Fencing	10	Q	Leisure, Countryside and Tourism Manager	TBC
195	New Service and Splash Park kiosk	160	T	Leisure, Countryside and Tourism Manager	TBC

2017 / 18 Projects		Capital £000	Quotation (Q) / Tender (T)	Lead Officer	Target Timescale for completion
223	Coastal & Communities Fund	18	Q	Tourism & Events Manager	June 17
256	New Car parks signage (Town & Prom)	14	Q	Community and Living manager	March 18
233	CCTV Car Park and High Street Maldon	30	Q	Senior Park Ranger	March 18

The following table provides detail of projects funded from **Repairs and Renewals Fund**

Project		Capital £000	Quotation (Q) /Tender (T)	Lead Officer	Target Timescale for completion
R & R	Lift and relay block paving adjacent to Kiosk 1 prom park	5		Leisure, Countryside and Tourism Manager	March 18
R & R	Repairs to the MUGA rebound fencing	1.5	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replacement of the flooring of the Riverside park youth shelters	4.5	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replacing surface of the BMX track at Promenade Park	10	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Oak Tree Meadow Replace the bridges linking the play elements	3	Q	Leisure, Countryside and Tourism Manager	March 18

Project		Capital £000	Quotation (Q) /Tender (T)	Lead Officer	Target Timescale for completion
R & R	Replace picnic tables	6	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replace corroded gabion baskets to ends of platform in the boating lake	2.5	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Lift and relay the collapsed paving around the sports pavilion	5.2	Q	Leisure, Countryside and Tourism Manager	March 18

Other Revenue Expenditure over £50,000 in the year – detail whether to be authorised by a Director or the Head of Paid Service, start dates for procurement and completion dates.

Project	Capital £000	Quotation /Tender	Lead Officer	Timescale for completion	Notes	Link to Corporate Goal
New Service Level Agreement (SLA) for Citizens Advice Bureau	73.5	n/a	Customers Manager	Half yearly payment		Delivering good quality cost effective services

1.5 Communities and Customers – Corporate Risks 2017/18

Below are the corporate risks from the 2017/18 Corporate Risk Register relevant to this Directorate. Mitigating Actions for these risks are currently being identified and will be included in this Level 1 plan in due course.

Corporate Risk	Mitigating Action	Risk Owner	Timescales
Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> 1. Assess how well partners' (e.g. CAB and Housing Associations) and contractors' safeguarding procedures are embedded 2. Undertake training re: i) Understanding gypsies and travellers culture ii) responding to threats of suicide 3. Meet with statutory partners to improve communication links when making safeguarding referrals 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/03/18 2. 31/12/2017 3. 30/09/2017
Failure to identify older people and most vulnerable groups	<ol style="list-style-type: none"> 1. Launch a "Professional Curiosity" approach across the Council and with partners 2. Community Development Officer to present to Managers' Forums to increase awareness of issues faced by older/vulnerable people, locations, social prescribing etc. 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/03/2018 2. 30/09/2017
Failure to target services and influence partners effectively to meet the health and wellbeing needs of the vulnerable population	<ol style="list-style-type: none"> 1. Refresh and update data on areas of need at ward level within the District 2. Undertake a gap analysis of services currently being provided in these areas across the Directorates 3. Identify what other services are required 4. Review 2016 analysis of services provided by partners to identify gaps 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/12/2017 2. 30/07/2017 3. 30/09/2017 4. 31/12/2017
Failure to target services and influence partners effectively to support the increasing ageing population (re housing needs)	<ol style="list-style-type: none"> 1. Launch a "Professional Curiosity" approach across the Council and with partners 2. Pilot joint events between Community Development and Housing (e.g. Winter warmer events) with a view to identifying and engaging with those in need 3. Deliver a targeted project to improve information sharing with partners providing advice and support to older people 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/03/2018 2. 31/03/2018 3. 31/12/2017
Failure to have a clear shared vision regarding Strengthening Communities	<ol style="list-style-type: none"> 1. Seek approval to the Strengthening Communities Strategy (which includes the visions) 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 30/09/2017

2. PLANNING AND REGULATORY SERVICES DIRECTORATE

About the Directorate

Director: Simon Rowberry

This Directorate brings together the services that help to protect and shape the district and those that strive to help our communities and businesses to prosper and includes the following areas:-

- Economic Development and Partnerships
- Environmental Health (Environmental Protection, Commercial and Licensing)
- Housing (Policy, Options and Homelessness)
- Planning Services (Building Control, Development Management, Corporate Fraud & Planning Enforcement, Local Land Charges, Planning Administration, Street Naming & Numbering, Trees)
- Planning Policy (Policy / Strategic Planning Applications & Implementation)

Economic Development and Partnerships

Economic Development and Partnerships Manager: Vacant

Through the implementation of the adopted Economic Prosperity Strategy (EPS), the Economic Development Team will seek to secure and maintain a vibrant and competitive economy within the Maldon District which balances the needs of local businesses whilst sustaining a high quality of life, increasing incomes, and promoting the District as an attractive place to live, play, work and do business. To achieve these aims, the EPS has identified a set of strategic interventions for the District which includes increasing the supply of high quality business premises, supporting diversification and enterprise, improving skills and training provision, and improving transport and broadband based connectivity.

Through the EPS the Economic Development team will also look to deliver specific projects and initiatives aimed at mitigating the loss of 900 jobs from the closure of Bradwell Power Station and seek to secure the delivery of Bradwell B.

Environmental Health

Environmental Health and Licensing Manager: Ian Haines

Environmental Health is a regulatory service which administers and enforces a wide range of legislation aimed at protecting health and well-being of people, animals and the environment. It has a wide local customer base including residents, businesses, employees and visitors as well as contributing to national and global sustainability. The service helps maintain and improve environmental quality and the health and safety of customers, including such diverse areas of work as air quality, noise, flood risk, food safety, health and safety at work, licensing, housing conditions, statutory nuisance and pest control.

Most of the department's work is based on the Council's statutory duties. Where possible, improvements and behavioural change are achieved through advice, education and persuasion, with the backing of legislative powers where necessary to achieve compliance. The service works with many partners, both from within and outside the Council to maximise efficiency and to bring about shared outcomes and positive impacts for Maldon.

Housing

Strategic Housing Manager: Paul Gayler

The Team provides a variety of services used primarily by external customers and consists of the following teams:

- **Policy and Development** – identifying and responding to local housing need;
- **Housing Options** – meeting the Council's statutory duties to those at risk of homelessness, operating a housing register and allocating social housing to those in greatest need;
- **Home Improvements** – facilitating the improvement and adaptation of homes for those who are vulnerable due to disability or old age.

The Council has no housing stock of its own and is therefore wholly reliant on external partners to assist in meeting local housing need and the discharge of the Council's statutory housing duties.

Planning Services**Group Manager, Planning Services: Matt Leigh*****Development Management***

Planning officers work within the policy framework of Central Government guidance set out within the National Planning Policy Framework and the adopted Local Plan (and emerging local plan where this is capable of being a material consideration) as well as planning legislation and secondary legislation where appropriate. Planning applications are required to be determined within 8 weeks for 'Householder' and 'Other' development (which includes applications for advertisement consent), 13 weeks for Major applications (10 or more Dwellings) and 16 weeks for applications which are subject to an Environmental Impact Assessment. Around 65% of planning applications are dealt with by officers under the Council's Scheme of Delegation.

Development Management services five **Planning Committees**:

- Central Area Planning Committee (Maldon & Heybridge)
- South Eastern Area Planning Committee (Southminster, Burnham-on-Crouch & Dengie Peninsula);
- North Western Area Planning Committee,
- Planning & Licensing Committee which deals with planning policy matters and a number of planning of applications and,
- Meetings of the Extraordinary Council which considers certain applications of a strategic nature

Planning Officers within Development Management also deal with Planning Appeals, where those who have had their planning applications refused have the right of appeal to the Planning Inspectorate. Planning appeals can be dealt with by way of written representations, informal hearing or Public Inquiry. Maldon also has a Major Applications Team dealing with the strategic allocations resulting from the emerging Maldon Local Development Plan

Corporate Fraud and Planning Enforcement

This team seeks to ensure that Council Tax and other benefits/discounts are correctly claimed and employs a formal criminal caution, penalty and prosecution service. The service also investigates development to ensure that it has consent, and where it has consent, that it has been undertaken in accordance with the terms of the planning permission and its conditions.

Fraud and planning investigation/enforcement is evidence based; there are a number of means to remedy problems, but this can be a slow process that can ultimately result in prosecution through the courts.

Planning Administration

Provides technical and administration support to Development Management, including monitoring of planning key performance indicators and local indicators identified through the Planning Services Improvement Plan, identifying and implementing service improvement, updating of

Council website pages, maintenance of Comino and Uniform systems for the processing of planning applications, registration of planning applications, preparation of enforcement reports, weekly list of planning applications, list applications received as valid, list of appeal decisions, outstanding appeals, unallocated enforcement complaints. Dealing with notification of new appeals and preparation and despatch of appeal documentation to Planning Inspectorate

Building Control

The primary function of Building Control is to advise on the compliance of the construction of buildings in relation to applications for approval under the current Building Regulations, so as to ensure the health, safety, welfare and convenience of people using them and also ensure access to buildings for all persons regardless of age or disability. Building Control also deals with enforcement against unauthorised works, dangerous structures and the conservation of fuel and energy in buildings. Work on buildings requiring building regulations consent may also require planning permission.

Local Land charges

Local authority searches form part of the standard conveyancing process for the purchase of land and/or property. The search results are used to assist a prospective purchaser decide on the desirability and suitability of the property, as well as informing of any enforceable registrations in existence and future proposals under consideration at the time the search was carried out.

Trees

The Tree Officer provides professional advice on all planning matters involving trees, including Tree Preservation orders, trees in conservation areas and trees on development sites in relation to consultation of planning applications and where necessary initiates the issuing of new Tree Preservation orders. In addition, the work involves dealing with applications to undertake works to trees that are protected by a Tree Preservation Order (TPO), as well as requests to make new TPO's.

Street Naming & Numbering

The naming and numbering of streets and buildings is a statutory function of the Council. The address of a property is an important issue. Organisations such as Royal Mail, the utilities, delivery companies, emergency services and the general public need an efficient and accurate means of locating and referencing properties. Without a correct registered address it can also be difficult to open bank accounts and obtain credit.

Spatial Planning & Implementation
Strategic Planning Policy Manager: Vacant

Planning Policy

A proactive non-regulatory service, which delivers planning policy, site specific promotion and evidence to support the wider service, developers, partners and neighbourhood planning groups.

The service is producing the Local Development Plan (LDP) which will set out the planning strategy for future growth over the period 2014-2029. The LDP is the primary means by which Maldon District Council will deliver sustainable development across the Maldon District and provide a spatial strategy for the delivery of the required future employment, homes, retail, community facilities and infrastructure.

It has a number of component parts which sit alongside the spatial strategy. These include supplementary planning documents, design guides, master plans and planning briefs – see below. Equally, the LDP will indicate those areas where it is not appropriate to build and provides the planning policies which allow the Council to resist inappropriate development.

The Policy Team is also responsible for producing:

- **Development & Design Briefs** which relate to specific sites provide the detail to show what is required for a site to address issues including highways, access, density and layout, landscaping etc.
- **Supplementary Planning Documents** which amplify the Local Plan. These may include providing more in-depth information on addressing affordable housing issues, or how the local authority would like to see a town centre transformed.
- **Duty to cooperate** which means the requirement of the Council to work with other Councils in the preparation of our own and their plans and strategies, This is a statutory requirement and comes in many guises from joint commissioning of evidence to support plans, to working groups on key infrastructure projects.

The Policy Team also supports local communities in preparing Neighbourhood Plans, Village Design Statements and other local planning guidance documents.

Planning policy documents and consultation responses to other organisations strategies are reported to Planning and Licensing Committee, with the final approval or adoption of policy documents, including the local plan, made by Full Council.

Conservation & Urban Design

This specialist team provides advice in relation to applications for consent to works to Listed Buildings and planning applications in Conservation Areas as well as general advice on design, and also archaeological advice.

The team is also responsible for the annual Conservation & Design Awards scheme which seeks to promote and recognise best practice, and provides design advice on development proposals to help ensure the Council secures the highest quality development possible. The Council offers pre-application advice on payment of a fee.

In addition, the team maintains the County register of Listed Buildings “At Risk” and has a modest budget to help ensure that the buildings identified are proactively managed. The Team work with owners and developers to see these buildings repaired and improved. The Team takes a central role in relation to planning applications for Listed Buildings. Listed Buildings are graded in three categories with Grade I being of national importance, Grade II* and the Grade II, providing the most common category (93.5%). Within Maldon District there are 13 Conservation Areas and over 1,030 listed building, with 14 (1.5%) being Grade I and 58 (5%) Grade II*.

The team leads on the preparation of the Maldon and Heybridge Central Area Master Plan, which will be adopted in 2017 and enter into its delivery phase, which will include site specific planning and development briefs, It also produced the Garden Suburb Design Codes and the Maldon District Design Guide.

2.1 Planning and Regulatory Services – Key Corporate Activities

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
As per the Corporate Plan 2015 – 19	Action that contribute to achievement of the corporate goal	Specific actions/tasks that need to be undertaken relating to the overall key activity	What is the expected impact of the planned action, the “so what” question – “so what will happen as a result of the work undertaken?”	What evidence can be collated to show that the outcomes have been achieved? E.g. to show a reduction in the level of crime/anti-social behaviour	Date that the task is to be completed by or a milestone to monitor improvement	Officer responsible for ensuring work is progressed, action is completed and the desired outcomes/ outputs achieved	What resources will be required to complete the work such as financial and human (including new skills)? If actions cannot be adequately resourced the prioritisation needs to be looked at again. Ensure training needs for the year and IT dependencies are covered.
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p> <p>Creating opportunities for economic growth and prosperity</p>	Adopt the Local Development Plan for the Maldon District	<p>Completion of consultation into the final set of Modifications in April 2017.</p> <p>This will be followed by the completion of the Inspector’s Report to the Secretary of State and the Secretary of States final decision, which is anticipated in Summer 2017.</p>	The Council will have an up to date Local Plan in place, which will strengthen the Council’s ability to defend planning decisions on appeal, create greater certainty and a framework delivery of strategic projects.	<p>LDP completed second Public Examination and modifications to make the Plan sound agreed with the Inspector for public consultation.</p> <p>KPI as set out in the appendix to the LDP</p>	<p>Post Examination Modifications consultation – March to April 2017</p> <p>Adoption of Plan - Summer 2017</p>	Strategic Planning Policy Manager	Planning policy team to take lead with support from other areas within the Council and external consultants on evidence base

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p> <p>Creating opportunities for economic growth and prosperity</p>	Work in partnership to deliver and ensure management and maintenance of strategic infrastructure	<p>Continuing to work with key organisations to deliver the infrastructure e.g. ECC and EA</p> <p>New planning performance agreements which set out resources to support delivery of strategic developments and their associated infrastructure</p>	Infrastructure is delivered in a timely manner commensurate with key stages of development in accordance with the Infrastructure Delivery Plan	Infrastructure delivered	Ongoing	Strategic Planning Policy Manager	Support from external agencies/bodies, developers and land owners
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p>	Adopt the Maldon District Design Guide	<p>Consultation on draft plan agreed early March 2017</p> <p>Review of consultation responses, revision to plan and approval</p>	Design guide adopted and implemented in decision making.	<p>Quality of new developments</p> <p>Measurement of standards through appeals</p>	<p>Consultation – Spring 2017</p> <p>Review of responses – summer 2017</p> <p>Approval – Autumn 2017</p>	Strategic Planning Policy Manager	<p>Urban design officer and new design panel to be created.</p> <p>Training of staff to implement new guidance</p>

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Protecting & Shaping the District Strengthening Communities to be safe, active and healthy	Work with partners to seek funding/bring forward flood relief projects for identified surface flooding risk areas in the District	Work with EA and Anglian Water and ECC (SUDS) Confirm S106 agreement for North Heybridge Flood Alleviation scheme	Flood alleviating schemes implemented	Flood mitigation measures in place. Reduction in flood incidents.	March 2018 for start of flood alleviation scheme	Environment and Licensing Manager Planning Policy Manager	Various officers in directorate working with partners
Protecting & Shaping the District Strengthening Communities to be safe, active and healthy	Co-ordinate work with housing associations and developers to provide affordable housing and meet the identified requirements for older persons' independent living with the District	Work with partners	Improved provision within the district	Implementation of schemes	Ongoing	Strategic Housing Manager	Various officers in directorate working with partners
Creating opportunities for Economic Growth and prosperity	Implement the agreed business engagement framework including development of a Local Business Forum and Chambers	Causeway Business Forum to develop into Maldon Chamber of Commerce Relaunch, support and promote Burnham Chamber of Commerce Business	Improved activity and engagement Understanding of business needs Promotion of opportunities for business Shared best practice	Number of events and level of attendance Circulation numbers of newsletter Number of business visits Take up of funding / other opportunities	Sept 17 June 2017 Ongoing	Economic Development and Partnerships Manager	Working with internal teams e.g.- Comms and Tourism Close working with elected Members Working with and across organisations

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		engagement events	Improved understand of Council policies		Ongoing		
		Business newsletter	Business networking facilitation		Ongoing		
		Business visits	Developing a sense of place				
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p> <p>Creating opportunities for Economic Growth and prosperity</p> <p>Delivering good quality, cost effective and valued services</p>	<p>Through partnership working with local businesses and agencies, implement the action plan for the Central Area Master Plan:</p> <ul style="list-style-type: none"> • Causeway Regeneration Area • The Leisure Quarter • Maldon Central 	<p>Development of project business cases</p> <p>Fund raising – ECC, Haven Gateway, SELEP, EA, RCCE, Lottery funds</p> <p>Economic consideration within planning decisions.</p> <p>Development of detailed coordinated delivery plan and resources in place.</p> <p>Complete the</p>	<p>Delivery of objectives set out in Central Area Master Plan</p>	<p>Successful project delivery</p>	<p>Ongoing</p>	<p>Economic Development and Partnerships Manager</p> <p>Group Manager, Leisure, Countryside and Tourism</p> <p>Strategic Planning Policy Manager</p>	<p>Internal team, including planning, economic development, countryside, urban design, and project management supported by consultants</p> <p>Private sector</p> <p>Funding bodies</p>

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Page 89		public consultation on the Master Plan and approve the Master Plan as SPD					
		Establish internal multi-disciplinary team, with programme and project management resource					
		Support new and appropriate developments in line with the Maldon and Heybridge Central Area Masterplan					
Creating opportunities for Economic Growth and prosperity	Promote the District as a destination of choice by defining and promoting existing/new employment land	Develop directory of land owners Maintaining an up to date register of available land for key employment sites Effective use of	Fully occupied employment sites Increased number of businesses Increased employment Business retention	Directory in place Log in place	March 2018 March 2018 Ongoing	Economic Development and Partnerships Manager	Businesses Land owners Development Management Team Planning Policy Team Elected Members

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Page 90		empty properties list. Economic consideration within planning decisions for change of use. Communications strategy to promote the district opportunities Work with wider Essex Partnership on promotion of Essex and Maldon's place and role within it	Increased business rate income Improved quality of business sites Improved awareness of Maldon District Business land offer	ED input in planning reports and results of planning applications	Ongoing		
	Creating opportunities for Economic Growth and prosperity	Develop and implement a strategy to meet the skills need within the District	Work with County skills partners and Haven Gateway Partnership to develop strategy Implement actions as set out in Strategy	Clear understanding of local / sub regional needs Clear strategic direction to meet needs Various solutions identified and actions plans prepared	Baseline information available to be able to move forward to delivery stage	a. October 2017 b. March 2017	Economic Development and Partnerships Manager Partners/external agencies Funding bodies Coastal teams

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Creating opportunities for Economic Growth and prosperity	Work with partners on the Total Transport pilot project	Attend Project Board meeting Promote activity locally	Demand responsive transport within the District	Key project stages completed	March 2018	Director of Customers and Community	ECC Suffolk CC Other local partners
Creating opportunities for Economic Growth and prosperity Delivering good quality, cost effective and valued services	Develop package to promote the District as a place of choice to start and grow a business. With a range of offers including:- <ul style="list-style-type: none"> • Business rate discounts for new businesses and those relocating to the District • Fast tracked planning and regulatory services • A register of available land and premises • Business support services • Accessible website 	Business case for discount scheme to F&CS Review of service standards Promotion of Best Growth Hub and Dengie Enterprise Service	Business retention and inward investment Increased business rate income	Gross rateable value Business numbers Employment	September September Ongoing	Group Manager, Customers Group Manager Planning Services See above Economic, Development and Partnerships Manager Economic, Development and Partnerships Manager	<ul style="list-style-type: none"> • Comms Team • Strategic Planning • Development Management • Planning Enforcement • Environment Services • Revenues and Benefits • Customer services • IT Services • Elected Members • External partners • Businesses

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Page 92	pages dedicated to business support and advice, including a page on how to do business with the Council and sign posting to a range of services	Review content and accessibility Update content and publish			March 2018	Strategic Planning Policy Manager	• Land owners
	<ul style="list-style-type: none"> • Master planning, development and planning briefs and support for key employment areas • Coordination and support for locality based business forums. 	See above See above					
Protecting & Shaping the District Creating opportunities for Economic Growth and prosperity	Co-ordinate the delivery of an Enterprise Centre for the Maldon District	Secure funding for detailed feasibility study Implementation strategy to deliver the project Secure project funding and acquire site	Increased small business unit space Increased business confidence Improved business survival rate Increased employment	Funding secured for the feasibility study Funding for project Delivery of project Ongoing performance KPIs to the agreed	Completion of feasibility study March 2018	Economic, Development and Partnerships Manager Strategic Planning Services Manager	Magnox Consultancy support Causeway Businesses Land acquisition resource

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
<p>Protecting & Shaping the District</p> <p>Creating opportunities for Economic Growth and prosperity</p>	<p>Agree a vision for, and develop, a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell</p>	<p>Develop the ECC and MDC joint management board</p> <p>Communications plan</p> <p>Establish S43 (2008 Act) pre-application protocols with the National Infrastructure Planning Unit</p> <p>Engagement by the developer as part of the statutory development consent process</p> <p>Comprehensive action and resource plan to cover all anticipated elements of the project</p> <p>Post 2017/18:</p>	<p>Work towards the delivery a new nuclear powers station</p> <p>Council adequately resourced for the project</p>	<p>To form part of an action plan</p>	<p>Vision June 2017</p> <p>Agreement – March 2018</p> <p>This will be a long term project over the next 10 years or more</p>	<p>Director of Planning & Regulatory Services</p>	<p>This will require impetus from a range of partners as well as the Council and ECC</p>

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		<p>Economic development strategy to capture the economic benefits for the District</p> <p>Identification of skills and training during construction phase</p>					
<p>Creating opportunities for Economic Growth and Prosperity</p>	Promote and support improved Broadband connectivity	<p>Participate in the Essex Broadband programme</p> <p>Ensure that new development have infrastructure provided as part of the development to support superfast connections</p>	Increased broadband coverage across the district	Additional premises (residential and businesses) have improved access	Ongoing in accordance with programme timetable which is regularly reviewed.	Economic and Partnerships Manager	<p>Working with ECC as lead authority on Superfast Essex programme</p> <p>Identify possible other solutions to areas not likely to be covered by the programme</p>

2.2 Planning and Regulatory Services - Other key activities (that need to be undertaken e.g. because of central government or legislative changes, or that are key to efficient and effective service delivery)

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Implement departmental action plan which contributes to the Corporate Transformation Programme	Deliver key tasks as detailed with the Corporate Action Plan which will include - Improved Customer services/enhanced capacity/increased efficiencies/generation of external income/savings	The Council develops a Transformation Programme to maintain the provision of front line services provided to the community	Targets to be developed but will include implementation of relevant parts of the ICT Strategy & Customer Strategy	Phased 2015 - 2019	Director	Corporate Leadership Team, Departmental Managers
Implement Workforce Development Plans	Develop Departmental Action Plans to support the Workforce Development Plan	Development of staff	Targets to be developed	Phased 2015 - 2019	Director, Service Managers	Group Manager, People Performance & Policy
Secure improved efficiency and effectiveness of the Planning Service	Agree and implement revised Planning Improvement Action Plan	Deliver more effective Planning Service, providing enhanced value for money	Measure against revised suite of performance indicators, to be agreed	Report delivered in stages – April to August 2017. Action Plan developed and agreed as recommendations delivered Implementation to agreed timescale thereafter	Group Manager Planning Services	External consultant and internal resources
Agree and implement a robust	Provide a bespoke suite of specific local indicators to demonstrate the	Deliver more effective Planning	Measure against revised suite of performance	Report delivered in stages – April to August 2017.	Group Manager Planning Services	External consultant and internal resources

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Development Management Team Approach	<p>performance of Planning Services in relation to corporate goals</p> <p>Ensure an efficient and effective enforcement service.</p>	<p>Service, providing enhanced value for money</p> <p>To ensure the resilience of Planning Services</p> <p>To provide improvement to performance in the processing of planning applications</p> <p>To ensure Customers' needs are being met</p>	<p>indicators, to be agreed</p>	<p>Action Plan developed and agreed as recommendations delivered</p> <p>Implementation to agreed timescale thereafter</p>		
Improvement to the number of applications determined within statutory timeframe.	Part of consultant's review	A greater number of applications determined within statutory timeframe.	Performance against revised and agreed targets	<p>Consultant's work completed – July 2017</p> <p>Action Plan agreed – August 2017</p> <p>Implementation immediately thereafter</p>	Group Manager Planning Services	<p>Staff resources</p> <p>External consultant</p>

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
A comprehensive review of processes from receipt of application to determination.	Part of consultant's review	Improved customer experience, streamline process, cost saving due to reducing officer time spent on process, quicker determination of planning applications.	Performance against revised and agreed targets	Consultant's work completed – July 2017 Action Plan agreed – August 2017 Implementation immediately thereafter	Group Manager Planning Services	Staff resource External consultant
Encouragement of channel-shift through improving the on-line customer experience	Contribute towards development and implementation of Corporate Website	Improved customer focused website that will improve information available to customers, reduce demand, and assist in achieving channel shift	Higher levels of customer satisfaction – measurement methodology and targets to be agreed	July 2017	Business Development and Improvement Officer	Staff time and external
Review of staffing resource in Development Management	Part of consultant's review	Efficient and resilient service delivery for Development Management	Performance against revised and agreed targets	Consultant's report – June 2017 Action Plan agreed – July 2017 Implementation immediately thereafter	Director of Planning and Regulatory Services	Staff resource External consultant HR Business Partner

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Review of Building Control function	<p>Undertake review to look at business case for alternative provision of Building Control services</p> <p>Undertake analysis of the financial position and other potential benefits measured against risks of continuing as is.</p> <p>Development and implementation of a Preferred Option</p>	Greater resilience for the Building Control Service	Performance against revised and agreed targets	<p>Options/Preferred Option – July 2017</p> <p>Action Plan – August 2017</p>	Director of Planning and Regulatory Services	<p>External consultant</p> <p>Support from within the Council e.g. HR, governance, finance and ICT</p>
Annual Authority Monitoring Report (AMR)	<p>Review previous report and agree scope</p> <p>Undertake surveys and evidence gathering, including retail and housing land availability</p> <p>Produce report including Five-Year Housing land supply</p> <p>Publish</p>	Monitoring of development against LDP targets	To be set out in the scope of the AMR based on LDP KPIs	Complete by end of August 2017	Strategic Planning Policy Manager	Development Management team to support

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Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Community Infrastructure Levy	Review of existing charging schedule / evidence base and decision on whether to continue with existing work or start again, postponing the Examination Depending on outcome of review, recommission new evidence base and consult.	Robust CIL charge	KPI on CIL collected against charging schedule KPI on % of successful exemption applications KPI on collection of CIL	Review – March / April 2017 Timetable thereafter to be confirmed dependent on the Review	Strategic Planning Policy Manager	S106 Officer Procurement
Prepare and Approve: • Vehicle Parking Standards SPD • Renewable Energy SPD • Affordable Housing SPD • Statement of Community Involvement	Review of existing, national and local policy and best practice Consultation Revisions Adoption	New guidance in place in accordance with Local Development Scheme All involved in decision making	Delivery of documents against timetable Quality of new developments Measurement of standards through appeals	All to be adopted by end of 2017 (subject to individual project plans)	Strategic Planning Policy Manager	Planning policy with support from various departments within council, in particular Housing Strategy on the Affordable Housing SPD and other ECC Councils on the Vehicle Parking standards
Community Led Housing	Implementation of a programme of Community Led Housing	Additional supply of affordable homes	Pipeline of Community Led Housing projects	Commence April 2017 and ongoing	Strategic Housing Manager	
Homelessness Reduction Bill	Support implementation of Trailblazer scheme in partnership with ECC	Improved knowledge impact of Bill and options available and required	Outcome of pilot cases and development of joint strategic approach to prevention with	From April 2017	Strategic Housing Manager	Homelessness Reduction Bill DCLG Funding

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
			ECC and other partners			
Deliver revised Planning Improvement Action Plan	Implement recommendations arising from consultants' study	More efficient and responsive planning service which provides enhanced value for money	Performance against suite of agreed indicators	Report delivered in stages – April to August 2017. Action Plan developed and agreed as recommendations delivered Implementation to agreed timescale thereafter	Group Manager Planning Services	As available within the Directorate, plus external consultancy support as required
Implement new SuDS regime	Amend validation list for new development Establish additional criteria for SuDS referral to ECC Establish process and decision making	Implement Government Policy	Planning Guidance and Government Statements Monitor the new regime and suggest improvements if required	Ongoing	Group Manager Planning Services Strategic Planning Policy Manager	Essex County Council Environment Agency Anglian Water
Implement the Regulators' Code	Develop and seek adoption of a corporate enforcement policy for Council's regulatory services. Provide simple and straightforward ways to engage with those they regulate and hear their views	Reducing regulatory burdens and supporting compliant business growth	Revised enforcement policy published on website	March 2018	Environmental Health and Licensing Manager	Co-operation from other regulatory services

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Housing White Paper and Review of the NPPF	Annual Five Year Land Supply Demonstration of achieving Housing trajectory Delivery rates Others to be determined during year New Planning Fees implementation	Reduced risk of planning by appeal and need for further housing allocations	Achieve 5-year housing land supply Meet housing trajectory targets	On going	Strategic Planning Policy Manager	Housing strategy Development Management
Self and Custom Build	Maintain register Promote register Promote via pre-application discussions Produce local guidance	Increased self and custom building housing	Number of Self and Custom Build Homes Number of people on register	2017-2020	Strategic Planning Policy Manager	Planning Policy Development Management Use of Government New Burdens Funding 2017 to 2020
Income generated through housing investment	To identify most appropriate method for securing delivery of proposed development and generating income for the Council	Agreed delivery vehicle for investment in development	Business case agreed and progressed	2018	Strategic Housing Manager	Community Housing Fund (DCLG) Committed sums

2.3 Planning and Regulatory Services - Change Plan

This section should highlight, where necessary, any other major changes on the horizon for the next five year period.

As these activities/changes become more imminent and require resourcing within a specific year/timescale they will be considered as part of the Strategic and Financial Planning Process and will then be established as a Key Corporate Activity if funding is approved.

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
Provision of temporary accommodation to relieve homelessness	Requirement arising from increasing demand on statutory duty to accommodate homeless and inability to meet requirements for affordable housing. Possible use of commuted sums to meet capital cost of securing additional accommodation to reduce growth in revenue requirement.
Implementation of the Maldon and Heybridge Central Area Master Plan	Completion of the Master Plan approval process during 2017. Resources needed to support its delivery dependent on an agreed delivery plan and level of Council interventions. Additional resources include programme and project management and consultants. Use of grants, capital funding or recovery from disposals to meet the costs of these resources.
Continued spending constraints and need to commercialise where possible the service through effective use of Planning Performance Agreements (used to fund staff for specific projects); increase in planning fees and the reinvestment into the service; and shared services / out and insourcing with other LPAs	PPAs under review and require changes to Fees and Charges Planning fee increases to be brought in July 2017 Long term service planning to look at resources and skills, and ongoing discussions with other LPAs on their needs. Service will need to be sufficiently resourced to deliver these changes so commitment to reinvestment into the service is required

2.4 Planning and Regulatory Services - Resources

This section should detail all key capital projects (new and on-going) to be undertaken during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored (although could already be included as a key corporate activity and therefore monitored corporately as detailed above).

2016/17 Projects carried forward	Capital £000	Quotation/Tender	Lead Officer	Timescale for completion	Notes	Link to Corporate Goal
Empty Homes Scheme	£32.8		Strategic Housing Manager			Protecting and shaping the District
Mandatory Disabled Facilities Grants	£440		Strategic Housing Manager	2017/18	Subject to confirmation by ECC	Protecting and shaping the District

Other Revenue Expenditure over £50,000 in the year – detail whether to be authorised by a Director or the Head of Paid Service, start dates for procurement and completion dates.

Project	Capital £000	Quotation /Tender	Lead Officer	Timescale for completion	Notes	Link to Corporate Goal

2.5 Planning and Regulatory Services - Corporate Risks 2017/18

Below are the corporate risks from the current Corporate Risk Register relevant to this Directorate together with the mitigating actions which are being taken forward to reduce the risk. For some risks the mitigating actions and timescales for the mitigating actions are still to be established.

Corporate Risk	Mitigating Action	Corporate Risk Owner	Timescales
Failure to have an adopted LDP	<ul style="list-style-type: none"> Continue ongoing work in relation to Duty to Co-operate Provide Inspector and Secretary of State with information required to make a positive decision 	Director of Planning & Regulatory Services	30/09/2017 30/09/2017
Failure to deliver the required infrastructure to support development arising from the LDP	<ul style="list-style-type: none"> Negotiate effectively with developers/relevant key partners to ensure appropriate level of infrastructure and phasing of delivery Identify funding mechanisms and monitor drawing down on funding in a timely manner Establish a mechanism for determining ownership, future management and maintenance of infrastructure e.g. green spaces/flood defences Improve project management Increase use of pre-planning agreements 	Director, Planning & Regulatory Services	Ongoing
Being designated as an under-performing authority due to major planning applications and/or appeals performance	<ul style="list-style-type: none"> Identify ways of streamlining decision making process Recruitment of skilled staff Arrange specific Member Training from external specialists 	Director, Planning & Regulatory Services	Ongoing 30/07/2017 31/03/2018
Failure to maintain a 5 year supply of Housing Land	<ul style="list-style-type: none"> Submission to PINs of statements for certification Developers submission of annual completion and trajectory statements Roll out of self and custom build Establish a programme of community led housing 	Director, Planning & Regulatory Services	30/09/2017 30/06/2018 Ongoing Ongoing
Failure to target services and influence partners effectively to support the increasing ageing population (re housing needs)	<ul style="list-style-type: none"> Pilot joint events between Community Development and Housing (e.g. Winter warmer events) with a view to identifying and engaging with those in need Deliver a targeted project to improve information sharing with partners providing advice and support to older people 	Director, Customers and Community	31/03/2018 31/03/2018 31/12/2017
Failure to adapt policy to meet the affordable housing need	<ul style="list-style-type: none"> Housing and Homelessness Strategy to be adopted Affordable Housing SPD to be adopted Identify opportunities for additional investment into affordable housing 	Director, Planning & Regulatory Services	30/09/2017 31/03/2018 31/12/2017

Corporate Risk	Mitigating Action	Corporate Risk Owner	Timescales
Failure of the Council to influence regional partners to support/encourage economic prosperity and inward investment to the Maldon District	<ul style="list-style-type: none"> Input into the Essex Integrated Growth Forum to ensure Maldon priorities are included Undertake longer term strategic planning for sub region on key projects Develop robust business cases for external funding (including research and maintenance of up to date evidence) Increasing awareness of SELEP/sub-regional/County strategies and scoring mechanisms 	Chief Executive	Ongoing
Failure to have a co-ordinated approach to supporting new and existing businesses	<ul style="list-style-type: none"> Establish an internal communications strategy to ensure all services are aware of the priority Improve internal awareness/signposting of support available to businesses 	Chief Executive	30/09/2017 Ongoing
Inefficient Committee structure	<ul style="list-style-type: none"> Track impact of change in delegation/call in for planning applications 	Chief Executive	30/09/2017

3. RESOURCES DIRECTORATE

Director: Emma Foy

The Directorate consists of five teams, **Facilities and Asset Management, Finance, Information Technology, Legal and Democratic Services, People, Performance and Policy**. Internal Audit is outsourced with the contract provided by BDO LLP.

Facilities and Asset Management

Facilities and Asset Manager: David Rust

This team is responsible for facilities management (including caretaking, cleaning, responsive maintenance and the delivery of the planned repair and maintenance programme for the Council Offices), procurement and the General Office which includes the post room, reprographics services and the processing of cheque payments. In addition the team maintains the Council's contract register and works with Essex Procurement Hub to provide support to departments across the Council when procuring goods and services. The team is also responsible for maintaining the Council's asset register and management of corporate leases.

Finance

Finance Manager: Carrie Cox

The Finance team is responsible for Accountancy, Financial Planning and Budget monitoring, Accounts Payable and Receivable, Payroll and Treasury Management. This team manages the Council's cash flow, producing financial monitoring reports, Statutory Accounts, Council Tax setting and is responsible for drafting the Medium Term Financial Strategy. It also ensures that salaries, allowances and suppliers are paid on time and that external sundry debts are recovered efficiently and effectively.

Information Technology

IT Manager: Andrew Mowbray

The Information Technology team provides technical and operational support for a wide range of applications running on a variety of servers as well as desktop support for approximately 350 Personal Computers. This team provides front line technical support to our client base as well as systems design, development and implementation. This team is responsible for the ICT Strategy, which will support the Council's Transformation Programme.

Legal and Democratic Services

Legal and Democratic Services Manager: Melissa Kelly

This team provides legal advice on the Council's activities and its governance arrangements as well as providing support to Members. The team is responsible for the coordination of Freedom of Information requests, providing support to Committees and maintains the Register of Electors, manages Elections, Referenda and by-elections.

The Legal and Democratic Services Manager is also the Council's Monitoring Officer (a Statutory position) and the Data Protection Officer.

People, Performance and Policy

Group Manager, People, Performance and Policy: Dawn Moyse

This team brings together the Human Resources, Public Relations and Engagement, Policy and Performance functions. The primary focus of this team is to develop, support and steer cultural and transformational change as well as providing a robust performance, policy and risk management framework. This team is also responsible for managing external relationships with the media and key stakeholders as well as leading the approved Workforce Development Strategy, which aims to develop the organisation to deliver the Corporate Plan.

Internal Audit

The Internal Audit function was outsourced to BDO LLP in February 2016. BDO provide assurance to the Council on internal control, risk management and governance processes. A medium term internal audit strategy and annual audit plan is agreed by the Audit Committee. The Committee receives regular summary assurance reports on the audits completed and outstanding audit recommendations including progress against the in-year annual plan.

3.1 Resources - Key Corporate Activities

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
As per the Corporate Plan 2015 – 19	Action that contribute to achievement of the corporate goal	Specific actions/tasks that need to be undertaken relating to the overall key activity	What is the expected impact of the planned action, the “so what” question – “so what will happen as a result of the work undertaken?”	What evidence can be collated to show that the outcomes have been achieved? E.g. to show a reduction in the level of crime/anti-social behaviour	Date that the task is to be completed by or a milestone to monitor improvement	Officer responsible for ensuring work is progressed, action is completed and the desired outcomes/ outputs achieved	What resources will be required to complete the work such as financial and human (including new skills)? If actions cannot be adequately resourced the prioritisation needs to be looked at again. Ensure training needs for the year and IT dependencies are covered.
Delivering good quality, cost effective and valued services	Implement Workforce Development Plan projects for 17/18.	<ul style="list-style-type: none"> a) Monitor/review use of the Performance Review System and transfer it on to HRIS. b) Review the recruitment strategy c) Introduce a Total Reward Policy d) Conduct a Council-wide skills audit 	<p>Staff can access their HR data on line.</p> <p>Recruitment process is efficient.</p> <p>Objectives and performance is easily monitored and reported.</p> <p>Identified learning needs can be easily captured to enable efficient deployment of budget.</p>	<p>Robust performance management of staff.</p> <p>Time from notification of leaver to new member of staff in post lessened.</p> <p>Reduction in agency usage.</p> <p>Staff using self service</p>	March 2018	Group Manager (People, Performance and Policy)	Human Resources Team and Project team

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
			Our reward structure is in line with our competitors.				
	Implement the ICT projects for 17/18: a) Implement a new telephony system b) Upgrade the e-mail system	Review Mobile Working / Forms solutions	Replacement / enhancement of e-forms solution to provide Mobile Working capabilities	Implementation of e-form solutions	March 2018 August 2017	IT Manager	Service personnel as appropriate – Project Team will be formed
	Deliver the Medium Term Financial Strategy to achieve a balanced budget	<ul style="list-style-type: none"> i. Drafting budget setting timetable for 17/18 ii. Savings proposals to be submitted by officers iii. Organise budget workshops with Members iv. Review of the current Medium Term Financial Strategy v. Setting of the 17/18 budget and Council tax 	Production of a balanced 17/18 budget and a sustainable budget in the medium term	Budget and Council Tax report and updated Medium Term Financial Plan	Ongoing	Director of Resources	Finance Manager and Senior Accountants, input from Corporate Leadership Team and Members

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	Deliver the Transformation Strategy:	a) Agree the vision for the MDC Transformation Strategy b) Agree a programme of transformation projects for implementation	Council is more financially sustainable and efficient.	Identification and delivery of savings. Performance improvement on KPIs.	June 2017	Director of Resources	Directors and Managers
	Develop and implement an income generation programme	Develop and implement an action plan to generate income through additional fees and charges and new services being provided.	Income being generated through housing investment to support the Council's budget	Completed actions set out in the plan	September 2017	Director of Resources	Directors and Managers

3.2 Resources - Other key activities (that need to be undertaken e.g. because of central government or legislative changes, or that are key to efficient and effective service delivery)

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Budget Setting 2018/19 – Review of service and functions	Review service functions and options for change	Contribution to the overall corporate 18/19 budget setting process	Targets to be developed	October 2017	Director of Resources and all departmental managers	All Departmental Managers, Finance Team
Review of Council's Procurement Strategy	Review of procurement strategy, in light of recent changes in Procurement Regulations, to include roll out of e-tendering system and training where necessary.	Clear and transparent procurement guidance.	Implementation of new procurement procedures designed to ensure contract managers are regularly testing the market.	July 2017	Facilities and Contracts Manager	Inputs from Procurement Hub, Facilities & Contracts Manager, Finance
Review of General Office processes.	Undertake review of General Office processes in line with IT Strategy and Maldon.gov roll out.	General Office remains an efficient and effective service.	Identification of potential savings, improved processes and additional work streams.	June 2017	Facilities and Contracts Manager	Facilities and Contracts Manager, General Office, IT, Finance.

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Improve Employee engagement	To prioritise under the Employee Engagement Strategy, opportunities to involve and encourage employee participation. To ensure the recommendations of the Employment Deal Diagnostic survey are communicated and incorporated into our day to day work	Motivated workforce and low staff turnover	Staff survey and Staff turnover	December 2017	Group Manager PPP	All Departmental Managers
Implement Workforce Development Plans	Develop Departmental Action Plans to support the Workforce Development Plan	Development of staff	Targets to be developed	Phased 2017 - 2019	Director, Service Managers	Group Manager, People Performance & Policy
Attendance Management	Roll out and embed new policy Monitor OH provision. Roll out training to all managers	Clearly defined policy which differentiates between short/long-term absences. Supports MDC in managing absence effectively. Managers competent to undertake	Lower level of short and long term absence in the organisation and positive assurance from internal audit.	Internal Audit February 2018	Group Manager (People, Performance and Policy)	Group Manager (People, Performance and Policy), HR Business Partner

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
		absence management.				
Compliance with General Data Protection Regulation	Will arise from the GDPR advisory review carried out by BDO.	The Council is compliant with all aspects of the regulations thus avoid potential fines and reputational risk	Follow up of implementation of recommendations arising from the BDO audit.	December 2017	Directors, Service Managers	To be determined by BDO advisory review.
Compliance with the PSN Code of Connection	Multiple activities (managed as a project in its own right)	Certification as compliant	Certification	Certification by the end of May 2017	IT Manager	IT team
Delivering Internal Audit Plan	Internal Audits undertaken in accordance with Internal Audit Plan 2017/18	Assurance to CLT, the Audit Committee and Council on the adequacy and effectiveness of the framework of controls, risk management and governance	Internal Audit reports and recommendations are acted upon	March 2018	Director of Resources	BDO LLP
Elections	Deliver both the County and Parliamentary Elections in May and June 2017.	Smooth running of the elections on 4 May and 8 June 2017 and that the Verification and count process is successfully delivered	Implementation of the project plan and improvements identified from 2015 Elections	May and June 2017	Legal and Democratic Services Manager	Director of Resources, Senior Solicitor, Electoral Management Officer and Elections core team

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Risk Management	Review the Corporate Risk Register for 2018/19	Identification and effective management of those risks which could prevent achievement of the MDC corporate goals	An updated Corporate risk register	June 2017	Performance & Risk Officer Director of Resources	Performance and Risk Officer, Corporate Leadership Team and managers

3.3 Resources - Change Plan

This section should highlight, where necessary, any other major changes on the horizon for the next five year period.

As these activities/changes become more imminent and require resourcing within a specific year/timescale they will be considered as part of the Strategic and Financial Planning Process and will then be established as a Key Corporate Activity if funding is approved.

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
Corporate roll-out of Mobile Working	As defined within ICT Strategy
Potential shared accommodation opportunities with major external partners.	Commitment from external partners. Financial contribution from partners.
Implement the actions set out in the Workforce Development Strategy	As defined within Workforce Development Strategy

3.4 Resources - Resources

This section should detail all key capital projects (new and on-going) to be undertaken during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored (although could already be included as a key corporate activity and therefore monitored corporately as detailed above).

CAPITAL PROGRAMME	2017/18 £000
PC and Printer Replacement Programme	35
IT Project Officer to roll out capital projects	50
Email replacement	60
Replacement of polling booths	25

3.5 Resources - Corporate Risks 2017/18 –

Below are the corporate risks from the 2017/18 Corporate Risk Register relevant to this Directorate. Mitigating Actions for these risks are currently being identified and will be included in this Level 1 plan in due course.

Corporate Risk	Mitigating Action	Risk Owner	Timescales
Inefficient committee structure	<ul style="list-style-type: none"> Track impact of change in delegation/call in for planning applications Governance review being undertaken as part of Transformation Review and respond to recommendations in BDO report 	Chief Executive	<ul style="list-style-type: none"> 30/09/2017 30/03/2018 31/12/2018
Failure to protect personal or commercially sensitive data	<ul style="list-style-type: none"> Review and implement a new Document Retention Policy Draft and seek approval to Data Protection Policy (as part of the GDPR requirements) Establish an Information Asset Register Seek approval to reviewed IT Security policies Implement actions arising from Cyber Crime Audit Seek CLT approval to cease using "All Staff" e-mails Set IG as a screensaver for a week regularly throughout the year 	Director of Resources	<ul style="list-style-type: none"> 30/06/2017 31/12/2017 30/01/2018 30/07/2017 30/09/2017 30/06/2017 31/03/2018
Unable to retain and recruit in national skill shortage areas to meet the demands of the service	<ul style="list-style-type: none"> Develop and implement the recruitment strategy to include: <ul style="list-style-type: none"> - Smarter recruitment and retention strategies to address current and future hotspots - Increasing use of digital recruitments strategies - Strengthening MDC reputation - Reducing time taken to from advert to offer - Exploring the creative use of graduate, apprenticeship and trainee schemes - Employing people with right behaviours as well as technical skills Implement Transformation Service and Systems Review to improve efficiencies and workloads 	Group Manager, People, Performance & Policy	<ul style="list-style-type: none"> 31/03/2018 31/03/2018
Failure to plan and deliver balanced budgets over the medium term	<ul style="list-style-type: none"> Implement transformation projects to achieve more efficient working/save costs Implement Strategic Financial Planning process for 18/19 according to agreed timetable 	Director of Resources	<ul style="list-style-type: none"> 31/03/2018 Budget for 17/18 agreed by F&CS in 30/01/17. Council –

Corporate Risk	Mitigating Action	Risk Owner	Timescales
			8/02/17
Corporate Policies not managed and reviewed	<ul style="list-style-type: none"> Review/update of policies and strategies by managers and included in business plans with target dates (and fed back to Corporate Policy Officer) Establish a Corporate Policy database 	Director of Resources	<ul style="list-style-type: none"> 30/06/2017 (TBC) TBC
Lack of access to legal resource	<ul style="list-style-type: none"> Recruit staff to cover current maternity leave Undertake a service review to ascertain resource requirements 	Director of Resources	<ul style="list-style-type: none"> 30/06/2017 31/12/2017

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REPORT of DIRECTOR OF RESOURCES

to
FINANCE AND CORPORATE SERVICES COMMITTEE
14 JUNE 2017

ANNUAL TREASURY OUTTURN REPORT 2016 / 17

1. PURPOSE OF THE REPORT

- 1.1 To consider the annual treasury outturn report in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management.

2. RECOMMENDATION

To the Council:

That the annual Treasury Management report for 2016 / 17 (**APPENDIX A**) be approved.

3. SUMMARY OF KEY ISSUES

- 3.1 This report covers treasury activity and the associated monitoring and control of risk.
3.2 The full report for consideration is attached as **APPENDIX A**.

4. CONCLUSION

- 4.1 Despite low investment returns across the market, the Council's investment returns are higher than revised budget estimates.

5. IMPACT ON CORPORATE GOALS

- 5.1 This report links to the outcome of maximising resources.

6. IMPLICATIONS

- (i) **Impact on Customers** – None.
(ii) **Impact on Equalities** – None.

- (iii) **Impact on Risk** – Risks have been managed with the parameters set out in the Treasury Management Policies and Practices.
- (iv) **Impact on Resources (financial)** – Investment interest earned in 2016 / 17 was £210,178 which was £18,178 more than the revised budget estimate.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Ann Nagy, Senior Accountant (Resources), (Tel: 01621 875727).

Annual Treasury Report 2016-17

1. Background

The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that authorities report on the performance of the treasury management function at least twice a year (mid-year and at year end).

The Council's Treasury Management Strategy for 2016/17 was approved by the Council on 16 February 17 (Minute No. 991refers).

The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.

2. Economic Background provided by Arlingclose

Economic background: Politically, 2016/17 was an extraordinary twelve month period which defied expectations when the UK voted to leave the European Union and Donald Trump was elected the 45th President of the USA. Uncertainty over the outcome of the US presidential election, the UK's future relationship with the EU and the slowdown witnessed in the Chinese economy in early 2016 all resulted in significant market volatility during the year. Article 50 of the Lisbon Treaty, which sets in motion the 2-year exit period from the EU, was triggered on 29th March 2017.

UK inflation had been subdued in the first half of 2016 as a consequence of weak global price pressures, past movements in sterling and restrained domestic price growth. However the sharp fall in the Sterling exchange rate following the referendum had an impact on import prices which, together with rising energy prices, resulted in Consumer Price Index (CPI) rising from 0.3% year/year in April 2016 to 2.3% year/year in March 2017.

In addition to the political fallout, the referendum's outcome also prompted a decline in household, business and investor sentiment. The repercussions on economic growth were judged by the Bank of England to be sufficiently severe to prompt its Monetary Policy Committee (MPC) to cut the Bank Rate to 0.25% in August and embark on further gilt and corporate bond purchases as well as provide cheap funding for banks via the Term Funding Scheme to maintain the supply of credit to the economy.

Despite growth forecasts being downgraded, economic activity was fairly buoyant and Gross Domestic Product (GDP) grew 0.6%, 0.5% and 0.7% in the second, third and fourth calendar quarters of 2016. The labour market also proved resilient, with the International Labour Organisation (ILO) unemployment rate dropping to 4.7% in February, its lowest level in 11 years.

Following a strengthening labour market, in moves that were largely anticipated, the US Federal Reserve increased rates at its meetings in December 2016 and March 2017, taking the target range for official interest rates to between 0.75% and 1.00%.

Financial markets: Following the referendum result, gilt yields fell sharply across the maturity spectrum on the view that Bank Rate would remain extremely low for the foreseeable future. After September there was a reversal in longer-dated gilt yields which moved higher, largely due to the MPC revising its earlier forecast that Bank Rate would be dropping to near 0% by the end of 2016. The yield on the 10-year gilt rose from 0.75% at the end of September to 1.24% at the end of December, almost back at pre-referendum levels of 1.37% on 23rd June. 20- and 50-year gilt yields also rose in Q3 2017 to

1.76% and 1.70% respectively, however in Q4 yields remained flat at around 1.62% and 1.58% respectively.

After recovering from an initial sharp drop in Q2, equity markets rallied, although displaying some volatility at the beginning of November following the US presidential election result. The Financial Times Stock Exchange (FTSE)-100 and FTSE All Share indices closed at 7342 and 3996 respectively on 31st March, both up 18% over the year. Commercial property values fell around 5% after the referendum, but had mostly recovered by the end of March.

Money market rates for overnight and one week periods remained low since Bank Rate was cut in August. 1- and 3-month London International Bid Rate (LIBID) rates averaged 0.36% and 0.47% respectively during 2016-17. Rates for 6 and 12-months increased between August and November, only to gradually fall back to August levels in March, they averaged 0.6% and 0.79% respectively during 2016-17.

Credit background: Various indicators of credit risk reacted negatively to the result of the referendum on the UK's membership of the European Union. UK bank credit default swaps saw a modest rise but bank share prices fell sharply, on average by 20%, with UK-focused banks experiencing the largest falls. Non-UK bank share prices were not immune, although the fall in their share prices was less pronounced.

Fitch and Standard & Poor's downgraded the UK's sovereign rating to AA. Fitch, Standard & Poor's (S&P) and Moody's have a negative outlook on the UK. Moody's has a negative outlook on those banks and building societies that it perceives to be exposed to a more challenging operating environment arising from the 'leave' outcome.

None of the banks on the Authority's lending list failed the stress tests conducted by the European Banking Authority in July and by the Bank of England in November, the latter being designed with more challenging stress scenarios, although Royal Bank of Scotland was one of the weaker banks in both tests. The tests were based on banks' financials as at 31st December 2015, 11 months out of date for most. As part of its creditworthiness research and advice, the Authority's treasury advisor Arlingclose regularly undertakes analysis of relevant ratios - "total loss absorbing capacity" (TLAC) or "minimum requirement for eligible liabilities" (MREL) - to determine whether there would be a bail-in of senior investors, such as local authority unsecured investments, in a stressed scenario.

On the advice of Arlingclose, new investments with Deutsche Bank and Standard Chartered Bank were suspended in March 2016 due to the banks' relatively higher credit default swap (CDS) levels and disappointing 2015 financial results. Standard Chartered was reintroduced to the counterparty list in March 2017 following its strengthening financial position, but Deutsche Bank was removed altogether from the list.

Local Context

At 31/03/2017 the Council's underlying need to borrow for capital purposes as measured by the Capital Financing Requirement (CFR) was zero.

At 31/03/2017, the Council had no borrowing and £11.5m of investments. The Council may however have to borrow to pre fund future years requirements or unexpected capital expenditure that occurs in the year providing this does not exceed the authorised limit for borrowing of £10m.

The Council is currently debt free and its capital expenditure plans do not currently imply any need to borrow over the forecast period. Investments are forecast to fall to £7.8m as capital receipts are used

to finance capital expenditure and reserves are used to finance the revenue budget over the next three years.

Investment Activity in 2016 / 17

Investments	Balance on 01/04/2015 £'000	Investments Made £'000	Maturities/ Investments Sold £'000	Balance on 31/03/2017 £'000
Short term fixed Investments **	3,000	2,000	3,000	2,000
Cash Accounts	1,005	1,000	5	2,000
Money Market Funds	0	45,400	42,900	2,500
Certificates of Deposit	4,000	8,000	10,000	2,000
LAMIT Property Fund	3,000			3,000
TOTAL INVESTMENTS	11,005			11,500
Increase/ (Decrease) in Investments £m				500

** The Short Term fixed Investment outstanding at 31 March 2017 was as follows

Borrower	Amount £'000	Maturity Date
Lloyds	2,000	10 August 2017

Security of capital has remained the Council's main investment objective. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2016/17.

Compliance Report

All treasury management activities undertaken during 2016/17 complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy.

The council continues to be debt free so compliance with the authorised limit and operational boundary for external debt is confirmed.

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net interest payable, should borrowing become necessary, would be:

	31.3.17 Actual	2016/17 Limit	Complied
Upper limit on fixed interest rate exposure	0	100%	✓
Upper limit on variable interest rate exposure	0	100%	✓

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Maturity Structure of Borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing, should borrowing become necessary, would be:

	31.3.17 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	0%	100%	0%	✓
12 months and within 24 months	0%	100%	0%	✓
24 months and within 5 years	0%	100%	0%	✓
5 years and within 10 years	0%	100%	0%	✓
10 years and above	0%	100%	0%	✓

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than 364 days: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

	2016/17	2017/18	2018/19
Limit on principal invested beyond year end	£1m	£1m	£1m

There were no investments made beyond 364 days in 2016/17

Security: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment.

	Target	Actual
Portfolio average credit score	6	3.83

Liquidity: The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

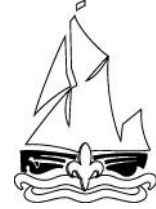
	Target	Actual
Total cash available within 3 months	£3m	£4.5m

Investment Training

The needs of the Council's treasury management staff for training in investment management are assessed as part of the staff appraisal process and additionally when the responsibilities of individual members of staff change.

During 2016/17 staff attended training courses, seminars and conferences provided by Arlingclose. Training was also provided to Members by Arlingclose at the Council offices in March 2017.

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REPORT of DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
13 JUNE 2017**

FINANCIAL OUTTURN 2016 / 17

1. PURPOSE OF THE REPORT

- 1.1 To provide Members with information in relation to the indicative outturn position for the 2016/17 financial year.
- 1.2 To inform Members of movements in relation to the Council's General Fund / Earmarked Reserves and Capital Commitments as at 31 March 2017.

2. RECOMMENDATION

That the information in relation to the estimated outturn position for the 2016 / 17 financial year be noted, including movement in general / earmarked reserves and capital commitments.

3. SUMMARY OF KEY ISSUES

3.1 Performance against the net revenue budget

3.1.1 Outturn position

3.1.1.1 The Draft Statement of Accounts are currently being prepared. These are still subject to finalisation, review by Section 151 (S151) and audit by the external auditors, so some figures may be subject to change.

3.1.1.2 The revised 2016 / 17 estimates for Net Cost of Services totalled in the region of £9,952,000 with an additional supplementary estimate approved in April of £12,000. The table overleaf provides an overview of the outturn position for the 2016/17, comparing the estimated actual controllable expenditure and income to the revised budget estimates:

	Revised Budgets	Actual	Committed Exp	Variance
Directorate	£000's	£000's	£000's	£000's
Chief Executive				
Expenditure	906,200	821,529	61,700	(22,971)
Income	(6,200)	(19,787)		(13,587)
Resources				
Expenditure	2,941,200	2,773,673	75,800	(91,727)
Income	(74,600)	(79,917)		(5,317)
Planning and Regulatory Services				
Expenditure	3,849,200	3,779,954	31,900	(37,346)
Income	(1,180,600)	(1,777,433)		(596,833)
Customers and Community				
Expenditure	23,148,500	22,335,042	130,367	(683,091)
Income	(20,629,100)	(20,817,181)		(188,081)
Other				
Investment Property Income	(146,000)	(167,414)		(21,414)
Parks Trading Account	(3,100)	(30,581)		(27,481)
Total	8,805,500	6,817,883	299,767	(1,687,850)
Capital Charges excluded from above	1,158,400			
Budget Book Total	9,963,900			

3.1.1.3 This shows an indicative service underspend of £1,687,000. However includes new burden grants within planning of £219,000 and S31 grants within revenues and benefits of £420,000 budgeted for centrally.

3.1.1.4 Taking the above into consideration and necessary accounting adjustments for capital grant income used to fund revenue also shown in the above figures, the indicative Net General Fund Position at 31 March 2017 is £4,353,000, an underspend of £610,000. This is against a budgeted outturn of £46,000 contribution from General Fund Reserves. This underspend will be transferred to General Fund balances, and earmarked reserves to support specific projects in future years.

3.1.2 Salaries

3.1.2.1 **APPENDIX 1** provides details of the salary budgets and actual expenditure as at the end of the 2016 / 17 financial year. This shows an underspend of £109,800 which exceeds the original budget vacancy allowance of £81,000.

3.1.2.2 The underspend relates to a number of vacancies during 2016/17.

3.1.3 Major Sources of Income

3.1.3.1 The Council is dependent upon a number of large income sources in order to balance the budget. The table overleaf details the main income budgets and income received for the 2016 / 17 financial year.

Budget Heading	2016 / 17	2016 / 17	2016 / 17	2015 / 16
	Budget	Actual	Variance	Actual
	£	£	£	£
Land Charges	154,500	128,824	25,676	147,116
Development Control	534,200	381,407	152,793	723,757
Pre Application Advice	27,800	31,991	(4,191)	30,516
Building Control	182,000	169,213	12,787	199,566
Investment Income	192,000	210,178	(18,178)	188,317
Town Centre Car Parks	657,400	666,872	(9,472)	560,983
Prom Car Parks	362,200	375,444	(13,244)	294,290
Splash Park	128,900	128,925	(25)	66,867
TOTAL	2,239,000	2,092,854	146,146	2,211,412

3.1.3.2 Actual income has fallen below budgeted estimations by just over £146,000 (equivalent to 6.5%). This is largely due to a significant drop in Development Control income year on year and major planning applications that had been budgeted for but have not yet commenced planning proceedings.

3.1.3.3 Investment income has continued to increase following the decision to invest in the Local Authorities Properties Fund managed by the CCLA (Churches, Charities and Local Authorities).

3.2 Movement in Earmarked Reserves

3.2.1 Indicative Earmarked Reserves balances as at 31 March 2017 totalled £2,653,000.

3.2.2 **APPENDIX 2** provides information in relation to the purposes of the various Earmarked Reserves and the movements in 2016 / 17.

3.2.3 During the 2016/17 financial year, the main use of Earmarked Reserves has been to finance previous year's identified committed expenditure and some specific projects including the Waste Contract Mobilisation and Local Plan Development.

3.2.4 Revenue commitments as at 31 March 2017 total nearly £300,000. This reserve recognises that there are timing differences between monies being earmarked to fund expenditure from the annual revenue budget and the expenditure actually being incurred. These commitment balances are shown in the table within section 3.1.1.2.

3.2.5 Under the Business Rate Retention scheme, the Council is able to retain 100% of business rates sourced from Renewable Energy; in 2016/17 this income totalled just over £538,000. The Council has set aside £33,000 of the receipts in past years in the Localisation of Council Tax and Business Rates reserve. This reserve exists to mitigate against the impact of risk and changes brought about through the new Business Rate Retention and Council Tax Localisation schemes. The Agreement is being reviewed by County and this addition to the reserve will help towards any uncertainties going forward.

3.3 Capital Commitments

3.3.1 After taking in account carried over commitments from 2016 / 17 and supplementary estimates, the Council's capital programme totalled £2,419,000 in 2016 / 17. The largest defined projects in the year related to the demolition of St Cedds and creation of car park that has now been completed, and the new service Kiosk on the prom that has been carried forward as per the below table.

3.3.2 As at 31 March 2017, a number of capital projects were still on-going and the following budget amounts were requested to be carried over into 2017 / 18:

Capital Project	2016 / 17 Budget	2016 / 17 Expenditure	Budget to carry forward
	£	£	£
New leisure centre contract	295,000.00	178,485.82	116,514
New Service Kiosk Prom	160,000.00	0.00	160,000
Leisure Centre Planned Maintenance Prog	111,000.00	79,570.15	31,430
Tip Road Adj Prom	80,000.00	0.00	80,000
Burnham Cemetery Roadway	57,000.00	0.00	57,000
CRM Project	53,000.00	0.00	53,000
Prom Road Repairs 15/16	50,000.00	0.00	50,000
IT Project Officer	50,000.00	0.00	50,000
Sharepoint Phase 2	40,000.00	0.00	40,000
CCTV High St & Car Park system upgrade	30,000.00	0.00	30,000
I Dox Application	22,000.00	19,624.06	2,300
Riverside Park Info Boards 15/16	20,000.00	0.00	20,000
Parks Vehicles & Mowers	20,000.00	0.00	20,000
Coastal and Communities Fund	18,000.00	0.00	18,000
Prom Depot Electronic Gates	15,000.00	0.00	15,000
CCTV - Prom Upgrade	14,000.00	4,990.00	9,010
Rangers Vehicle	14,000.00	10,109.80	3,890
Purchase of Waste Van	12,000.00	0.00	12,000
Sea Wall Path Resurfacing	11,000.00	0.00	11,000
Prom Park Entrance Refurbishments	10,000.00	0.00	10,000
Winter Car Parking Prom	10,000.00	0.00	10,000
Riverside Park Footpaths	9,000.00	0.00	9,000
Park and TIC Network Upgrade	8,000.00	6,586.02	1,400
Telephony Review/Upgrade	5,000.00	0.00	5,000
TOTAL	1,114,000	299,366	814,544

4. CONCLUSIONS

4.1 Income and expenditure levels came in under the revised budget. This was as a result of salary savings, goods and services underspends and reduced income and contributions. Some underspends have been moved into Earmarked Reserves to help support specific projects in future years.

4.2 The salary underspends have arisen due to a number of vacancies across various departments of the Council; these savings exceed the 1% vacancy saving built into the 2016 / 17 original budget.

4.3 A number of capital projects have been completed in year, however, some projects have slipped and budgets haven been committed at year end accordingly.

5. IMPACT ON CORPORATE GOALS

5.1 This report links to the corporate goal of ‘delivering good quality, cost effective and valued services’.

6. IMPLICATIONS

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risks** – There are no corporate risk issues associated with this report.
- (iv) **Impact on Resources (financial)** – The outturn position will have a favourable impact upon the level of reserves available in the future.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

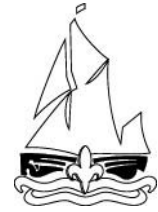
Enquiries to: Carrie Cox, Finance Manager, (Tel: 01621 875799).

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Cost Centre	Budget 2016/2017	Actual 2016/2017	(Saving) / Overspend
Chief Executive			
101 Corporate Core	467,100	467,342	242
Service Area Total	467,100	467,342	242
Resources Directorate			
102 Election Management	57,400	56,438	(962)
103 Policy & Comms	173,200	172,827	(373)
105 Human Resources	161,600	160,796	(804)
108 Committee Services	258,900	261,189	2,289
109 General Office Support	33,000	32,995	(5)
113 Finance	317,100	304,864	(12,236)
119 ICT Services	363,100	365,798	2,698
121 Council Offices	160,400	162,779	2,379
Service Area Total	1,524,700	1,517,686	(7,014)
Customer & Communities Directorate			
110 Customer Contact Centre	436,700	421,238	(15,462)
114 Revenues & Benefits	642,000	614,971	(27,029)
118 Leisure and Countryside Management	272,800	269,056	(3,744)
133 Environmental Waste	198,400	199,978	1,578
141 Parks Operational	465,800	460,377	(5,423)
153 Community Rangers	298,300	300,862	2,562
Service Area Total	2,314,000	2,266,482	(47,518)
Planning Services Directorate			
132 Environmental Health	462,600	451,167	(11,433)
134 Housing	494,300	494,324	24
163 Enforcement	169,400	165,813	(3,587)
164 Economic Development	95,100	89,369	(5,731)
165 Planning Policy Services	309,200	307,378	(1,822)
166 Planning Admin Services	251,100	251,402	302
167 Development Control	507,100	481,821	(25,279)
168 Building Control	130,100	122,105	(7,995)
Service Area Total	2,418,900	2,363,379	(55,521)
TOTAL	6,724,700	6,614,889	(109,811)

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REPORT of DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
14 JUNE 2017**

SUPPLEMENTARY ESTIMATES AND VIREMENTS: 1 APRIL - 19 MAY 2017

1. PURPOSE OF THE REPORT

- 1.1 To report virements and supplementary estimates agreed under delegated powers to this Committee.
- 1.2 To inform Members of procurement exemptions that have been granted in the period.

2. RECOMMENDATION

That the supplementary estimates and procurement exemptions granted during the period, as detailed in paragraph 3.3 and 3.4 below, are noted.

3. SUMMARY OF KEY ISSUES

3.1 Rules and Regulations

- 3.1.1 The approval and reporting arrangements in relation to virements and supplementary estimates are set out in the Financial Regulations and Financial Procedures. These are as follows:

Virements (movements) within the same budget head:

- Agreed by the relevant Director and the Director of Resources.

Virements between different budget heads:

- Up to £20,000 – Director and Director of Resources and reported in monthly Members Bulletin;
- Over £20,000 up to £50,000 – Director, Director of Resources, in consultation with relevant Standing Committee Chairman and reported to the next Finance and Corporate Services Committee;
- Over £50,000 - the Finance and Corporate Services Committee.

Supplementary estimates:

- Up to £20,000 – Director, Director of Resources and Chief Executive in consultation with the Chairman of the Finance and Corporate Services

Committee and the Leader of the Council and reported to the next meeting of the Finance and Corporate Services Committee;

- Over £20,000 – the Finance and Corporate Services Committee.

3.1.2 The Contract Procedure Rules provide information in relation to procurement exemptions. The exemption enables the Council to waive any requirements within the contract procedure rules for specific projects.

3.1.3 Procurement exemptions should be signed by the Officer and countersigned by the Director of Resources and, where appropriate, the Chairman of the Finance and Corporate Services Committee.

3.2 Virements

3.2.1 There were no virement requests to report.

3.3 Supplementary Estimates

3.3.1 A supplementary revenue estimate was requested for £10,100 for sickness cover arrangements for the post of a temporary Community Protection Officer.

3.4 Procurement Exemptions

3.4.1 A procurement exemption request was received from Customers and Communities to waive the three quote process to enable the Council to purchase a replacement second-hand Land Rover costing £33,950 (excluding VAT). The procurement exemption was approved on 12 May 2017.

3.4.2 A procurement exemption request was received from Customers and Communities in relation to the supply and installation of safety surfacing around the Galleon at the Valley Play Site in Promenade Park. The total value of these works is £6,003 (excluding VAT) and the procurement exemption was approved on 19 May 2017.

4. CONCLUSION

4.1 One supplementary estimate has been granted and two procurement exemptions have been utilised over the period to waive the procurement requirements set out in the Contract Procedure Rules.

5. IMPACT ON CORPORATE GOALS

5.1 The adherence to the Financial Regulations and Financial Procedures contributes towards the corporate goal of ‘Delivering good quality, cost effective and valuable services’.

6. IMPLICATIONS

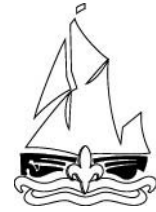
- (i) **Impact on Customers** – None identified.

- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – None identified.
- (iv) **Impact on Resources (financial)** – These are discussed above.
- (v) **Impact on Resources (human)** – None identified.
- (vi) **Impact on the Environment** – None identified.

Background Papers: None.

Enquiries to: Emma Foy, Director of Resources, (Tel: 01621 875762).

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**REPORT of
DIRECTOR OF RESOURCES**

to
FINANCE AND CORPORATE SERVICES COMMITTEE
14 JUNE 2017

STRATEGIC AND FINANCIAL PLANNING PROCESS

1. PURPOSE OF THE REPORT

1.1 To agree the annual Strategic and Financial Planning Process (S&FPP) for 2018 / 19.

2. RECOMMENDATION

That the Strategic and Financial Planning Process for 2018 / 19 as set out at **APPENDIX 1** be approved.

3. SUMMARY OF KEY ISSUES

3.1 The latest estimate of the budget gap in the Medium Term Financial Strategy (MTFS) is summarised below.

	2018 / 19	2019 / 20	2020 / 2021
	£000	£000	£000
Gap per MTFS Feb 2017 Council	448	527	69
<i>Final Settlement</i>			
Additional Rural Services Delivery Grant	5		
Revised gap	453	527	69

3.2 Whilst the Council has a strong record in delivering efficiency savings with minimal impact to front line services the challenge to deliver balanced budgets in 2018 / 19 and 2019 / 20 is significant.

3.3 As set out in the paper to the Council in February, our approach to source efficiencies in the future will be via:

- alternative delivery model of our services, where practicable and there is a financial business case to do so.
- asset rationalisation regarding existing use of office buildings.
- effective use of assets – challenging the asset base and the use of assets and looking to manage and plan maintenance in the most effective way.

- working in partnership with both private and public bodies to improve quality and scope of service and reduce costs.
 - improving efficiency where possible but the scale of the financial constraint will almost certainly require reductions in services.
 - exploring new areas of income generation activities.
 - smarter procurement processes and ways of working.
 - the Council uses a number of service review methods to identify efficiency savings, for example, best value reviews, benchmarking performance with other authorities, testing costs in a range of alternative service delivery options.
- 3.4 The Strategic and Financial Planning Process (S&FPP) and timetable attached in **APPENDIX 1** aims to build on our success and sets out the work that will be undertaken to seek necessary budgetary savings to move towards a sustainable financial position.
- 3.5 The timetable includes a number of opportunities where Members can have a direct influence to the budget setting process (highlighted **bold** in **APPENDIX 1**). It is also suggested that Star Chamber meetings should be held with the Leader of the Council, Deputy Leader of the Council and Chairmen of the three Programme Committees, after their appointments at the Statutory Annual meeting of the Council, and the Corporate Leadership Team to:
- examine the 2016 / 17 outturn position;
 - review the existing fees and charges policies;
 - review capital, revenue growth and savings proposals submitted by Officers.
- 3.6 It is suggested that there will be two Member Seminars, one in July and one in November. All Members will be invited to attend to receive an update on the transformation programme in July and outcome of the Star Chamber meeting in November. In addition to the above, monthly MTFS updates will be provided to all Committee Chairs and Leader and Deputy Leader of the Council. There will be regular reporting on the budget setting process back to this Committee throughout 2017 / 18.
- 3.7 In previous years, the Council has been reliant on soft savings and additional income to balance the budget in years to date and the scope for the identification of future soft savings is diminishing. The attached timetable involves Officers' and Members' inputs at an early stage and aims to allow sufficient time for consultation to be carried out for savings proposals before the 2018 / 19 budget is finalised.

4. CONCLUSION

- 4.1 The proposed framework will drive the budget process for 2018 / 19.

5. IMPACT ON CORPORATE GOALS

- 5.1 The S&FPP will contribute towards our corporate goal “Delivering good quality, cost effective and valuable services”.
- 5.2 The proposed process and timetable is designed to ensure that resources are directed towards the achievement of Council goals, vision, and that decisions follow a logical order.

6. IMPLICATIONS

- (i) **Impact on Customers** – Consultations will be undertaken to listen to the views of customers and the community with the aim of responding to their needs where possible.
- (ii) **Impact on Equalities** – Due regard to equality impact will be taken when making decisions arising from the S&FPP.
- (iii) **Impact on Risk** – The implementation of the S&FPP is designed to minimise the risk of not having a robust Medium Term Financial Strategy.
- (iv) **Impact on resources (financial)** – The process provides a framework for allocating resources.
- (v) **Impact on Resources (human)** – None arising from this report.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Emma Foy, Director of Resources, (Tel: 01621 875762).

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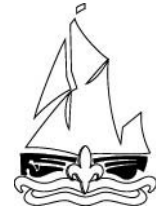
Strategic and Financial Planning Process 2017-18

Target Date	Action	Responsibility
10 May 2017	Approval of the Strategic and Financial Planning timetable by Corporate Leadership Team (CLT)	Director of Resources (DoR)
May 2017	Director of Resources to attend all DMT meetings to commence joint CLT and managers meeting to commence the 16/17 budget setting process	Director of Resources
01 May 2017	Start detailed scrutiny of the base budget and the 2016/17 outturn position to report at June Finance and Corporate Services Committee (F&CS)	Corporate Leadership Team
31 May 2017	CLT discussion on fees and charges policy for 17/18	Corporate Leadership Team
13 June 2017	Strategic and Financial Planning Process (SFPP) approved by F&CS	Director of Resources
13 June 2017	F&CS to approve final 16/17 outturn position and receive progress report on budget scrutiny position.	Director of Resources
June MTFS update	June Medium Term Financial Statement (MTFS) update provided to Leader of the Council, Deputy Leader of the Council, CLT, Heads of Programme Committees	Director of Resources
01-Jul-17	Transformation Programme Official Launch	Corporate Leadership Team
05 July 2017	Asset Management Working Group to discuss 17/18 capital programme put forward as part of 16/17 budget setting process and include session from Cushman and Wakefield on property investment	Director of Resources
08 July 2015	CLT to consider draft MTFS (funding position incl. New Homes Bonus) and budget guidance	Corporate Leadership Team
July MTFS update	June MTFS update provided to Leader, Deputy Leader, CLT, Heads of Programme Committees	Director of Resources
July meeting cycle	Review of the fees and charges policy by the Community Services Committee	Director of Resources
July meeting cycle	Review of the fees and charges policy by the Planning and Licensing Committee	Director of Resources
July meeting cycle	F&CS to receive a MTFS update, approval of the fees and charges policy and also to set guidance on the principles of the 16/17 budget setting process (incl. savings target)	F&CS & DoR
25 July 2017	Member Seminar - Budget update	Director of Resources
31 July 2017	Issue of budget guidance including fees and charges to Directors and managers	Director of Resources
August MTFS update	August MTFS update provided to Leader, Deputy Leader, CLT, Heads of Programme Committees (by email)	Director of Resources

Target Date	Action	Responsibility
September meeting cycle	Consideration by Community Services Committee regarding the capital schemes put forward as part of last year's budget setting process	Director of Resources
Early September 2017	Return of detailed capital bids, revenue growth, savings, fees and charges	Corporate Leadership Team
Mid September	Budget challenge by CLT and members with further member stakeholder session	Corporate Leadership Team
September meeting cycle	Consideration by F&CS Committee regarding the capital schemes put forward as part of last year's budget setting process	Director of Resources
September MTFS update	September MTFS update provided to Leader, Deputy Leader, CLT, Heads of Programme Committees (by email)	Director of Resources
End of September 2017	Joint CLT and managers meeting to provide a budget update	Director of Resources
Early October	Meeting with relevant Committee Chairmen on Capital and Revenue proposals	CLT
Early October	New capital Proposals to be reviewed in details by the Asset Management Working Group	AMWG & Director of Resources
Mid October	Member Seminar - Budget Challenge	Director of Resources
Mid November	Member Seminar - Budget updates	Director of Resources
November meeting cycle	New capital bids & Fees and charges to be considered by Planning and Licensing Committee	Director of Resources
November meeting cycle	New capital bids & Fees and charges to be considered by Community Services Committee	Director of Resources
November meeting cycle	Approval of the Capital bids by F&CS	F&CS & Director of Resources

Target Date	Action	Responsibility
Early/Mid - December	Member Seminar - Budget updates (after the announcement of Provisional Finance Settlement)	Director of Resources
January 2018	Budget consultation with business ratepayers	Director of Resources
January meeting cycle	<i>F&CS to consider and approve:</i> - 2018/19 revenue Budget, Fees and Charges, Growth and Savings - Medium Term Financial Strategy - Treasury Management and Investment Strategy - Recommendation of Council Tax for 2018/19	<i>F&CS & Director of Resources</i>
February Council	<i>Council to receive:</i> - 2018/19 Leader's Budget Speech <i>Council to consider and approve:</i> - 2018/19 budget, Council Tax Setting, fees and charges	<i>Council & DoR</i>
March meeting cycle	<i>F&CS to approve final 18/19 Council Tax (incl. preceptors information)</i>	<i>F&CS & Director of Resources</i>

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**REPORT of
DIRECTOR OF RESOURCES**

to
FINANCE AND CORPORATE SERVICES COMMITTEE
14 JUNE 2017

APPOINTMENT OF REPRESENTATIVES ON LIAISON COMMITTEES / PANELS

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to remind Members of the existing representatives on Liaison Committees / Panels and for new appointments to be made for 2017 /18.

2. RECOMMENDATION

That the Committee appoints representatives to the bodies detailed below, for the ensuing municipal year.

3. SUMMARY OF KEY ISSUES

- 3.1 Members are asked to nominate representatives to serve on the following Liaison Committees / Panels for the ensuing municipal year.

Body	2016 / 17 Representative	Last Meeting
Council Chamber Member Task and Finish Working Group	Leader and Deputy Leader of the Council, Chairman of the Council (Vice-Chairman as Substitute), Chairman (Vice-Chairman as Substitutes of the Community Services and Planning and Licensing Committees) <u>From the Finance & Corporate Services Committee:</u> Councillors Mrs B F Acevedo, B S Beale MBE and A S Fluker (Councillor Mrs H E Elliott as Substitute)	Last meeting – date not known Set up by the Finance and Corporate Services Committee on 24/11/15

Body	2016 / 17 Representative	Last Meeting
Building Control Task and Finish Working Group	Chairman and Vice Chairman of the Finance and Corporate Services Committee (no provision for subs) <i>(plus representatives from the Planning & Licensing Committee)</i>	Set up by the Planning and Licensing Committee on 11/6/15 Last meeting on 17/07/2015
Economic Prosperity and Tourism Working Group (Minute 1002 – 15/04/14)	Councillors Mrs H E Elliott and Rev. A E J Shrimpton <i>(plus representatives from the Finance & Corporate Services and Planning & Licensing Committees)</i>	Last meeting on 16/3/17
Leisure Contract Task and Finish Working Group	Councillors A S Fluker and D M Sismey	Last meeting on 13/9/16 There is a request for a final meeting that has yet to be arranged (Leisure and Community Development Manager is Officer contact).
Strengthening Community Member Task and Finish Working Group (Minute 710 - 17/12/15)	Councillors Mrs B F Acevedo and A S Fluker <i>(plus representatives from the Community Services and Planning & Licensing Committees)</i>	Last meeting on 29/3/17 Further meeting to be arranged (Customers Manager / Community Development Officer are the Officer contacts).
Waste Contract Member Task and Finish Working Group	Chairman and Vice-Chairman of the Finance and Corporate Services Committee Councillors A S Fluker and M R Pearlman <i>(plus representatives from the Community Services Committee)</i>	Last meeting on 21/3/17 The Community Services Committee agreed for this Working Group to be concluded at its meeting on 11 April 2017

Background Papers: None.

Enquiries to: Tara Bird, Committee Services Officer, (Tel. 01621 875791).