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CHIEF EXECUTIVE'S OFFICE
CHIEF EXECUTIVE
Fiona Marshall

14 November 2017

Dear Councillor

You are summoned to attend the meeting of the;

OVERVIEW AND SCRUTINY COMMITTEE

on **WEDNESDAY 22 NOVEMBER 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 M W Helm

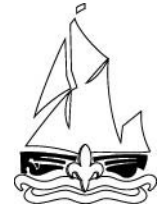
VICE-CHAIRMAN

Councillor R P F Dewick

COUNCILLORS

Mrs P A Channer, CC
P G L Elliott
M S Heard
N R Pudney
S J Savage
Mrs M E Thompson

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**AGENDA
OVERVIEW AND SCRUTINY COMMITTEE**

WEDNESDAY 22 NOVEMBER 2017

1. **Chairman's notices (please see overleaf)**

2. **Apologies for Absence**

3. **Minutes of the last meeting** (Pages 5 - 8)

To confirm the Minutes of the meeting of the Overview and Scrutiny Committee held on 4 October 2017 (copy enclosed).

4. **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 on a specific agenda item, the time slots to be allocated on a "first come first served" basis.
3. Participation may take the form of a statement, or alternatively a question to be addressed to the Chairman. There will be no discussion on questions put unless it is formally moved. In line with the current scheme applied to other Committees, the questions must:
 - not be defamatory, frivolous, vexatious or offensive;
 - not be the same or substantially the same as another question to the same meeting or anything so put in the last six months;
 - not involve the disclosure of confidential or exempt information.
4. Anyone wishing to speak must notify the Committee Clerk between 7.00pm and 7.20pm prior to the start of the meeting.

5. **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).

6. **Review of Performance - Quarter Two 2017 / 18** (Pages 9 - 44)

To consider the report of the Chief Executive, (copy enclosed).

7. **Programme of Work** (Pages 45 - 50)
To consider the report of the Director of Resources, (copy enclosed).
8. **Final Report - Procurement and Delivery of the 2016 / 17 Capital Programme**
(Pages 51 - 56)
To receive and note the report of the Director of Resources, (copy enclosed).
9. **Any other items of scrutiny Members wish to consider**
10. **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

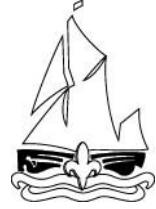
In event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

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.



**MINUTES of
OVERVIEW AND SCRUTINY COMMITTEE
4 OCTOBER 2017**

PRESENT

Chairman	Councillor M W Helm
Vice-Chairman	Councillor R P F Dewick
Councillors	Mrs P A Channer, CC, P G L Elliott, M S Heard, N R Pudney, S J Savage and Mrs M E Thompson

488. CHAIRMAN'S NOTICES

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

489. APOLOGIES FOR ABSENCE

There were none.

490. MINUTES OF THE LAST MEETING

RESOLVED

- (i) that the Minutes of the meeting of the Committee held on 30 August 2017 be received.

Minute No. 352 – 2017 – 2018 Programme of Work

The declaration under **Provision of Healthcare Services** should read “Councillor Mrs P A Channer declared that she was a member of the Maldon Health Hub Partnership Board”.

The reference under **Provision of Healthcare Services** to “John Ryland” should read “John Niland”.

The declaration under **Planning Enforcement** should read “At this point Councillor Mrs P A Channer CC reiterated her earlier declaration being the Chairman of the Planning and Licensing Committee and a member of the South Eastern Area Planning Committee”.

Councillor S J Savage declared a non-pecuniary interest as a Member of the Central Area Planning Committee and provided an update on how the Central Area Planning Committee dealt with the quarterly planning enforcement reports.

Minute No. 355 – Election Update

Councillor Channer had asked that it be noted, that the Council were lucky to have Lynda Elsegood, a very experienced Election Officer, who was always very helpful and knew her field very well, but this had not been recorded in the Minutes.

RESOLVED

- (ii) that subject to the above amendments the Minutes of the meeting of the Committee held on 30 August 2017 be confirmed.

491. PUBLIC PARTICIPATION

There were none.

492. DISCLOSURE OF INTEREST

There were none.

493. 2017 / 18 PROGRAMME OF WORK

The Chief Executive provided an update on the work programme of this Committee for 2017 / 18 on behalf of the Director of Resources.

Councillor Mrs P A Channer declared an interest as the Chairman of Planning and Licensing Committee and as a member of the South Eastern Area Planning Committee.

Councillor S J Savage declared an interest as a member of the Planning and Licensing Committee.

There was some discussion around what the Council could do with regards to the district surgeries advising they couldn't take on any more patients.

Councillor Mrs Channer declared an interest as a patient of the Burnham Surgery.

The Chief Executive advised that she would invite GPs, the Clinical Commissioning Group (CCG) and National Health Service (NHS) England to the December Overview and Scrutiny (O&S) Committee meeting.

In response to a question, the Director of Customers and Community explained that the Primary School Education report had been moved to the January 2018 meeting as Tim Elbourne couldn't attend the October meeting. It was important for Mr Elbourne to attend so that the schools and the Council could work closely together.

Councillor Mrs Channer declared an interest as she was an Essex County Councillor.

In response to a question, the Chief Executive explained that the Council was still waiting for a response from the Royal Mail with regards to their investigation on postal votes not being delivered for the General Election in June 2017, and that once this was received it would be bought back to the committee.

The Chairman informed the committee that Simon Quelch, the Senior Solicitor, was completing a review of the enforcement action process and would this would be brought to the committee in spring 2018.

494. PROJECT UPDATE - PROCUREMENT AND DELIVERY OF THE 2016 / 17 CAPITAL PROGRAMME

The Director of Customers and Community updated Members on the Overview and Scrutiny Committee project reviewing the procurement and delivery of the 2016 / 17 Capital Programme, on behalf of the Director of Resources.

There was a robust discussion around the St Cedd's project and the level of overspend on the project.

A member asked for clarification on whether the Council had permission for lighting, as the original planning consent did not include lighting.

The Chief Executive advised the committee that a full in-depth report on the St Cedd's project, with recommendations, would be brought to the Committee in December.

The Committee advised they would also like to see the original St Cedd's project brief.

It was agreed that the committee would like to receive a further more detailed report about the Capital Projects, including historic projects, and a review of the controls and processes for capital projects, so that the authority does not get into a similar situation as St Cedd's.

495. ANY OTHER ITEMS OF SCRUTINY MEMBERS WISH TO CONSIDER

It was requested that a report be brought back to the Committee to show a breakdown in the moorings and berths in the ownership of the Council at Burnham-on-Crouch, fees chargeable for each, whether they had been collected and whether the vessels had the necessary insurance cover. It was agreed that Councillor P G L Elliott would be the leader Member for this piece of scrutiny.

It was requested that a report be brought back to this Committee to cover the Council's approach to Internal and External Communications. The scrutiny will include the Email System, telephone communications via the Council's contact centre; how the Council could improve its website and include some examples of other authorities' approach to communication and the Council's Digital strategy. It was agreed that Councillors M S Heard and S J Savage would be the lead Members for this piece of scrutiny.

There being no further items of business the Chairman closed the meeting at 8.56 pm.

M W HELM
CHAIRMAN

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REPORT of CHIEF EXECUTIVE

**to
OVERVIEW AND SCRUTINY COMMITTEE
22 NOVEMBER 2017**

REVIEW OF PERFORMANCE - QUARTER 2 2017 / 18

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to supply Members with details of performance against targets set for 2017 / 18 and to ensure that progress is being achieved towards the overall corporate goals and objectives detailed in the Corporate Plan 2015 - 19 adopted by the Council in February 2015, with the most recent annual update approved by the Council in April 2017.
- 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 The Corporate Leadership Team (CLT) held the quarterly performance and risk clinics in early November when the performance and risk information provided for each Directorate was reviewed and challenged where necessary. The aim of these clinics is to manage performance effectively to ensure that progress is being achieved towards the corporate goals and objectives. The full quarterly performance pack produced for each Directorate and reviewed by CLT at these clinics will be placed in the Members' Room following the review of performance by this Committee.
- 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. RECOMMENDATIONS

- (i) That Members' views, comments and questions on the information as set out in this report and **APPENDIX 1** are sought;
- (ii) That Members review and/or scrutinise decisions made by, and the performance of, both Committees and Council Officers;
- (iii) That Members challenge performance or allocation of resources where the Committee feels that the Council's corporate goals may not be achieved;

- (iv) That Members question Members and Officers on decisions and performance, relating to comparisons with service plans and targets, or in respect of particular decisions, initiatives or projects;
- (v) That Members make recommendations to the Chief Executive, Directors, the appropriate Committee and/or Council arising from the outcome of the scrutiny process.

3. SUMMARY OF KEY ISSUES

- 3.1 As agreed by this Committee, **APPENDIX 1** to this report shows the status of all Key Corporate Activities, but additional comments are only provided for those activities and indicators / measures that are behind schedule, at risk or not on target, to facilitate the effective scrutiny of performance.

4. IMPACT ON CORPORATE GOALS

- 4.1 The Council stated its corporate goals and desired objectives in the Corporate Plan for 2015 - 19.
- 4.2 In turn, the Services agreed actions (Key Corporate Activities) that they would take forward in 2017 / 18 to contribute to the achievement of these objectives. Performance indicators and measures were also established to monitor the impact of these actions and to provide evidence of achievements.
- 4.3 To ensure that Maldon District Council progresses towards or achieves the goals stated in the Corporate Plan, it is important that performance is monitored and managed effectively against targets and milestones.
- 4.4 As the Council is accountable to the community, it is also important that it is able to demonstrate it is monitoring and managing performance effectively.

5. 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** – 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** – 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 objectives.
- (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: Fiona Marshall, Chief Executive, (Tel: 01621 875711) or
Julia Bawden, Performance and Risk Officer, (Tel: 01621 876223).

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Review of Performance 2017-18 Quarter 2 (Q2)



OVERVIEW AND SCRUTINY COMMITTEE

QUARTERLY REVIEW OF PERFORMANCE

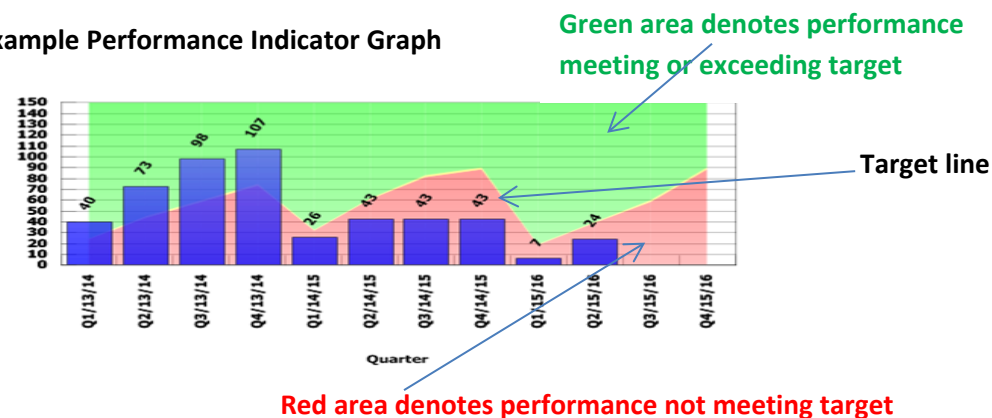
2017-18

QUARTER 2

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

Example Performance Indicator Graph



Review of Performance 2017-18 Quarter 2 (Q2)

Corporate Goal - Strengthening communities to be safe, active and healthy

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

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Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs “At Risk” or “Behind Schedule”
<p>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:</p> <ul style="list-style-type: none"> - 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) - deliver projects with partners and local communities to promote the safe use of our roads and tackle irresponsible driver behaviour - deliver effective education and intervention programmes which promote community safety and reduce vulnerability within the District - work in partnership with statutory partners and communities to develop a framework for tackling and reducing rural crime and strengthening communities 	Ongoing	On track	
<p>Implement with partners targeted projects that contribute to the local health and wellbeing needs:</p> <ul style="list-style-type: none"> - obesity - old age - frailty - isolation - educational attainment 	Ongoing	On track	

Review of Performance 2017-18 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
Embedding the Safeguarding policy and procedures across all the Council services	March 2018	On track	
Identify and implement Strengthening Communities Strategy projects, such as 1) providing at least three volunteer projects within the District's open spaces for improved conservation or improved amenity of those areas 2) Pilot project to tackle social isolation in identified area of need	March 2018	Behind schedule	<p>The Strengthening Communities Task and Finish Group will meet in November, when the Member Group will be asked to endorse the Strengthening Communities Strategy, or to make recommendations for changes.</p> <p>Work has been aligned with the Health and Wellbeing priorities, so that we are maximising the opportunities for targeted and sustainable projects.</p> <p>A pilot project continues in the north of the District, targeting areas which are at a high risk of loneliness and isolation. This project is being supported by resources provided by Essex County Council (ECC), including a formal evaluation.</p> <p>Officers are also developing a work stream to maximise volunteering opportunities in the Communities and Coast team. A number of volunteer projects have been implemented on Council sites, including Promenade Park, Elms Farm Park, Maldon, Heybridge and Burnham-on-Crouch Cemeteries. An average 5 - 6 people have been volunteering on a fortnightly basis. A number of discussions have taken place with larger employers about conservation projects that their staff could contribute to and it is likely that the Community Payback scheme will be undertaking projects later in the year.</p>

Review of Performance 2017-18 Quarter 2 (Q2)

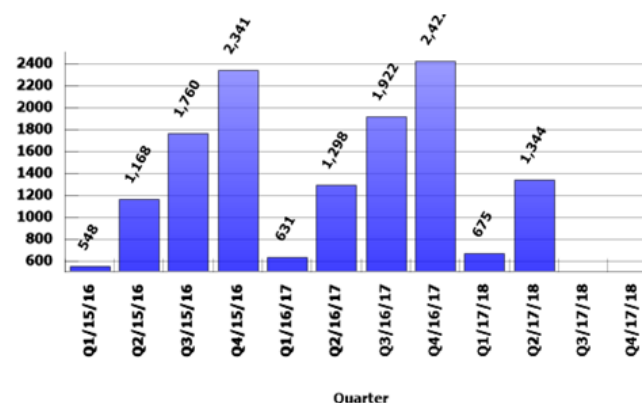
Indicators

For comparison purposes, where available, the figures for the previous year, for the same period in the previous year and the previous quarter are provided.

Indicator	16/17 Actual	17/18 Target	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative For the Year 17/18	On track to achieve annual target
Level of reported crime <i>Low performance is good</i>	2,422 Incidents of all crime	Fewer reported incidents than in previous year	667 Incidents of all crime	1,298 Incidents of all crime	675 Incidents of all crime	669 Incidents of all crime	1,344 Incidents of all crime	No
	1,000 ASB incidents		306 ASB incidents	551 ASB incidents	250 ASB incidents	297 ASB incidents	547 ASB incidents	At risk
	Sanctioned detection rate 12.5%	No target	10.5% (April – Sept 2016)	10.5% (April – Sept 2016)	11.1%	11.1% (for the year to date)	11.1% (for the year to date)	N/A

[Comment on current performance](#)

See below



Review of Performance 2017-18 Quarter 2 (Q2)

Indicator	16/17 Actual	17/18 Target	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative For the Year 17/18	On track to achieve annual target
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Comment on current performance

The community safety partnership continues to implement activities identified within the agreed action plan for 2017 / 18. The partnership has delivered education and interventions for a wide range of areas for this current year which has included the following work:

- Officers continue to work alongside Essex Police and North LPA partners to develop an action plan to tackle gangs and organised crime.
- Officers attend the MACE 1 and MACE 2 meetings to ensure that the needs of vulnerable children for the district are addressed and that processes are in place to tackle the criminal and sexual exploitation of young people. A Southend-on-Sea, Essex and Thurrock (SET) Child Sexual Exploitation (CSE) Toolbox has now been approved and a schools resource pack has now been developed and is available to primary and secondary schools. Members should note that both secondary schools in the district received a professional drama based on exploitation entitled Chelsea's Choice on 18 October 2017. This project has been funded by the Youth Strategy Group and delivered through the ECC Youth Service.
- Officers continue to carry out educational events. This included the delivery of Stay Safe this Summer to 300 year 7 students in July focussing on drug awareness (including psychoactive substances). Get Ready for Summer was held at Promenade Park in July and included a wide range of partners including Essex Police, Essex County Fire and Rescue Service (EFRS), Neighbourhood Watch (NHW), Essex Watch, Provide, Anglian Water, Victim Support, Red Cross, Safer Roads Partnership, Moat Housing, Environment Agency, HM Coastguard, Land Rover Rescue and Maldon District Council. Crucial Crew was delivered to over 600 year 6 students in September and included workshops on fire safety, road safety, anti-bullying, internet safety, park safety, first aid and alcohol awareness.
- Officers continue to engage with the public to ensure that we are aware of perceptions of crime in certain areas and have used events such as Get Ready for Summer, Blackwater Country Show and Burnham Carnival. This will complement the on-line surveys which we complete each year.
- Members should note that the Automatic Numberplate Recognition (ANPR) system for the Dengie Peninsular is now live and operational at both locations. Essex Police will be asked for some sanitised performance statistics to indicate the effectiveness of this system.
- Members should note that at the RAG meeting in October that funding was agreed from partnership funds to support a number initiatives.

In addition to the above, the following are being taken forward in the coming months:

- Public engagement event in Maldon scheduled for 15th November to include parish councils, faith groups and schools.
- Use of technology to collate information and data being extended e.g. Trucam and ANPR
- CCTV in Maldon and Burnham Town Centres being upgraded
- Responsible Authorities Group piloting "live" monitoring of CCTV
- Feasibility of introducing Maldon "street pastors"
- Partnership working with police on property marking initiative to reduce rural crime.

Review of Performance 2017-18 Quarter 2 (Q2)

Tracking Measures

The following are designated as “tracking measures” for which it is inappropriate to set targets as the Council has little control of performance, but establishing these measures will enable us to gauge the impact of our actions on the desired objectives outlined in the Corporate Plan.

Indicator	14/15 Actual	15/16 Actual	16/17 Actual	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative for the year 17/18
No. of aids, adaptations and improvements implemented for older and disabled households by the Home Improvements Team	44	63	69	20	34	10	6	16
No. of households where living conditions were improved through Housing Act interventions	12	21	10	1	2	5	1	6
Overall number of households within the Maldon District that have been assisted as part of the national Green Deal and ECO scheme	690 (Jan 2013 and Mar 2015)	860 (Jan 2013 and Dec 2015)	1,178 (Jan 2013 - Dec 2016)	124	1,126 (Jan 2013 - Sept 2016)	95	The figures provided are always a quarter behind	1,339 (Jan 2013 – June 2017)
Number of assisted installations to improve home energy efficiency through Council promotion	0	20	19	3	5	5	1	6

Review of Performance 2017-18 Quarter 2 (Q2)

Indicator	14/15 Actual	15/16 Actual	16/17 Actual	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative for the year 17/18
Participation in Active Maldon events	New indicator 17/18					<ul style="list-style-type: none"> • 15 led cycling rides – 238 participants • Body care – 14/19 schools, 48 sessions • 2 Xplorer orienteering courses – 226 participants • Walking football – average 14/weekly session • Walking rugby – average 10/weekly session • Fitsteps – average 19/bi-weekly session • Music/movement – average 14/3 sessions a week • Club development workshops (3) – 26 clubs attended • Saltmarsh 75 – 210 participants 		

Review of Performance 2017-18 Quarter 2 (Q2)

Corporate Goal - Protecting and shaping the District

Key Corporate Activities contributing to this goal – 10			
At Risk	Behind Schedule	On Track	Completed
2	3	4	1

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Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs “At Risk” or “Behind Schedule”			
Adopt the Local Development Plan for the District	September 2017	Completed				
Work in partnership to deliver / ensure management / maintenance of strategic infrastructure as per Local Development Plan (LDP)	Ongoing	On track				
Establish management plans with existing and new community groups regarding the management and maintenance of open spaces For 2017 / 18: - Riverside Park, Burnham-on-Crouch - Cemeteries	Ongoing	On track				
Work with partners to seek funding/bring forward flood relief projects for identified surface and coastal flooding risk areas in the District	March 2018	<table border="1"> <tr> <td>At risk North Heybridge Flood Alleviation Scheme (FAS)</td> </tr> <tr> <td>Behind schedule CDA 2 Scheme Brickhouse Farm</td> </tr> <tr> <td>On track CDA1 West Maldon Limebrook Way</td> </tr> </table>	At risk North Heybridge Flood Alleviation Scheme (FAS)	Behind schedule CDA 2 Scheme Brickhouse Farm	On track CDA1 West Maldon Limebrook Way	<p>North Heybridge FAS - We are currently working in partnership with the Environment Agency (EA), Essex County Council (CC), the developer and others on the business case to be submitted with the application for Flood Defence Grant in Aid for this Scheme. Early indications show the cost / benefit ratio as less than 1 which is the cap for any funding coming forward from the EA. We are currently in the process of undertaking a review of the business case to ensure Capita have maximised the benefits within the report. This work is estimated to be completed by 30 November 2017. The status of this is considered to be "at risk" due to the</p>
At risk North Heybridge Flood Alleviation Scheme (FAS)						
Behind schedule CDA 2 Scheme Brickhouse Farm						
On track CDA1 West Maldon Limebrook Way						

Review of Performance 2017-18 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
		<p>On track CDA3 Causeway and Masterplan Area</p>	<p>poor cost benefit ratio as detailed above.</p> <p>In the event that funding is not available, the Council will continue to work with partners on an alternative delivery approach for the scheme.</p> <p>Critical Drainage Area (CDA) 2 Scheme – This scheme (Brickhouse Farm) has been deferred to 2018 / 19 Capital works. In the meantime further hydrology investigatory works are being completed to establish whether the scheme can be sited in an alternative position. This work will be reported to Members once complete. As a result this is considered to be "behind schedule" albeit this is outside of our control.</p>
<p>Adopt the Maldon District Design Guide</p>	<p>September 2017</p>	<p>Behind schedule</p>	<p>The Maldon District Design Guide was approved by the Planning and Licensing Committee in March 2017 for public consultation which ended in June with 20 responses received.</p> <p>In September the Committee approved amendments to the Design Guide and it is now being submitted to Council in November to be adopted as a Supplementary Planning Document.</p>
<p>Co-ordinate work with housing associations and developers to provide affordable housing and meet the identified requirements for older persons' independent living within the District</p>	<p>Ongoing</p>	<p>At risk</p>	<p>There is interest from a number of possible developers and landowners in the Burnham-on-Crouch area, some possible options around the Maldon town area, but fewer considering promoting sites for this use compared with Burnham-on-Crouch.</p> <p>Officers and Members have been working closely to understand and agree the parameters for what constitutes independent living and the criteria for evaluating potential sites so that applications can be considered specifically for this purpose and if</p>

Review of Performance 2017-18 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
			<p>need be potential sites can be brought forward for consideration where there is an identified need, but less interest. This will help speed up the process of evaluating and enabling sites for this purpose.</p>
<p>Work with partners to deliver the new Maldon Health Hub</p>	<p>Ongoing</p>	<p>Behind schedule</p>	<p>The Health Hub Programme Board continues to meet to progress the Health Hub project.</p> <p>The Clinical Commissioning Group (CCG) are continuing to assess what health services should be available at the Hub. This has been delayed whilst the CCG is reviewing their proposal to deliver their Homefirst Strategy, a new way of supporting patients to be discharged from hospital earlier, so they can receive the care they need closer to home. The CCG is planning a full public consultation on Home First this autumn.</p> <p>Should Homefirst be implemented and prove successful it may change the need for the "community beds" in their current form, including at St Peter's. For this reason, the final funding application and consultation for the Maldon Health Hub cannot go ahead until after public views have been heard, the model introduced and potential impact on current care understood.</p> <p>The Project Manager has been asked to confirm clear project milestones so that the project plan can be updated to reflect the impact of this delay.</p> <p>In the meantime, two plans for where services will go within the Health Hub are being developed in parallel – one model including a traditional "community bed" ward, and another where the Hub might not need to make provision for beds in the current sense.</p>

Review of Performance 2017-18 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
			Further work is also required to confirm the impact of Pharmacy relocation into the new facility, and an update will be provided to the next project board meeting.

Review of Performance 2017-18 Quarter 2 (Q2)

Indicators

For comparison purposes, where available, the figures for the previous year, for the same period in the previous year and the previous quarter are provided.

Indicator	16/17 Actual	17/18 Target	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative For the Year 17/18	On track to achieve annual target
Total household waste arising per household <i>Low performance is good</i>	818 kgs. per household	790 kgs. per household	Monitored on an annual basis					N/A
Residual household waste per household <i>Low performance is good</i>	345 kgs. per household	350 kgs. per household	Monitored on an annual basis					N/A
Percentage of household waste sent for reuse, recycling and composting (including separate green waste) <i>High performance is good</i>	57.8%	58%	63.03% (new contract w.e.f. 6/06/2016)	60.55% (new contract w.e.f. 6/06/2016)	63.67%	62.86%	63.1%	Yes

Review of Performance 2017-18 Quarter 2 (Q2)

Indicator	16/17 Actual	17/18 Target	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative For the Year 17/18	On track to achieve annual target
<p>Average number of justified missed collections per collection day</p> <p>Low performance is good</p>	New indicator 17/18	<10 per collection day	New indicator 17/18	New indicator 17/18	9.3	10.75	10	Yes
<p>Total number of justified missed collections</p> <p>Low performance is good</p>	5,602 (6 th June – 31 st March only)	Tracking measure	2,856 actual missed collections New contract w.e.f.6/06/2016	4,155 actual missed collections New contract w.e.f.6/06/2016	484	559	1,043	N/A
<p>Quality of decision: % of total number of decisions on applications made during the assessment period overturned at appeal</p> <p>Low performance is good</p>	8.33% Majors only (for the 2 year minus 9 months period as per DCLG assessment re quality of decisions)	8.5% (for both major and non-major applications)	9.4% Majors only (for the 2 year minus 9 months period as per DCLG assessment re quality of decisions)	8.1% Majors only (for the 2 year minus 9 months period as per DCLG assessment re quality of decisions)	9.92% (major applications) 4.03% (non major applications) for the 2 year minus 9 months period	10 % (major applications) 3.92% (non major applications) for the 2 year minus 9 months period	N/A	No (major applications)

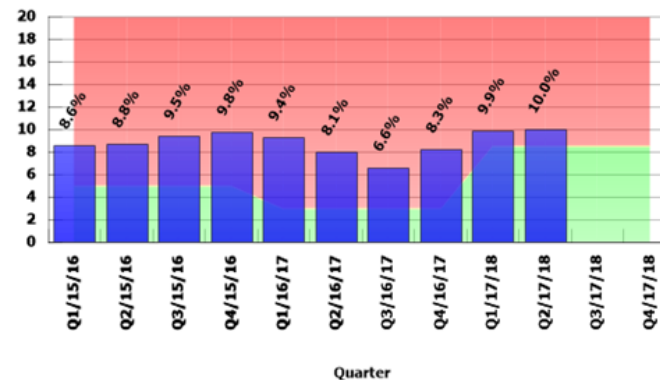
Review of Performance 2017-18 Quarter 2 (Q2)

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 (of whether an authority is designated as underperforming) undertaken by the Department for Communities and Local Government (DCLG in January).

The threshold for appeal decisions allowed will reduce to 10% for the 2018 assessment and will be applied to applications for both major and non-major applications. While current performance is at this threshold for major applications, four of the applications allowed at appeal that are presently part of the assessment period will no longer be part of the consideration when the next assessment is undertaken and will no longer affect the Council’s performance statistics, therefore bringing us within the threshold.

% of total number of decisions on major applications made during the assessment period overturned at appeal



Review of Performance 2017-18 Quarter 2 (Q2)

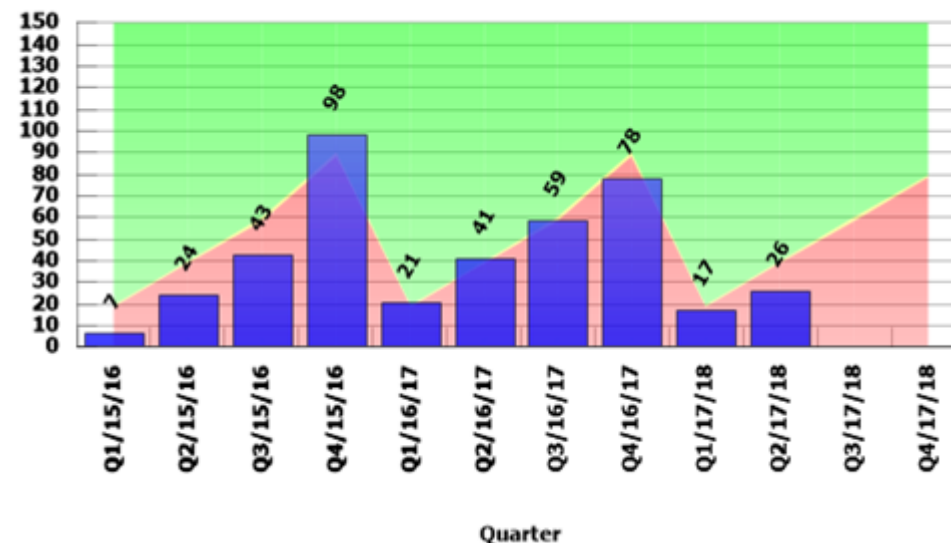
Indicator	16/17 Actual	17/18 Target	Q2 16/17	Cumulative For the Year 16/17	Q1 16/17	Q2 17/18	Cumulative For the Year 17/18	On track to achieve annual target
Total number of open market homes delivered High performance is good	243	180	Monitored on an annual basis					N/A
Total number of affordable homes delivered (through legal agreements and other means) High performance is good	21	130	Monitored on an annual basis					N/A
Total number of long term (i.e. longer than 6 months) empty homes in the District Number of long empty homes returned to use High performance is good	219 as at 31/03/17 (of which 39 have been empty in excess of 5 years) 78	N/A 80	211 as at 30/09/16 (of which 37 have been empty in excess of 5 years) 20	N/A 41	221 as at 30/06/17 (of which 35 have been empty in excess of 5 years) 17	214 as at 30/09/17 (of which 37 have been empty in excess of 5 years) 9	N/A 26	N/A At risk

Review of Performance 2017-18 Quarter 2 (Q2)

Comment on current performance

Since first tackling empty homes the need for housing has increased and the number of transactions (sales and lettings) has risen most years since 2008. This suggests that performance has now plateaued as the market may be encouraging empty home owners to bring their homes back into use. What may now remain is a higher proportion of properties that have been empty for periods far longer than was the average a few years ago. Some of these will require much more investment to bring them back into use and may even be unviable to refurbish in the worst cases.

This issue was considered by the Strategic Housing Board (SHB) in October when it was agreed that officers will look into options for more rigorous forms of intervention including enforcement action. The outcome of this is to be reported back to the SHB in December and updates provided to the various Committees.



Review of Performance 2017-18 Quarter 2 (Q2)

Tracking Measures: The following are designated as “tracking measures” for which it is inappropriate to set targets as the Council has little control of performance, but establishing these measures will enable us to gauge the impact of our actions on the desired outcomes outlined in the Corporate Plan.

Indicator	14/15 Actual	15/16 Actual	16/17 Actual	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative for the year 17/18
Fly tipping								
- No. of incidents	- 222	- 214	- 381	- 102	- 153	- 103	- 116	- 219
- % removed within standard time	- 100%	- 100%	- 100%	- 100%	- 100%	- 100%	- 100%	- 100%
No. of reports received from the public re litter	75	38	26	8	10	1	0	1
No. of fixed penalty notices issued relating to litter offences	16	18	30	8	10	11	21	32
No of reports received from the public re dog fouling	94	50	74	12	23	8	1	9
No. of fixed penalty notices issued relating to dog fouling offences	23	12	10	0	1	4	0	4
No. of sites in District (out of 21) where NO2 levels exceed 90th percentile of National Air Quality annual mean objective	N/A	N/A	N/A	10	N/A	14	10	N/A
Number of flood alleviation schemes implemented in the District as a result of grant funding/partnership working	New indicator 17/18	New indicator 17/18	New indicator 17/18	To be monitored on an annual basis				
Number of households removed from flood risk as a result of schemes implemented	New indicator 17/18	New indicator 17/18	30	To be monitored on an annual basis				

Review of Performance 2017-18 Quarter 2 (Q2)

Indicator	14/15 Actual	15/16 Actual	16/17 Actual	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative for the year 17/18
Affordable housing needs assessment	New indicator 16/17	New indicator 16/17	130	130	N/A	Monitored half yearly	Awaited – due to other pressures this has not been undertaken	
I. Total no. of applicants who approached MDC's Housing service	I. 626	I. 462	I. 424	I. 109	I. 220	I. 140	I. 158	I. 298
II Number of applicants who were either prevented from becoming homeless or their situation was resolved through intervention	II. 287	II. 135	II. 93	II. 30	II. 45	II. 15	II. 19	II. 34
III Number of applicants who proceeded to make a formal homelessness application/those accepted as statutory homeless	III. 36	III. 38	III. 25	III. 6	III. 14	III. 12	III. 11	III. 29
IV Number of applicants given advice, but unsuccessful in preventing/relieving the risk of homelessness	IV. 303	IV. 288	IV. 306	IV. 73	IV. 161	IV. 113	IV. 128	IV. 241
Number of people registered with the Council for housing in Bands A-C of the Council's policy for determining Housing Need	New indicator 17/18	New indicator 17/18	New indicator 17/18	New indicator 17/18	New indicator 17/18	192	179	N/A
Number of properties available to offer those with a housing need during the quarter	New indicator 17/18	New indicator 17/18	New indicator 17/18	New indicator 17/18	New indicator 17/18	42	58	N/A

Review of Performance 2017-18 Quarter 2 (Q2)

Indicator	14/15 Actual	15/16 Actual	16/17 Actual	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative for the year 17/18
Number of households in temporary accommodation at the end of the quarter	New indicator 17/18	New indicator 17/18	New indicator 17/18	New indicator 17/18	New indicator 17/18	13	12	N/A

Review of Performance 2017-18 Quarter 2 (Q2)

Corporate Goal - CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY

Key Corporate Activities contributing to this goal - 12				
Not started	At Risk	Behind Schedule	On Track	Completed
1			11	

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
Implement the agreed business engagement framework including the development of a Local Business Forum and Chambers	March 2018	On track	
Develop a package to promote the District as a place of choice to start and grow a business	March 2018	On track	
Through partnership working with local businesses and agencies, implement the action plans for the Central Area Master Plan: a) Causeway Regeneration Area b) The Leisure Quarter c) Maldon Central	Ongoing	Causeway On track Leisure Quarter On track Maldon Central On track	
Co-ordinate the delivery of an Enterprise Centre for the Maldon District	Ongoing	On track	
Promote the District as a destination of choice by: a) Defining and promoting new / existing employment land b) Implementing key projects from the Maldon District Marketing Plan with partners to increase visitor numbers and visitor spend in the District	Ongoing March 2018	On track On track	
Develop and implement a strategy to meet the skills need within the District	March 2018	On track	

Review of Performance 2017-18 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
Agree a vision for, and develop, a Planning Performance Agreement (PPA) to maximise benefits from the development of a new nuclear power station at Bradwell	Vision - June 2017 Agreement – March 2018	Not started	<p>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.</p> <p>The GDA process will take a number of years to complete. There are a number of different consents and permissions to be achieved before a nuclear power station can be constructed. As well as successful completion of the GDA process, other requirements include development consent, site licensing and environmental permits.</p> <p>The Council is working with Essex County Council to prepare a work plan of key areas for review linked to the draft Planning Performance Agreement (PPA) Vision. This will be reported to the Joint Member Bradwell Board in due course.</p> <p>Joint working with Suffolk Authorities continues.</p> <p>PPA likely spring 2018 onwards.</p>
Promote and support improved Broadband connectivity	Ongoing	On track	
Work with partners on the Total Transport pilot project	March 2018	On track	

Review of Performance 2017-18 Quarter 2 (Q2)

Tracking Measures: The following are designated as “tracking measures” for which it is inappropriate to set targets as the Council has little control of performance, but establishing these measures will enable us to gauge the impact of our actions on the desired outcomes outlined in the Corporate Plan.

Indicator	14/15 Actual	15/16 Actual	16/17 Actual	Q2 16/17	Q1 16/17	Q2 17/18
Within the District total number of employee jobs Source: National Online Manpower Information System (NOMIS)	19,400 2014	19,000 2015	Figure not yet available	Monitored on an annual basis		
Claimant Count Source: NOMIS	430 (as at Feb 2015) (Job Seekers Claimants)	370 (as at March 2016) (Job Seekers and Universal Credit out of work claimants)	385 (as at March 2017) (Job Seekers and Universal Credit out of work claimants)	335 (as at Sept 2016) (Job Seekers and Universal Credit out of work claimants)	360 (as at June 2017) (Job Seekers and Universal Credit out of work claimants)	345 (as at September 2017) (Job Seekers and Universal Credit out of work claimants) Not seasonally adjusted
Number of business enterprises within the District Source: NOMIS	3,090 (2014)	3,270 (2015)	3,295 (2016)	Monitored on an annual basis		
Number of empty National Non Domestic Rates (NNDR) properties within the District	199 (as at March 2015)	187 (as at March 2016)	168 (as at March 2017)	185 (as at Sept 2016)	173 (as at June 2017)	167 (as at Sept 2017)
NNDR Collectable Debt	£13.85m	£14.17m	£14.85m £0.57m real terms increase	Monitored on an annual basis		
Number/percentage of 16 – 18 year olds in the District not in employment, education or training Source: ECC	101 (as at March 2015) (16 – 19 year olds)	80 (as at March 2016) (16 – 19 year olds)	31 (as at March 2017) Equivalent to 2.1% of 16 – 18 year olds in the District not in employment, education or training	Monitored on an annual basis		

Review of Performance 2017-18 Quarter 2 (Q2)

Indicator	14/15 Actual	15/16 Actual	16/17 Actual	Q2 16/17	Q1 16/17	Q2 17/18
Number of participants starting in apprenticeship schemes within the District Source: Department for Education (DfE)	520	540	440 (Figures for August – April only. Figures for full year not yet published)	Monitored on an annual basis		
Total visitor spend in the District Source: Tourist Information Centre (TIC) – Economic Impact of Tourism report	£150m (2014)	£155.5m (2015)	£160.8m (2016)	Monitored on an annual basis		

Review of Performance 2017-18 Quarter 2 (Q2)

Corporate Goal - Delivering good quality, cost effective and valued services

Key Corporate Activities contributing to this goal - 10				
Not Started	At Risk	Behind Schedule	On Track	Completed
1	1	4	4	

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
Implement Workforce Development Plan projects for 17/18: a) Monitor / review use of the Performance Review System and transfer it onto Human Resources Information System (HRIS) b) Develop a recruitment strategy c) Introduce a Total Reward Policy d) Conduct a Council-wide skills audit	March 2018	Performance Review At risk	While we continue to review the features of the HRIS no further action will be taken to implement self-service. Without this feature, the transfer of the performance review system to the HRIS will not proceed. The new performance review system relies on an accurate record for each member of staff to be logged. It was intended to utilise the HRIS for this purpose, although there would be an associated cost to configure onto the system. In the interim, PDF and Word forms have been created which have proved to be an effective solution at no additional cost. It is the intention to continue the current method as this more than meets the requirement of the new process and not incur any additional costs. Undertaking a Council wide skills audit has not started yet, but will be carried out for completion by the end of March 2018 with the analysis and actions to be undertaken in 2018 / 19.
		Recruitment Strategy On track	
		Total Reward Policy On track	
		Skills Audit Not started	

Review of Performance 2017-18 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
Implement the ICT Strategy projects for 17/18: a) Implement a new telephony system b) Upgrade the e-mail system	March 2018 August 2017	Telephony Behind schedule E-mail Behind schedule	<p>Telephony - The IT Team Leader has drafted the telephony system scope for review by Director of Resources. The IT Manager will be getting a copy of the specification used at Colchester Borough Council (BC) for comparison and to update the draft MDC specification. Once this has been agreed by all stakeholders, procurement will be involved to progress the publication of project initiation documentation and to get demos of possible new solutions.</p> <p>E-mail -A review of the current Active Directory and Exchange 2007 environment has been completed and a Project Initiation Document has been drafted. A high level migration proposal will be submitted to Finance & Corporate Services Committee in due course.</p>
Deliver the Medium Term Financial Strategy to achieve a balanced budget	Ongoing	On track	<p>While this is shown as "on track" a savings requirement has been identified of £986,000 over the next three years. It is anticipated that there will be a balanced budget in 2018/19, but that these savings will need to be found over the medium term.</p> <p>The KCA proposed for 18/19 is "Achieve a balanced budget over the medium term".</p>
Agree the vision for the Council's Transformation Strategy and a programme of transformation projects for implementation	March 2018	Behind schedule	<p>A report will be submitted to Council in December.</p> <p>For 2018 / 19 the proposed KCA is "Deliver the Transformation Programme in accordance with the Commercial Strategy".</p>

Review of Performance 2017-18 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs “At Risk” or “Behind Schedule”
Embed the process for the approval of externally funded projects before submission to Council (using the Corporate Projects Working Group)	Ongoing	On track	
Develop and implement an income generation programme	Ongoing	Behind schedule	<p>The income generation programme includes the following:</p> <ul style="list-style-type: none"> • Treasury Management - implemented August 2017 • Housing options – decision December 2017 • Commercial property investment – registration July 2017 • Crematorium - ongoing project to report back in January 2018. <p>The key project within this programme is the Crematorium, which is considered to be behind schedule hence the overall status being assessed as such.</p>

Review of Performance 2017-18 Quarter 2 (Q2)

Indicators

For comparison purposes, where available, the figures for the previous year, for the same period in the previous year and the previous quarter are provided.

Indicator	16/17 Actual	17/18 Target	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative For the Year 17/18	On track to achieve annual target
Time taken to process Housing Benefit/Council Tax Support new claims <i>Low performance is good</i>	14.8 days	15 days	14.4 days	13.3 days	15.9 days	13.1 days	14.6 days	Yes
Time taken to process Housing Benefit/Council Tax Support change of circumstances <i>Low performance is good</i>	4.99 days	8.5 days	9.76 days	7.85 days	10.4 days	6 days	8.38 days	Yes
% Council Tax collected <i>High performance is good</i>	98.37%	98.3%	28.1%	66.4%	38.24%	28.2%	66.44%	Yes
% Business Rates collected <i>High performance is good</i>	98.42%	98%	27.79%	64.77%	38.86%	26.26%	65.12%	Yes
Percentage of major planning applications determined within 13 weeks <i>High performance is good</i>	92.42%	80%	92.86%	92.86%	100%	93.33%	96%	Yes

Review of Performance 2017-18 Quarter 2 (Q2)

Indicator	16/17 Actual	17/18 Target	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative For the Year 17/18	On track to achieve annual target
Percentage of minor planning applications determined within 8 weeks High performance is good	86.71%	75%	85.19%	84.66%	94.52%	96%	95.33%	Yes
Percentage of other planning applications determined within 8 weeks High performance is good	94.6%	85%	95.17%	92.91%	97.86%	96.27%	97.08%	Yes
% of major planning applications acknowledged within 10 working days High performance is good	89.47%	95%	100%	93.3%	86.67%	81.82%	84.62%	No
% of minor planning applications acknowledged within 5 working days High performance is good	54.57%	95%	43.42%	36.65%	60.56%	67.68%	64.7%	No

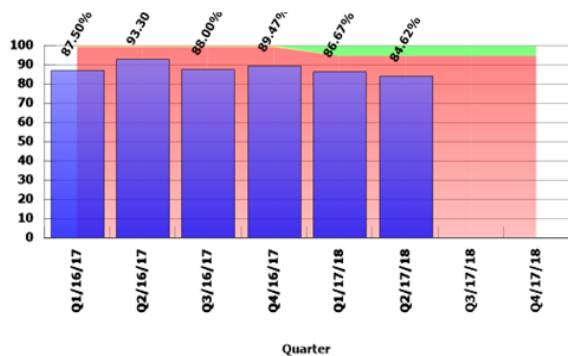
Review of Performance 2017-18 Quarter 2 (Q2)

Indicator	16/17 Actual	17/18 Target	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative For the Year 17/18	On track to achieve annual target
% of other planning applications acknowledged within 5 working days High performance is good	55.75%	95%	50.4%	43.91%	64.34%	63.41%	63.91%	No

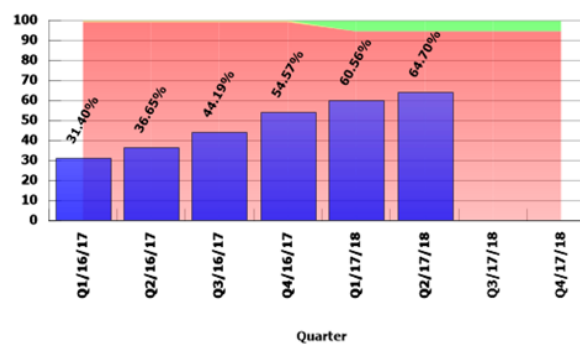
Comment on current performance

A review has been undertaken of a number of aspects of the Planning Service, which included looking at improving this area of performance and options are being considered.

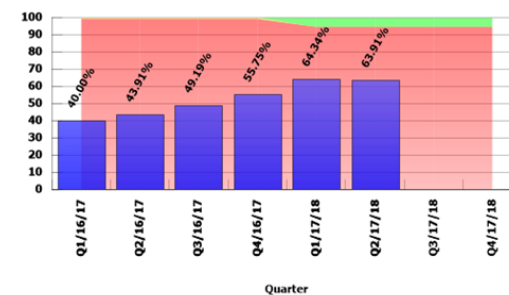
% of major planning applications acknowledged within 10 working days



% of minor planning applications acknowledged within 5 working days



% of major planning applications acknowledged within 10 working days



Review of Performance 2017-18 Quarter 2 (Q2)

Indicator	16/17 Actual	17/18 Target	Q2 16/17	Cumulative For the Year 16/17	Q1 17/18	Q2 17/18	Cumulative For the Year 17/18	On track to achieve annual target																										
<p>Average number of days lost per (Full Time Equivalent) FTE due to sickness</p> <p>Low performance is good</p>	<p>12.4 days</p> <ul style="list-style-type: none"> 5.32 days short term absence 7.08 days long term absence 	8 days	<p>3.1 days</p> <ul style="list-style-type: none"> 1.21 days short term absence 1.89 days long term absence 	<p>5.87 days</p> <ul style="list-style-type: none"> 2.46 days short term absence 3.41 days long term absence 	<p>2.89 days</p> <ul style="list-style-type: none"> 0.85 days short term absence 2.04 days long term absence 	<p>2.33 days</p> <ul style="list-style-type: none"> 1.25 days short term absence 1.08 days long term absence 	<p>5.22 days</p> <ul style="list-style-type: none"> 2.1 days short term absence 3.12 days long term absence 	No																										
<p>Comment on current performance See below</p>				<table border="1"> <caption>Chart Data: Average number of days lost per FTE</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1/15/16</td><td>3.59</td></tr> <tr><td>Q2/15/16</td><td>6.60</td></tr> <tr><td>Q3/15/16</td><td>9.52</td></tr> <tr><td>Q4/15/16</td><td>12.42</td></tr> <tr><td>Q1/16/17</td><td>2.77</td></tr> <tr><td>Q2/16/17</td><td>5.87</td></tr> <tr><td>Q3/16/17</td><td>9.17</td></tr> <tr><td>Q4/16/17</td><td>12.40</td></tr> <tr><td>Q1/17/18</td><td>2.89</td></tr> <tr><td>Q2/17/18</td><td>5.22</td></tr> <tr><td>Q3/17/18</td><td></td></tr> <tr><td>Q4/17/18</td><td></td></tr> </tbody> </table>					Quarter	Value	Q1/15/16	3.59	Q2/15/16	6.60	Q3/15/16	9.52	Q4/15/16	12.42	Q1/16/17	2.77	Q2/16/17	5.87	Q3/16/17	9.17	Q4/16/17	12.40	Q1/17/18	2.89	Q2/17/18	5.22	Q3/17/18		Q4/17/18	
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Review of Performance 2017-18 Quarter 2 (Q2)

A target of 8 days was set for 2017 / 18 based on the results of the 2016 Chartered Institute of Personnel and Development (CIPD) Absence Management Survey which showed that the average figure for the public sector was 8.5 days per employee. However, it was acknowledged that this was a very stretching target.

The Q2 overall sickness figure fell to 428.96 total FTE days lost or 2.33 days total days lost per FTE which is the lowest quarterly overall figure since Q1 14 / 15 and demonstrates that the HR interventions, management training and new policy put in place to reduce levels are having a positive impact.

Human Resources and Management continue to work in partnership to manage long term absences cases and implement effective interventions under the Attendance Management Policy.

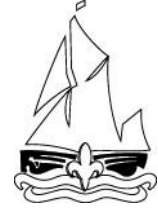
Free of charge flu vaccinations have again been offered to all staff and Members. This is hoped to have an impact on short term absence figures, particularly in the forthcoming winter months.

Managers are continuing to 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.

A follow up training and workshop session on Attendance Management was delivered to all managers at the Managers' Forums in August and September when the figures were reported to managers. They were made aware of the target figure and the importance of taking responsibility to manage attendance levels in their teams and to undertake the appropriate actions under the policy.

It is hoped that the new Policy and processes will facilitate a reduction in average sickness absence levels closer to the 8 days MDC target figure for the 17 / 18 financial year.

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REPORT of DIRECTOR OF RESOURCES

to
**OVERVIEW AND SCRUTINY COMMITTEE
22 NOVEMBER 2017**

2017 / 18 PROGRAMME OF WORK

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this paper is to provide an update on the work programme of this Committee for 2017 / 18.

2. RECOMMENDATION

That the contents of this report be noted.

3. SUMMARY OF KEY ISSUES

This report is for Members' information only.

- 3.1 The Committee considered and agreed a programme of work for 2017 / 18 at its meeting on 22 June 2017 and **APPENDIX 1** provides an update on each of the various agreed scrutiny topics.

4. CONCLUSION

- 4.1 The work programme for 2017 / 18 is progressing in line with expectation.

5. IMPACT ON CORPORATE GOALS

- 5.1 The work of the Overview and Scrutiny Committee supports the Corporate Goal of: "Delivering good quality, cost effective and valued services".

6. IMPLICATIONS

- (i) **Impact on Customers** – Scrutiny work may aid in improvements to service to the public by the Council and external authorities.
- (ii) **Impact on Equalities** – None identified.

- (iii) **Impact on Risk** – Recommendations arising from scrutiny could assist in mitigating corporate risks.
- (iv) **Impact on Resources (financial)** – Officer time in preparing the reports and supporting information.
- (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 876762).

Overview and Scrutiny Committee

2017 / 18 Programme of Work

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
Provision of Healthcare Services - Maldon Health Hub and the recruitment and retention of GPs	Councillor S J Savage Councillor Mrs M E Thompson	Chief Executive	<p>On 9 October Mid Essex Clinical Commissioning Group (CCG) launched an engagement programme to talk about their Homefirst plans that will aim to help more people recover at home after a spell in hospital. The engagement programme will continue for ten weeks, the CCG hopes to talk to local communities and groups about the plans and gather feedback from local people on Home First. Dr Caroline Dollery, Chairperson of Mid Essex CCG has explained that: “Advances in healthcare are creating new opportunities to improve care for people. Home First is a different way of providing rehabilitation and support to help people recover after a spell in an acute hospital. "It works on the principle of people being discharged from hospital, once they are medically fit, to a place that would enable their best recovery". This place could be home, an enhanced nursing home or a community hospital bed – whatever is the most appropriate place for that person – there would not be ‘one plan for all’.</p> <p>A public information event is planned for Tuesday 7 November at the Plume School.</p> <p>An update is awaited from the Project Manager to confirm how the learning from this process will impact on the plan for delivery the Maldon Health Hub project.</p>
Provision of Healthcare Services - recruitment and retention of GPs	Councillor N R Pudney Councillor Mrs M E Thompson	Chief Executive	<p>The original purpose of the scrutiny was to meet with a representative from the National Health Service.</p> <p>(NHS) England to allow for the service to account for the practice of agreeing developer contributions to mitigate the pressures on local medical centres, where such medical centres are at capacity and where the operators of such medical centres object to planning applications within their catchment areas on the grounds on incapacity. However Members raised at the June 2016 meeting, that GP surgeries had advised they were unable to take on more patients despite such contributions being made.</p>

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
			<p><u>Heybridge Surgery</u> An update is awaited from the CCG's Project Manager on delivery of the Heybridge primary care estate project.</p> <p><u>Maldon Surgery</u> This development is to be located within the new Health Hub, so is contingent upon progress of this project.</p> <p><u>Dengie Surgeries</u> An update is awaited from the CCG on delivery of primary care estate projects for the Dengie Peninsula.</p> <p><u>GP Recruitment</u> Mid Essex CCG are working with GPs to address the shortfall in a number of ways and will be invited to the January 2018 meeting to provide an update on progress of this work.</p>
Section 106	Councillor Mrs M E Thompson	Chief Executive	It was noted that the Committee would receive an update on Section 106 Agreements on a six monthly basis – next report due in February 2018.
Planning Enforcement	Councillor M W Helm with assistance from Councillor R P F Dewick	Chief Executive	<p>The scope of the review for planning enforcement is a review of the Council's approach to initiating legal action on enforcement cases, sign off of that action and the Council's approach to risk assessment on cases at the outset and as they progress.</p> <p>This will be reported at the meeting in March 2018.</p>
Primary school education in the District	Councillor Mrs M E Thompson		<p>To understand the standards of education being provided in the Maldon District at primary level. The Committee was presented with a report at its meeting in January 2017 and received a presentation from education providers including Essex County Council and. The Committee agreed at this meeting that the scrutiny should be re-visited at a future date.</p> <p>Following a meeting with the scrutiny sponsor, Councillor Mrs Thompson, it has been</p>

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
			decided to defer the item until January 2018 . The decision was made following advice that Revd. Elbourne (Chelmsford Diocese) was unavailable for the October Meeting. The delay will enable both the County Council and the Church to update Members on educational performance in the Maldon District during 2017.
Procurement and Delivery of the 2016 / 17 Capital Programme	Councillor Helm	Director of Resources	The Chairman proposed a new item of scrutiny be added to the work programme to incorporate all capital projects to review whether they were being delivered on time and on budget along with any issues regarding procurement. See report on the agenda (November 17 meeting).
Administration of Council River Moorings	Councillor P G L Elliott	Director of Customers and Community	It was requested that the report be brought back to the Committee to show a breakdown in the moorings and berths in the ownership of the Council, fees chargeable for each, whether they have been collected, and whether the vessels had the necessary insurance cover. The report will be prepared for the February 18 meeting of the Committee
Internal and External Communication	Cllr Savage & Cllr Heard	Corporate Leadership Team	It was requested that the report be brought back to the Committee on the Councils approach to Internal and External Comms. The scrutiny will include the cover: email system; telephone communication via the Council's contact centre; how the Council can improve the website; and include some examples of other authorities' approach to communication; and the Council's Digital strategy. The report will be prepared for the February 18 meeting of the Committee

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REPORT of DIRECTOR OF RESOURCES

to
OVERVIEW AND SCRUTINY COMMITTEE
4 OCTOBER 2017

FINAL REPORT – PROCUREMENT AND DELIVERY OF THE 2016 / 17 CAPITAL PROGRAMME

1. PURPOSE OF THE REPORT

- 1.1 To provide members of the Overview and Scrutiny Committee with a report providing conclusive findings on the procurement and delivery of the 2016 / 17 capital programme with particular reference to Project 180, the demolition and remediation of the St Cedd's temporary building.
- 1.2 This report contains eight recommendations arising from the conclusions raised in the Section 3 - Summary of Key Issues. These actions are for immediate implementation.

2. RECOMMENDATION

That the contents of this report be noted and assurance is provided to this Committee by 31 March 2018 that all of the recommendations contained in sections 3.3 – 3.11 of this report have been fully implemented.

3. SUMMARY OF KEY ISSUES

- 3.1 This report is for Members' information only.
- 3.2 This purpose of this project has two key themes; the first element is to review the overall delivery of the 2016 / 17 capital programme to fully understand why the capital programme underspend by approximately £900,000 when these schemes were approved on the basis it was essential that they were delivered in 2016 / 17. The second element is a review of the procurement and delivery of Project 180 (also known as St Cedd's and car park). Project 180 overspend in total has required approximately £60,000 of expenditure in addition to what was originally budgeted.

3.3 Size of Capital Programme 2016 / 17

- 3.3.1 The 2016 / 17 Capital Programme approved by the Council on 4 February 2016 consisted of schemes to the value of £889,000 (Minute No. 875 refers). All of these schemes were deemed to be essential due to service failure implications or were included in the capital programme as they offered the potential to generate additional revenue streams for the Council. In itself the level of this capital programme should have been deliverable considering the resources available.

- 3.3.2 However, due to underperformance of the 2015 / 16 capital programme additional schemes to the value of an additional £1.3m were added to the scheme. This then created a capital programme of approximately £2.2m which included in excess of 30 different schemes, the large majority sitting with the Customer and Communities directorate. Looking back, it is clear to see that the resource in place within this directorate was never sufficient to deliver this level of capital expenditure.

<Recommendation One>

Corporate Leadership Team (CLT) review the following year's capital programme and provide assurance over deliverability of it in entirety before it is proposed to Members as part of the Budget setting exercise. As part of providing this assurance CLT need to consider any underspends within the current year's capital programme.

3.4 Monitoring and Review

- 3.4.1 Review of the 2016 / 17 reports represented to the Finance and Corporate Services Committee demonstrated that Capital Expenditure was reported to the Members on 26 September 2016 and 29 November 2016 but was not reported after this date and there is no evidence that the Capital Programme was reviewed by Members after this date. At the end of November 2016, a number of projects had not yet been started and therefore it could be concluded that these would not be delivered by year end.
- 3.4.2 Quarterly reviews should take place with lead officers for each project, where schemes are not deliverable by the end of the year they should be removed from the capital programme and re-bid for in the following year. The Council has foregone investment income due to cash flows being held for schemes that would not be delivered in 2016 / 17.

<Recommendation Two>

The Council has approved the re-introduction of the Asset Management Working Group. Regular monitoring will be reported to this Working Group and this Working Group will provide additional scrutiny over the delivery of the capital programme. The terms of reference of this Working Group should be reviewed to ensure that they include sufficient oversight, scrutiny and regular reporting of delivery back to relevant programme committees and the Council where necessary.

3.5 Project Management

- 3.5.1 The Council has a project management framework in place. Due to the size of the St Cedd's project it should have followed and complied with stringent Prince II style project management methodology. From review of the limited documentation in place there is no evidence that the Council's project management methodology was complied with. The methodology requires detailed status reporting, project plans, financial reporting, performance indicators and risk management. Compliance with the project management framework would have ensured that adequate risk management, budget management and project dependencies were identified at an

early stage and could have been managed to ensure delivery within budget and timescale.

<Recommendation Three>

All capital schemes follow the required project management framework and report risks, performance and updates on budget to the Asset Management Working Group.

3.6 Tender Evaluation Process

- 3.6.1 Review of the documentation around the tender evaluation and scoring process for the St Cedd's process raised significant concerns. The specification was prepared by the Essex Procurement Hub, it was clear and contained all of the standard items. However, there was no detailed scoring methodology for tenders received and there appeared to be no review by the Director of the tender packs or scores allocated. Potential contractors were required to provide method statements and risk registers but only one contractor provided this and this was not the contractor that was awarded the work. This meant that the work was awarded to a contractor that provided no evidence or methodology of how they were going to carry out the work. In addition the contractor that carried out the work did not provide any information around the remediation element of the contract which they had sub-contracted to another organisation. Full evidence of this process has not been retained and as a result of this the Section 151 Officer has tried to obtain further information on this from the previous Section 151 Officer. At the current date the previous Section 151 Officer has not responded to requests.

<Recommendation Four>

Detailed scoring methodology is provided in advance of tender evaluation. If method statements and risk assessments are not provided then an automatic fail shall be applied to the tender. A specific section should be included within tenders around any sub-contracting taking place and the head contractor must provide assurances and guarantees where any sub-contracting is in place. The Tender Evaluation Process should be fully retained and reviewed and authorised by the relevant Director.

3.7 Contract Award

- 3.7.1 Essex Procurement Hub advised that a Joint Contracts Tribunal (JCT) contract be issued to the organisation delivering the work but officers at the Council used a letter of award. The advantage of using a JCT contract it would have set out the responsibilities of all parties within the construction process and their obligations so as to be clear as to what work needed to be done, who was doing it, and when they were doing it by. Instead we provided a contract of award to the lead contractor and had no direct relationship with the sub-contractor. In the case of St Cedd's only the demolition was done by the lead contractor with the remediation provided by a sub-contractor who the Council had no relationship with and no recourse available when the sub-contractor failed to deliver.

<Recommendation Five>

JCT Contracts used for all construction contracts in excess of £10,000 as previously considered by the Finance and Corporate Services Committee on 31 January 2017.

3.8 Ring-fencing of budgets

- 3.8.1 Review of actual expenditure demonstrated that within the project there were a number of sub-budgets and expenditure codes. Expenditure on office furniture was over budget which led to a lack of budget for the remediation and demolition.
- 3.8.2 There is a concern that the shortfall in capital spend led the Officers to focus too heavily on reducing the price for demolition and remediation to a level where quality delivery was not possible. Review of the evidence available has shown that Officers removed a number of items from the specification after they had received the initial price in an effort to reduce the amount payable for the demolition and remediation.
- 3.8.3 If each work stream had its own ring-fenced budget then sufficient budget would have been made available for the remediation and demolition.

<Recommendation Six>

Where project budgets include a number of work streams, each work stream is itemised and allocated a separate budget. If virements are required these are authorised by the relevant Director and can only be authorised where the quality of delivery is not significantly adversely impacted.

3.9 Director oversight

- 3.9.1 Review of documentation and discussion with both the Procurement Hub and Council Officers has not demonstrated a robust level of review and oversight by the Director of Resources at the time of contract award. The current Section 151 Officer has attempted to obtain further documentation to demonstrate oversight and review at the time of procurement but this to date has not been successful.

<Recommendation Seven>

Each Director is responsible and accountable for the quality and timely delivery of capital projects within their directorate.

3.10 Estimations and Professional Fees

- 3.10.1 Where a project involves construction a professional estimator should be used at the time of the requesting the budget to ensure that the level of expenditure approved in the budget process is sufficient to deliver the project. In addition a contingency should be employed as agreed by the professional estimator.
- 3.10.2 This did not take place on the St Cedd's car park project and very early in the procurement process it was identified that sufficient budget had not been allowed for in the business case when Officers estimated the level of budget required.

<Recommendation Eight>

Professional Estimators are used to ascertain costs for all capital construction projects with budgets greater than £10,000.

3.11 Use of Council staff to carry out work on capital schemes

3.11.1 Council office caretakers carried out some work to complete the scheme. Part of this work was carried out as overtime and part of this work was during normal working hours. It is essential that where caretakers are doing this work it is included in their job description so that they can be paid at the correct rate for such work being carried out. Human Resources are in the process of reviewing the job descriptions to ensure that they reflect the actual work being carried out.

4. CONCLUSION

4.1 Officers continue to complete the detailed review of this project with the final report coming to Overview and Scrutiny Committee in December 2017.

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.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – Accurate allocation of capital funding enables maximum investment income to be obtained.
- (v) **Impact on Resources (human)** – Within existing resources.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

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