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HEAD OF PAID SERVICE'S OFFICE
HEAD OF PAID SERVICE
Richard Holmes

13 November 2018

Dear Councillor

You are summoned to attend the meeting of the;

OVERVIEW AND SCRUTINY COMMITTEE

on **WEDNESDAY 21 NOVEMBER 2018 at 7.30 pm.**

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

A copy of the agenda is attached.

Yours faithfully



Head of Paid Service

COMMITTEE MEMBERSHIP

CHAIRMAN

Councillor M W Helm

VICE-CHAIRMAN

Councillor R P F Dewick

COUNCILLORS

I E Dobson
P G L Elliott
M S Heard
N R Pudney
S J Savage
Miss S White

Please note: Limited hard copies of this agenda and its related papers will be available at the meeting.
Electronic copies are available via the Council's website www.maldon.gov.uk.

Maldon District Council's Corporate Goals

- Strengthening 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 services;
- Focusing on key projects.



AGENDA
OVERVIEW AND SCRUTINY COMMITTEE
WEDNESDAY 21 NOVEMBER 2018

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

2. **Apologies for Absence**

3. **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.

4. **Minutes of the last meeting** (Pages 5 - 10)

To confirm the Minutes of the meeting of the Overview and Scrutiny Committee held on 03 October 2018 (copy enclosed).

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 2018 / 19** (Pages 11 - 40)

To consider the report of the Director of Strategy, Performance and Governance (copy enclosed).

7. **2018 / 19 Programme of Work** (Pages 41 - 48)

To note the report of the Director of Resources (copy enclosed).

8. **Any other items of scrutiny Members wish to consider**

9. **Any other items of business that the Chairman of the Committee decides are urgent**

10. **Exclusion of the Public and Press**

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

11. **Office Accommodation and Lease Update** (Pages 49 - 52)

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

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
3 OCTOBER 2018**

PRESENT

Chairman	Councillor M W Helm
Vice-Chairman	Councillor R P F Dewick
Councillors	I E Dobson, N R Pudney, S J Savage and Miss S White

486. CHAIRMAN'S NOTICES

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

487. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor P G L Elliott.

488. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 29 August 2018 be approved and confirmed.

489. PUBLIC PARTICIPATION

There was none.

490. DISCLOSURE OF INTEREST

There was none.

491. WASTE UPDATE

The Committee received the report from the Director of Service Delivery which provided an update on the collection of waste within the district, and addressed Members previous concerns surrounding contractor vehicles and the end destination of recycling from the district. The Director of Service Delivery introduced Mr Matthew Canning, the Recycling and Recovery UK Regional Manager from Suez, and Maldon District Council's Waste and Street Scene Manager, Ms Carol Love, who had been

invited to attend the Committee and respond to questions raised by Members at the previous meeting.

- Waste Collection – Contractor Vehicles

Mr Canning was invited to address Members' concerns on the breakdown of vehicles on routes within the district.

In response to Members questions Mr Canning provided the following information:

- Meetings were taking place with the manufactures (chassis, body and bin lift) to find any trends on the breakdowns as problems had been experienced in all these areas.
- There was no obvious trend in the problems experienced with vehicles.
- Since May 2018 the number of breakdowns had reduced.
- A performance review of the fleet will take place with the manufacture on 24th October 2018.
- Breakdowns were not isolated to a specific problem/area.
- Since the start of the contract the number of spare vehicles had increased from one to three to maintain the service within the Maldon District.
- Vehicles are inspected prior to use on a daily basis, maintained in accordance with the Operator's Licence every six weeks, and have an MOT annually.

Mr Canning invited Members to the yard to look at the facilities. He advised that Suez had honourable intentions and apologised for any issues caused.

- Recycling

The Waste and Street Scene Manager advised the Committee that the districts pink recycling bags go to Essex Reclamation in Witham for sorting. The Committee was informed that following the Officers visit to the facility, an invite to Members was extended on behalf of Mr John Bassett, the New Business Development Manager at Essex Reclamation.

In response to Members questions the following information was provided by Mr Canning, the Recycling and Recovery UK Regional Manager from Suez, and Ms Love, The Waste and Street Scene Manager:

- Officers were satisfied that waste is being sorted and disposed of properly.
- A monthly return is provided to the Environment Agency on the end destination for all materials from the site and checked against Essex Reclamations permit.
- The majority of waste that is sent abroad is from paper, whilst plastics remain within the UK:
 - Paperlink exports the majority of paper waste.
 - Monoworld – sorts the plastic waste.
- Recycled material is sent abroad in sealed containers which are photographed prior to departure and on arrival to confirm no tampering has occurred.

Members complemented the Council on the success of its waste campaign and informed the Council that there was a decrease in the number of complaints they

had received concerning collection. The Committee suggested that the Council publicise the end destination of waste. The Waste and Street Scene Manager confirmed that the Council was working with Essex Reclamation on an article for the Courier and Wasteway magazine, and on completion they would look at further media coverage.

- Waste Collection –Vehicles Access

The Waste and Street Scene Manager provided the following answers to additional queries raised by the Committee:

- Access problems at the new estate on Southminster Road was a result of ongoing works at the site. The work was near completion and no access problems had been reported in the previous week.
- The Council identified damaged roads with assistance from Seuz.
- Road works also cause problems for access for Seuz.
- Missed collections from access issues caused by poor road conditions or adverse weather had been mitigated by corresponding with residents and providing temporary collection points.

The Chairman thanked Mr Canning for his attendance.

RESOLVED

- (i) That the content of this report and actions as outlined above be noted.

492. PROGRAMME OF WORK 2018 / 19

The Director of Strategy, Performance and Governance presented the Committee with the report on the Programme of Work 2018/19, and drew the attention of Members to the Appendices.

In response to questions from Members regarding Appendix 2, Maldon District Council's Future Model, the Director of Strategy, Performance and Governance confirmed the following information:

- All staff have been consulted on the overall operating model.
- The restructure has two phases:
 - Phase one:
 - Strategy, Performance, and Governance Directorate.
 - Resources Directorate.
 - Seven Tier Two Managers
 - Two lead specialists within the Service Delivery Directorate.
 - Occurred simultaneous with the consultation.
 - Applications were being welcomed.
 - Interviews held in October 2019.
 - Phase two:
 - Service Delivery Directorate.
 - Detailed consultation to occur in February 2019.
 - Interviews held in March 2019.
- Everything would be delivered (including transformation of IT) by October 2019.

- Corporate Leadership Team (CLT) acknowledged that this was an unsettling time for staff.
- The timeframe was considered much tighter when compared to restructures in other public authorities.
- Tough decisions and redundancies would take place.
- Everyone would know their individual outcome by the end of April 2019.

RESOLVED

- (i) That the content of this report and actions as outlined above be noted.
- (ii) That Members would receive regular updates on the progress of the Council Transformation.
- (iii) That updates arising from the Transformation Board will be shared at future meetings of the Committee.

493. ANY OTHER ITEMS OF SCRUTINY MEMBERS WISH TO CONSIDER

There was none.

494. 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 item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

495. SECTION 106 AGREEMENTS

The Committee considered the report of the Director of Strategy, Performance and Governance, the purpose of which was to provide Members with a summary of work undertaken to date on the monitoring of Section 106 Agreements.

In response to questions raised, the Director of Strategy, Performance and Governance drew the Committee's attention to the significant progress that had been made on the monitoring of timeframes in the Section 106 Agreements ensuring a more effective process was in place.

Members complimented the Director of Strategy, Performance and Governance on his report and suggested that were the report to be presented at full Council it would open a constructive debate. It was agreed that an update be presented at a future meeting.

RESOLVED

- (i) That the content of this report be noted.
- (ii) That an update of this report be provided to the Committee in six months.

There being no further items of business the Chairman closed the meeting at 8.28 pm.

M W HELM
CHAIRMAN

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**REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

**to
OVERVIEW AND SCRUTINY COMMITTEE
21 NOVEMBER 2018**

REVIEW OF PERFORMANCE - QUARTER 2 2018/19

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to supply Members with details of performance against targets set for 2018/19, to ensure that progress is being achieved towards the overall corporate goals and objectives detailed in the Corporate Plan 2015-19 adopted by Council in February 2015, with the 2018/19 annual update approved by Council in February 2018.
- 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 Due to the pressures of Future Council work being undertaken the quarterly performance and risk clinics did not go ahead with managers. However, the performance and risk information provided for each Directorate has been reviewed by the Directors to ensure progress is being achieved towards the corporate goals.
- 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) Members review the information as set out in this report and **APPENDIX 1** and their views and comments 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 Directors, the appropriate Committee and/or Council arising from the outcome of the scrutiny process.

3. SUMMARY OF KEY ISSUES

3.1 As reported to and agreed by the Council in February 2018:

- i. For 2018/19 Corporate Leadership Team (CLT), in liaison with the service managers, identified and proposed the Key Corporate Activities (KCAs) that will contribute to the achievement of the corporate goals and objectives. These KCAs are the “flagship” activities under each goal that the Council is committed to progressing or achieving in the year ahead and will provide a focus for the Council in delivering its priorities.

As key projects, the KCAs will be subject to the Council’s agreed project management methodology and the performance of which will be monitored at a corporate level with quarterly reports submitted both to CLT and this Committee.

- ii. For 2018/19, activities that are either central to our corporate goals, but delivery of which is more dependent on partnership working or have particular organisational significance for this coming year, are being differentiated from the KCAs. These will be designated as “service priorities”.

These will be subject to regular updates to established working groups and the relevant Programme Committees in addition to progress being reported half yearly to this and the Programme Committees.

- 3.2 **APPENDIX 1** to this report shows the status of all Key Corporate Activities and the Service Priorities as at the end of Quarter 2. Additional comments are only provided for those activities and indicators/measures that are behind schedule, at risk, not on target or not started, 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 and Service Priorities) that they would take forward in 2018/19 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 (MDC) 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.
- 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:

Paul Dodson, Director of Strategy, Performance and Governance (Tel: 01621 875756) or
Julia Bawden, Performance and Risk Officer, (Tel: 01621 876223).

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Review of Performance 2018-19 Quarter 2 (Q2)



OVERVIEW & SCRUTINY COMMITTEE
QUARTERLY REVIEW OF PERFORMANCE

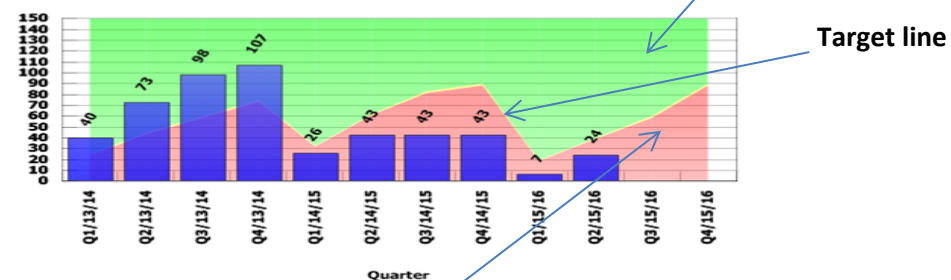
2018-19

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



Red area denotes performance not meeting target

Green area denotes performance meeting or exceeding target

Target line

Review of Performance 2018-19 Quarter 2 (Q2)

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

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

Service Priorities contributing to this goal – 2			
At Risk	Behind Schedule	On Track	Completed
		2	

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs “At Risk” or “Behind Schedule”
Implement the Homelessness Reduction Act to prevent and relieve homelessness	March 2019	On track	

Service Priorities	Target Date	Status as at end of Q2	Comments for Service Priorities “At Risk” or “Behind Schedule”
Implement measures to reduce level of crime and support victims of crime and Anti-Social Behaviour (ASB)	March 2019	On track	
Work with partners to identify/tackle health and wellbeing needs	March 2019	On track	

Review of Performance 2018-19 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	15/16 Actual	16/17 Actual	17/18 Actual	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative for the year 18/19
Level of reported crime	2,341 Incidents of all crime	2,422 Incidents of all crime	2,572 Incidents of all crime	669 Incidents of all crime	734 Incidents of all crime	870 Incidents of all crime	1,604 Incidents of all crime
ASB incidents	1,087	1,000	987	297 ASB incidents	232 ASB incidents	257 ASB incidents	489 ASB incidents
Solved rate	16.6%	16.9%	13.3%	14.9% (for the year to September)	8.9% (for the year to July)	8.9% (for the year to September)	8.9% (for the year to September)
I. Total no. of applicants who approached Housing service II. Number of applicants prevented from becoming homeless/ their situation was resolved through intervention III. Number of applicants who proceeded to make a formal homelessness application/those accepted as statutory homeless IV. Number of applicants given advice, but unsuccessful in preventing/relieving the risk of homelessness	I. 462 II. 135 III. 36 IV. 303	I. 424 II. 93 III. 38 IV. 288	I. 563 II. 67 III. 50 IV. 446	I. 140 II. 15 III. 8 IV. 88	The Homelessness Reduction Act came into effect in April 2018 introducing new statutory duties. This has impacted the data collated for, and the relevance of this indicator. Rather than report distorted or misleading information, no figures have been reported for Quarters 1 and 2 and it is being proposed to that the current measures are replaced with the following: <ul style="list-style-type: none"> • Number of households where prevention duty has been accepted • Number of households where relief duty has been accepted • Number of households where full homelessness duty has been accepted • Number of households where homelessness has been successfully prevented. 		
No. of aids, adaptations and improvements implemented for older and disabled households by the Home Improvements Team	63	69	50	6	18	19	37

Review of Performance 2018-19 Quarter 2 (Q2)

Indicator	15/16 Actual	16/17 Actual	17/18 Actual	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative for the year 18/19
No. of households where living conditions were improved through Council interventions	21	10	8	1	7	1	8
Overall no. of households within the Maldon District that have been assisted through the Ecoflex fund	New measure 18/19			New measure 18/19	Measured on a half yearly basis	3	3
Number of food premises within the District whose Food Hygiene rating has improved through Council intervention	New measure 18/19			New measure 18/19	Measured on an annual basis		Not applicable
Participation in Active Maldon events targeted at: <ul style="list-style-type: none"> Frailty and old age Obesity Isolation Mental Health 	New measure 17/18	New measure 17/18	See below	See below	Measured on a half yearly basis	See below	See below
<ul style="list-style-type: none"> My Weight Matters weekly management scheme – 7 sessions held (started in February 2018) – average of 13 participants per week 15 led cycling rides – 238 participants Body care – 14/19 schools engaged, 77 sessions held Livewell Campaign – Event held at Maldon District Council (MDC) offices – 16 exhibitors, 150 participants 2 Xplorer orienteering courses – 226 participants Walking football – average 14/weekly session 				Half year 2018/19 <ul style="list-style-type: none"> My Weight Matters weekly management scheme – average of 20 participants per week Body care – 16/19 schools engaged, average 24 participants per session Walking football – average 14/weekly session Fitsteps – average 21/bi-weekly session Music/movement – average 12/8 sessions a week Club development workshops (2) – 19 clubs attended Maldon & District School Sports Association Annual Championships – mass primary school participation event with track and field competitions – 21 schools (405 pupils) Maldon and District School Cricket Festival - 26 schools (236 pupils) 			

Review of Performance 2018-19 Quarter 2 (Q2)
Corporate Goal - Protecting and shaping the District

Key Corporate Activities contributing to this goal – 7			
At Risk	Behind Schedule	On Track	Completed
2	3	2	

Service Priorities contributing to this goal – 1				
Not started	At Risk	Behind Schedule	On Track	Completed
1				

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs “At Risk” or “Behind Schedule”
Delivery of the strategic sites as set out in the adopted Local Development Plan for the Maldon District	Strategic Sites have varying timescales as set out in the adopted LDP	Behind schedule	<p>The benchmark timetable for the delivery of the Local Development Plan (LDP) Strategic Sites is the Housing Trajectory set out in Figure 4 (page 24) of the approved LDP.</p> <p>Overall the delivery rate is behind schedule, although some sites are being delivered to the housing trajectory. Therefore the focus has been to work with developers to unlock barriers to commencement and ensure that permissions, in accordance with policy, are in place as early as possible so that delays are minimised.</p> <p><i>The following sets out the status of each site:</i></p> <p>Site 2a - South of Limebrook Way The first reserved matters application has been approved for 200 dwellings on the Taylor Wimpey Site. In addition, approval has been given for the site infrastructure works. Work has now started on site. The first reserved matters application for the Crest Nicholson site is expected in Autumn 2018. First completions are anticipated in 2019, which is a year later than the LDP housing trajectory.</p> <p>Site S2b - North of Wycke Hill The S106 is nearing completion. As a land promoter led scheme the site will be marketed to a house builder prior to the submission of reserved matters. LDP anticipated the first homes to be delivered in 2019/20.</p>

Review of Performance 2018-19 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs “At Risk” or “Behind Schedule”
			<p>Site S2c - South of Wycke Hill Linden Homes are on site and first units are now occupied. This site is on schedule to be completed within the 5 year Housing Land Supply period.</p> <p>Site S2d - North Heybridge Countryside have submitted amendments to the existing planning application, and full consultation on those amendments is underway. Work continues with partners to review options for further flood mitigation works in the area. This site is behind schedule as the LDP anticipated first completions in 2018/19.</p> <p>Site S2e - Holloway Road Bellway are on site and first completions due in 2018/19. This site is on schedule to be completed within the 5 year Housing Land Supply period.</p> <p>Site Sf - West of Broad Street Green Road Persimmon on site and first completions during 2018/19, which is one year behind the schedule in the LDP. However the development is to be completed within the 5 year Housing Land Supply period.</p> <p>Site S2g Park Drive Development is now complete.</p> <p>Site S2h Heybridge Swifts This site is stalled. Its trajectory is outside of the 5-Year housing supply monitoring period so not critical at this point.</p> <p>Site S2i West of Burnham on Crouch Planning permission has been granted for a S73 application for Barratt Homes/David Wilson Homes for 174 nits on the site. Work has started on site. This site is behind schedule as the LDP anticipated a start in 2017/18 but it is anticipated to be completed within the 5 year Housing Land Supply period.</p> <p>Site S2j North of Burnham on Crouch West Persimmon on site and aim to complete first units in 2018/19, which is one year later than anticipated. However the development is to be completed within the 5 year Housing Land Supply period.</p>

Review of Performance 2018-19 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs “At Risk” or “Behind Schedule”
			<p>Site S2k North of Burnham on Crouch East</p> <p>Taylor Wimpey have registered an option on this site.</p>
Co-ordinate delivery, management and maintenance of strategic infrastructure	As set out in the Infrastructure Delivery Plan (2014 to 2029)	Behind schedule	<p>The benchmark timetable for the delivery of the strategic infrastructure is set out in the Infrastructure Delivery Plan, which was updated as part of the Post Examination Modifications to the LDP, published in March 2017.</p> <p>Officers have put in place a mechanism for the programming, coordination and monitoring of infrastructure. This approach is being promoted with Essex County Council and NHS England. A report to Overview and Scrutiny Committee on 3rd October 2018 outlines the approach.</p> <p>South Maldon Garden Suburb</p> <p>S106 contributions have been made towards infrastructure from S2c in accordance with the S106 agreement. The S106 agreement for the Site South of Wycke Hill (1,000 units) has been signed. The delivery of much of the infrastructure is pegged to the delivery of homes (which is 1 year behind schedule) and the timing of payments e.g. towards the South Maldon Relief Road and the new school. Officers are working closely with ECC to ensure that when monies are received development of the infrastructure can take place without delay.</p> <p>North Heybridge Garden Suburb</p> <p>The Council is working with the developers and partners to facilitate the delivery of the scheme and relevant supporting infrastructure.</p> <p>Developers' contributions have been received for infrastructure from Site S2f Broad Street Green Road. Work has started on site S2e in Holloway Road and Site S2j North of Burnham on Crouch which are also subject to a S106 agreement.</p> <p>Elsewhere, infrastructure has been secured in accordance with the Infrastructure Delivery Plan and LDP through S106 agreements, or heads of terms.</p> <p>The timing of delivery of infrastructure is dependent on the delivery of the related sites, due to the trigger mechanisms in the S106 Agreements.</p>

Review of Performance 2018-19 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs “At Risk” or “Behind Schedule”
<p>Implement the Housing Strategy to meet the District’s Housing need, specifically:</p> <p><i>For older people:</i></p> <ul style="list-style-type: none"> - development of independent living schemes for older people in Burnham and Maldon - review Disabled Facilities Grants policy <p><i>Affordable housing</i></p> <ul style="list-style-type: none"> - progress Community Led Housing - implement proposals for investment if Housing Infrastructure Fund bid successful - assess need for Key Worker housing to support local economy <p><i>Supported and temporary housing:</i></p> <ul style="list-style-type: none"> - identify Registered Providers willing to develop supported housing in the District and establish 	March 2019	On track	

Review of Performance 2018-19 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs “At Risk” or “Behind Schedule”
<ul style="list-style-type: none"> - sources for future revenue funding explore potential to support conversion from commercial to residential where this would help meet need for temporary accommodation 			

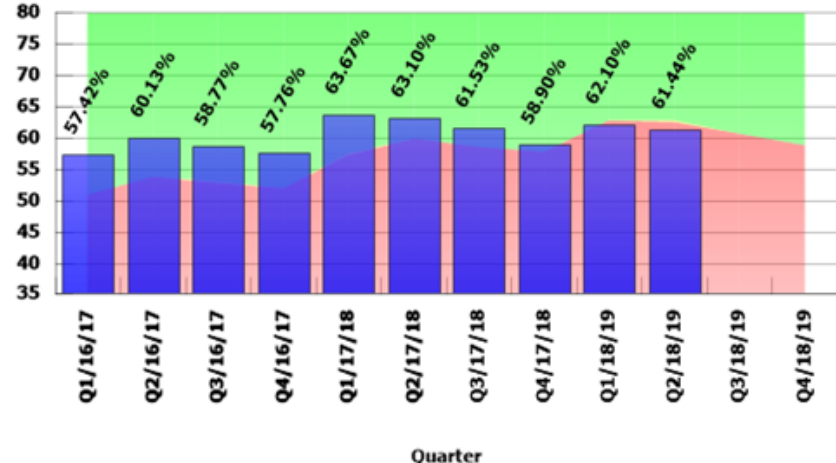
Review of Performance 2018-19 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs "At Risk" or "Behind Schedule"
Influence and co-ordinate partners to prioritise and deliver flood relief projects for identified surface and coastal flooding risk areas in District	March 2019	North Heybridge Flood Alleviation Scheme At risk	<p>North Heybridge Flood Alleviation Scheme (FAS) The developers have now submitted a new planning application without FAS to be considered in the near future. MDC is currently working with Environment Agency (EA) Projects Board to establish alternative options for flood alleviation in North Heybridge. This is an EA led project. The Working Group (consisting of the EA with relevant stakeholders) are working towards a preferred option. Once this process is complete the delivery of this will rely on partnership contributions which will form part of the ongoing discussions. In light of the above, the status of this scheme is considered to be "At risk".</p> <p>Brickhouse Farm Scheme A new proposal is being discussed for the delivery of an alternative scheme in a different location in the open space. The scheme will enable retention of the allotments where they currently are. Further detailed monitoring is being undertaken of the proposed scheme once complete a report will go to Members for approval. Status is behind schedule, but the aim is to commence project within this financial year.</p> <p>West Maldon (CDA1) Essex County Council (ECC) have now formally noted that due to inadequate cost/benefit the scheme is unlikely to attract government funding and will not go ahead. The Council will continue to seek funding opportunities as they arrive.</p>
		CDA 2 Scheme Brickhouse Farm Behind schedule	
		CDA1 West Maldon Not being taken forward	
		CDA3 and Masterplan Area On track	

Service Priorities	Target Date	Status as at end of Q2	Comments for Service Priorities "At Risk" or "Behind Schedule"
Establish management plans with community groups re management /maintenance of open spaces at Prom Park	March 2019	Not started	<p>This Service Priority is also covered within the Central Area Master Plan.</p> <p>The Promenade Park Management Plan is awaiting the outcome of a development opportunity.</p>

Review of Performance 2018-19 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	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year 18/19	On track to achieve annual target achieved																									
Total household waste arising per household Low performance is good	825 kgs. per household (provisional)	750 kgs. per household	Monitored on an annual basis				Not applicable																									
Residual household waste per household Low performance is good	333 kgs. per household (provisional)	340 kgs. per household	Monitored on an annual basis				Not applicable																									
Percentage of household waste sent for reuse, recycling and composting (including separate green waste) High performance is good	58.93%	59%	62.86%	62.10% (provisional)	60.53% (provisional)	61.44% (provisional)	At risk																									
Comment on current performance This figure is lower than last year due to the very dry summer and a 400 tonne drop in garden waste.			 <table><caption>Percentage of household waste sent for reuse, recycling and composting</caption><thead><tr><th>Quarter</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>Q1/16/17</td><td>57.42%</td></tr><tr><td>Q2/16/17</td><td>60.13%</td></tr><tr><td>Q3/16/17</td><td>58.77%</td></tr><tr><td>Q4/16/17</td><td>57.76%</td></tr><tr><td>Q1/17/18</td><td>63.67%</td></tr><tr><td>Q2/17/18</td><td>63.10%</td></tr><tr><td>Q3/17/18</td><td>61.53%</td></tr><tr><td>Q4/17/18</td><td>58.90%</td></tr><tr><td>Q1/18/19</td><td>62.10%</td></tr><tr><td>Q2/18/19</td><td>61.44%</td></tr><tr><td>Q3/18/19</td><td></td></tr><tr><td>Q4/18/19</td><td></td></tr></tbody></table>					Quarter	Percentage (%)	Q1/16/17	57.42%	Q2/16/17	60.13%	Q3/16/17	58.77%	Q4/16/17	57.76%	Q1/17/18	63.67%	Q2/17/18	63.10%	Q3/17/18	61.53%	Q4/17/18	58.90%	Q1/18/19	62.10%	Q2/18/19	61.44%	Q3/18/19		Q4/18/19
Quarter	Percentage (%)																															
Q1/16/17	57.42%																															
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Q2/18/19	61.44%																															
Q3/18/19																																
Q4/18/19																																

Review of Performance 2018-19 Quarter 2 (Q2)

Indicator	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year 18/19	On track to achieve annual target achieved																		
Average number of justified missed collections per collection day Low performance is good	10.22	<10 per collection day	10.75	14	12.6	13.3	At risk																		
<u>Comment on current performance</u> The figure is high due to a higher than normal rate of vehicle breakdowns particularly during the first quarter. This has now been addressed by the contractor with additional resources brought in to support the contract.			<table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1/17/18</td><td>9.3</td></tr><tr><td>Q2/17/18</td><td>10.0</td></tr><tr><td>Q3/17/18</td><td>9.5</td></tr><tr><td>Q4/17/18</td><td>10.2</td></tr><tr><td>Q1/18/19</td><td>14.0</td></tr><tr><td>Q2/18/19</td><td>13.3</td></tr><tr><td>Q3/18/19</td><td>10.0</td></tr><tr><td>Q4/18/19</td><td>10.0</td></tr></tbody></table>					Quarter	Value	Q1/17/18	9.3	Q2/17/18	10.0	Q3/17/18	9.5	Q4/17/18	10.2	Q1/18/19	14.0	Q2/18/19	13.3	Q3/18/19	10.0	Q4/18/19	10.0
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Q4/18/19	10.0																								

Review of Performance 2018-19 Quarter 2 (Q2)

Indicator	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year 18/19	On track to achieve annual target achieved
Quality of decision: % of total number of decisions on applications made during the assessment period overturned at appeal Low performance is good	6.15 % (major applications) 3.73% (non major applications) (for the 2 year minus 9 months period as per MHCLG assessment re quality of decisions)	8.5% (for both major and non-major applications)	10% (major applications) 3.92% (non major applications) (for the 2 year minus 9 months period as per MHCLG assessment re quality of decisions)	4.96 % (major applications) 3.19% (non major applications) for the 2 year minus 9 months period	4.39% (major applications) 2.9% (non major applications) for the 2 year minus 9 months period	Not applicable	Yes
Indicator	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year 18/19	On track to achieve annual target achieved
Total number of homes delivered High performance is good	166	310	Monitored on an annual basis				Not applicable
Total number of affordable homes delivered (through legal agreements and other means) High performance is good	25	130	Monitored on an annual basis				Not applicable
Total number of long term (i.e. longer than 6 months) empty homes in the District Low performance is good	194 as at 31/3/18 (of which 29 have been empty in excess of 5 years)	Not applicable	Monitored on an annual basis				Not applicable

Review of Performance 2018-19 Quarter 2 (Q2)

Indicator	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year 18/19	On track to achieve annual target achieved
Number of long term empty homes as a % of total stock *Source: MHCLG – Maldon: Total stock figure as at 1/4/2017 (28,070); Long Term Vacant properties as at 02/10/17 (213) England: Total stock figure as at 1/4/2017 (23,950,000); Long Term Vacant properties as at 02/10/17 (205,293) Low performance is good	0.76% *	< national average 2017 0.86%	Monitored on an annual basis				Not applicable

Review of Performance 2018-19 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	15/16 Actual	16/17 Actual	17/18 Actual	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative for the year 18/19
Fly tipping							
- No. of incidents	- 214	- 381	- 472	- 124	- 118	- 91	- 209
- % removed within standard time	- 100%	- 100%	- 100%	- 100%	- 100%	- 100%	- 100%
No. of reports received from the public re litter	38	26	20	3	8	5	13
No. of fixed penalty notices issued relating to litter offences	18	30	87	21	34	19	53
No of reports received from the public re dog fouling	50	74	58	10	11	3	14
No. of fixed penalty notices issued relating to dog fouling offences	12	10	87	0	0	0	0
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	19	15	Not applicable
Average Levels of Nitrous Dioxide across the whole District	33.05µ/m ³	29.60µ/m ³	31.66µ/m ³ (For year to December 2017)	Monitored on an annual basis			Not applicable
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	0	Monitored on an annual basis			Not applicable
Number of households removed from flood risk as a result of schemes implemented	New indicator 17/18	30	0	Monitored on an annual basis			Not applicable
Affordable housing needs assessment	New indicator 16/17	130	520	Monitored on an annual basis			Not applicable

Review of Performance 2018-19 Quarter 2 (Q2)

Indicator	15/16 Actual	16/17 Actual	17/18 Actual	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative for the year 18/19
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	Not applicable	179 (As at end of September 2017)	192 (As at end of June 2018)	194 (As at end of September 2018)	Not applicable
Number of properties available to offer those with a housing need during the quarter	New indicator 17/18	New indicator 17/18	Not applicable	58	32	37	Not applicable
Number of households in temporary accommodation at the end of the quarter	New indicator 17/18	New indicator 17/18	Not applicable	12 (As at end of September 2017)	15 (As at end of June 2018)	14 (As at end of September 2018)	Not applicable

Review of Performance 2018-19 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
5		1	6	

Service Priorities contributing to this goal - 2			
At Risk	Behind Schedule	On Track	Completed
	1	1	

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs "At Risk" or "Behind Schedule"
Work with local businesses and agencies to prepare for/implement projects for the following Central Area Masterplan (CAMP) sites: <ul style="list-style-type: none"> a) Lower High Street b) Butt Lane Car Park c) Hythe Quay d) Maldon Riverside Path e) The Causeway Corridor f) Heybridge Creek Improvements g) Former Wyndeham Heron premises h) Destination Hub – Promenade Park/Hythe Quay i) Promenade Park 	March 2019	a) Behind schedule	Lower High Street At a meeting of the Masterplan Delivery Group on 2 October 2018 it was agreed to prepare an Engagement Strategy by 26 October 2018. This will take into account the widening scope of Project 2 in the light of the probable AQMA (Air Quality Management Area) being declared on Market Hill that may have implications for traffic flows to and from the town and the consequent impact on CAMP Project 1 Upper High Street Improvements and access to the Lower High Street. CAMP Project 3 Butt Lane CP also comes into play with the potential re-location of the town market to the Lower High Street environs. Engagement will commence on 29 October - mid January 2019 based on the agreed timeline in the Engagement Strategy taking into account the widened scope of Project 2. A Gateway Review is scheduled for late January 2019.
		b) On track	
		c) Not started	
		d) Not started	
		e) Not started	
		f) On track	
		g) Not started	
		h) On track	
		i) Not started	
			Hythe Quay Businesses and operators on Hythe Quay will be involved as part of the Engagement Strategy for CAMP Project 2 Lower High Street and the link between Hythe Quay/Promenade Park with the Lower High Street.
			Maldon Riverside Path Engagement with Carr's Flour Mill and Maldon Crystal Salt Company have realised support for CAMP Project 5 for interpretation boards along the route and potential enhanced access to the riverside route when this project commences.

Review of Performance 2018-19 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs “At Risk” or “Behind Schedule”
			<p>Causeway Corridor Condition 24 to FUL/MAL/18/00407 (new 60-bed hotel on Aquila site) has secured delivery of the Strategic Landscaping and Public Realm Strategy for the Causeway Corridor prior to occupation of the hotel to facilitate enhancements, beyond the hotel site, which will ensure that the development is integrated within and coordinated with the enhanced environment envisaged for the Causeway area. This would have benefits for both the character and appearance of the development proposed and maximise the attraction of the hotel to visitors to the District, in accordance with Policies D1 and E5 of the adopted Maldon District Replacement Local Plan and the NPPF.</p> <p>Former Wyndeham Heron premises Delivery of this project is depended upon the future use of the site and the findings of the Causeway and Central Area Strategic Flood Risk Assessment, which should be completed by Summer 2019. The premises are currently in use for a local business.</p> <p>Promenade Park The Promenade Park Management Plan is awaiting the outcome of a development opportunity.</p>

Review of Performance 2018-19 Quarter 2 (Q2)

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs "At Risk" or "Behind Schedule"
Co-ordinate the delivery of an Enterprise Centre for the District	Feasibility study with preferred sites and costings to Council – September 2018	On track	
Identify and work with partners to implement the strategy to meet the skills need within the District	TBC following approval of strategy	On track	
Develop a Planning Performance Agreement to mitigate the impact and maximise the benefits from the development of a new nuclear power station at Bradwell	Review in September 2019	On track	

Service Priorities	Target Date	Status as at end of Q2	Comments for Service Priorities "At Risk" or "Behind Schedule"
Develop inward investment offer for new businesses looking to start/grow a business in the District	September 2018	Behind schedule	<p>Work to identify a clear offer to businesses including land availability, business support, connectivity and work with Invest Essex to produce a suitable attractive inward investment prospectus for Maldon District and update website accordingly - currently on hold until after completion of North Essex Energy Group (NEEG) Coast brochure - see below.</p> <p>Working with the North Essex Energy Group to produce an Essex Energy Coast Brochure to be used at an Essex and Suffolk supply chain event on 1 November 2018 and the NEEG annual conference on 28 November.</p> <p>Update of Economic Prosperity Strategy (EPS) currently on hold pending the outcome of work on the new Corporate Plan which will have impact on focus of the EPS.</p>
Promote District as destination of choice by implementing key projects with partners to increase visitor numbers/visitor spend	March 2019	On track	

Review of Performance 2018-19 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	15/16 Actual	16/17 Actual	17/18 Actual	Q2 17/18	Q1 18/19	Q2 18/19
Within the District total number of employee jobs Source: NOMIS (ONS Business Register and Employment Survey)	19,000 2015	20,000 2016	Figure not available	Monitored on an annual basis		
Number of business enterprises within the District Source: NOMIS	3,270 (2015)	3,295 (2016)	3,400 (2017)	Monitored on an annual basis		
Number of empty NNDR properties within the District	187 (as at March 2016)	168 (as at March 2017)	166 (as at March 2018)	167 (as at September 2017)	170 (as at June 2018)	178 (as at September 2018)
Growth in number of NNDR Properties during the year	New indicator 18/19	New indicator 18/19	+9	Monitored on an annual basis		
In year rateable value movement	New indicator 18/19	New indicator 18/19	+ £392, 273	Monitored on an annual basis		
Number/percentage of 16 – 18 year olds in the District not in employment, education or training Source: ECC	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	34 (as at March 2018) Equivalent to 2.4% of 16 – 18 year olds in the District not in employment, education or training	Monitored on an annual basis		
Number of participants starting in apprenticeship schemes within the District Source: DfE	540	480	Figures not yet available	Monitored on an annual basis		
Total visitor spend in the District Source: TIC – Economic Impact of Tourism report	£155.5m (2015)	£160.8m (2016)	£172.8m (2017)	Monitored on an annual basis		

Review of Performance 2018-19 Quarter 2 (Q2)

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

Key Corporate Activities contributing to this goal - 6			
At Risk	Behind Schedule	On Track	Completed
		5	1

Service Priorities contributing to this goal -			
At Risk	Behind Schedule	On Track	Completed
		3	

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q2	Comments for KCAs "At Risk" or "Behind Schedule"
Implement the ICT Strategy projects for 2018/19 <ul style="list-style-type: none"> - Implement new telephony system - Upgrade e-mail system - Develop the 2019/23 ICT Strategy 	March 2019	New telephony system On track	
		E-mail system Completed	
		ICT Strategy On track	
Deliver the Transformation Programme projects: <ul style="list-style-type: none"> a) Workforce Development Strategy 2018/19 projects b) Information Governance c) Commercial Investment 	March 2019	Workforce Development Strategy On track	
		Information Governance On track	
		Commercial Investment On track	

Service Priorities	Target Date	Status as at end of Q2	Comments for Service Priorities "At Risk" or "Behind Schedule"
Preparation for May 2019 elections (District and Parish)	May 2019	On track	
Develop Member induction and training for post 2019 District election	May 2019	On track	
Preparation of the 19/23 Corporate Plan and 19/20 Strategic & Financial Planning Timetable	February 2019	On track	

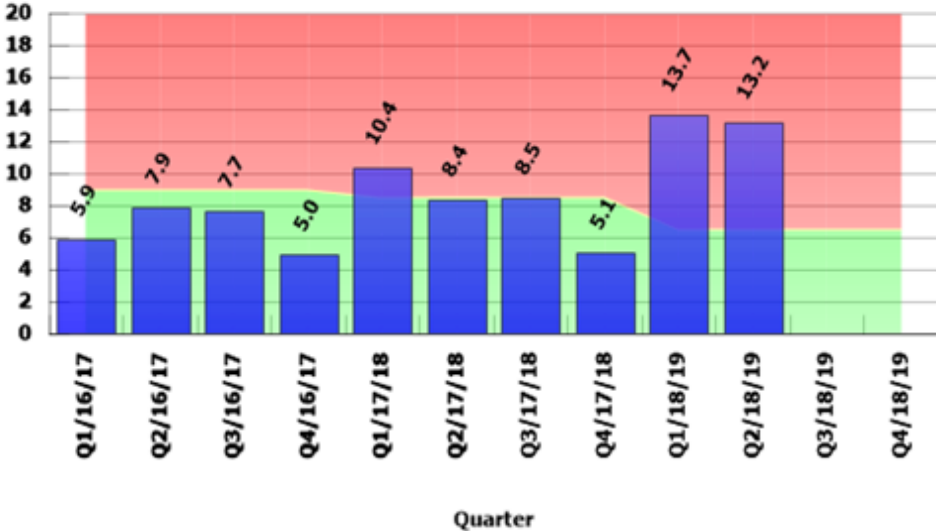
Review of Performance 2018-19 Quarter 2 (Q2)

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	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year 18/19	On track to achieve annual target																										
% of rentable assets let on estates portfolio	New indicator 18/19	95%	Monitored on an annual basis				Not applicable																										
Average rate of return on Treasury investments	New indicator 18/19	1.5%	Monitored on an annual basis				Not applicable																										
Time taken to process Housing Benefit/Council Tax Support new claims	10.72 days	15 days	13.1 days	35.2 days	32.94 days	33.9 days	At risk																										
Low performance is good																																	
<u>Comment on current performance</u> We are continuing to embed additional measures as previously outlined in addition to ensuring that specific resource is focussed on prioritising new claims. We continue to monitor the situation regularly and as a result performance for September alone was just under 31 days. This represents an improvement of ten days compared to June when the performance was 42 days.				<table><caption>Performance Data (Days)</caption><thead><tr><th>Quarter</th><th>Performance (Days)</th></tr></thead><tbody><tr><td>Q1/16/17</td><td>12.1</td></tr><tr><td>Q2/16/17</td><td>13.3</td></tr><tr><td>Q3/16/17</td><td>14.3</td></tr><tr><td>Q4/16/17</td><td>14.8</td></tr><tr><td>Q1/17/18</td><td>15.9</td></tr><tr><td>Q2/17/18</td><td>14.6</td></tr><tr><td>Q3/17/18</td><td>13.9</td></tr><tr><td>Q4/17/18</td><td>10.7</td></tr><tr><td>Q1/18/19</td><td>35.2</td></tr><tr><td>Q2/18/19</td><td>33.9</td></tr><tr><td>Q3/18/19</td><td></td></tr><tr><td>Q4/18/19</td><td></td></tr></tbody></table>				Quarter	Performance (Days)	Q1/16/17	12.1	Q2/16/17	13.3	Q3/16/17	14.3	Q4/16/17	14.8	Q1/17/18	15.9	Q2/17/18	14.6	Q3/17/18	13.9	Q4/17/18	10.7	Q1/18/19	35.2	Q2/18/19	33.9	Q3/18/19		Q4/18/19	
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Review of Performance 2018-19 Quarter 2 (Q2)

Indicator	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year 18/19	On track to achieve annual target																										
Time taken to process Housing Benefit/Council Tax Support change of circumstances	5.09 days	6.5 days	6 days	13.7 days	12.69 days	13.2 days	At risk																										
Low performance is good																																	
<u>Comment on current performance</u> We are continuing to embed additional measures as previously outlined and continue to monitor the situation regularly. As a result performance for September alone was 10.5 days. This represents an improvement of 8 days compared to the outcome for June when the performance was 18.75 days.				 <table border="1"><caption>Performance Data (Days)</caption><thead><tr><th>Quarter</th><th>Performance (Days)</th></tr></thead><tbody><tr><td>Q1/16/17</td><td>5.9</td></tr><tr><td>Q2/16/17</td><td>7.9</td></tr><tr><td>Q3/16/17</td><td>7.7</td></tr><tr><td>Q4/16/17</td><td>5.0</td></tr><tr><td>Q1/17/18</td><td>10.4</td></tr><tr><td>Q2/17/18</td><td>8.4</td></tr><tr><td>Q3/17/18</td><td>8.5</td></tr><tr><td>Q4/17/18</td><td>5.1</td></tr><tr><td>Q1/18/19</td><td>13.7</td></tr><tr><td>Q2/18/19</td><td>13.2</td></tr><tr><td>Q3/18/19</td><td>-</td></tr><tr><td>Q4/18/19</td><td>-</td></tr></tbody></table>				Quarter	Performance (Days)	Q1/16/17	5.9	Q2/16/17	7.9	Q3/16/17	7.7	Q4/16/17	5.0	Q1/17/18	10.4	Q2/17/18	8.4	Q3/17/18	8.5	Q4/17/18	5.1	Q1/18/19	13.7	Q2/18/19	13.2	Q3/18/19	-	Q4/18/19	-
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Review of Performance 2018-19 Quarter 2 (Q2)

Indicator	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year 18/19	On track to achieve annual target
% Council Tax collected High performance is good	98.45%	98.3%	28.24%	38.3%	27.95%	66.25%	Yes
% Business Rates collected High performance is good	98.8%	98%	26.26%	31.21%	25.65%	62.75%	Yes
Percentage of major planning applications determined within 13 weeks High performance is good	97.2%	90%	93.33%	90.91%	94.12% (provisional)	92.86% (provisional)	Yes
Percentage of minor planning applications determined within 8 weeks High performance is good	97.8%	90%	96%	96.74%	98.8% (provisional)	97.71% (provisional)	Yes
Percentage of other planning applications determined within 8 weeks High performance is good	98.16%	90%	96.27%	99.26%	100%	99.64%	Yes

Indicator	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year 18/19	On track to achieve annual target
% of major planning applications acknowledged within 10 working days High performance is good	91.23%	95%	81.8%	100%	90.91%	96.3%	Yes
% of minor planning applications acknowledged within 5 working days High performance is good	75%	95%	67.67%	79.57%	79.76%	79.66%	No
% of other planning applications acknowledged within 5 working days High performance is good	70.76 %	95%	63.4%	87.18%	85.42%	86.33%	No

Review of Performance 2018-19 Quarter 2 (Q2)

Comment on current performance

These indicators were introduced in 2016/17 at a time when there were issues within Planning and concerns raised by Members with the time taken to validate/acknowledge applications. Since then there has been a significant improvement in performance as follows:

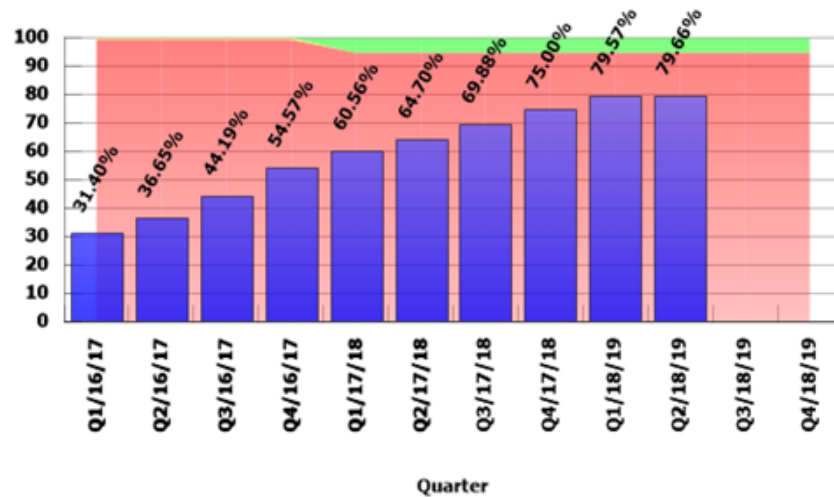
	2016/17	2018/19 (year to date)
% of major planning applications acknowledged within 10 working days	89.47%	96.3%
% of minor planning applications acknowledged within 5 working days	54.57%	79.66%
% of other planning applications acknowledged within 5 working days	55.75%	86.33%

However, performance for minor and other applications is still below the target set of 95%. Government guidance (Development Management – Good Practice Guide) in relation to validation suggests targets of:

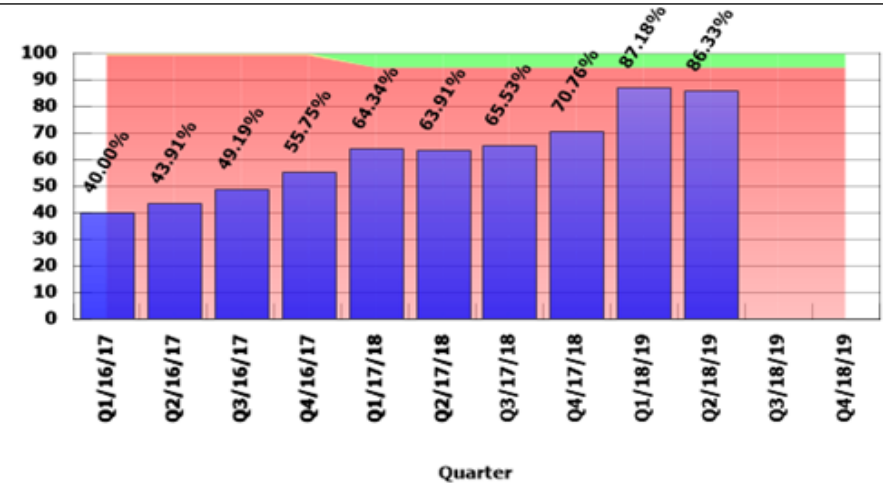
- 85% of applications validated within 6 working days and
- 95% of applications validated within 10 working days of receipt of the application.

It is therefore being proposed to the Planning & Licensing Committee that these indicators and targets are amended to align with the Government guidance.

% of minor planning applications acknowledged within 5 working days



% of major planning applications acknowledged within 10 working days



Review of Performance 2018-19 Quarter 2 (Q2)

Indicator	17/18 Actual	18/19 Target	Q2 17/18	Q1 18/19	Q2 18/19	Cumulative For the Year18/19	On track to achieve annual target
Average number of days lost per (Full Time Equivalent) FTE due to sickness Low performance is good	10.86 days <ul style="list-style-type: none"> • 5.23 days short term absence • 5.63 days long term absence 	8 days per FTE	2.33 days Per FTE <ul style="list-style-type: none"> • 1.25 days short term absence • 1.08 days long term absence 	2.13 days Per FTE <ul style="list-style-type: none"> • 1.07 days short term absence • 1.06 days long term absence 	1.51 days Per FTE <ul style="list-style-type: none"> • 0.67 days short term absence • 0.84 days long term absence 	3.64 days Per FTE <ul style="list-style-type: none"> • 1.74 days short term absence • 1.9 days long term absence 	Yes



REPORT of DIRECTOR OF RESOURCES

**to
OVERVIEW AND SCRUTINY COMMITTEE
21 NOVEMBER 2018**

2018 / 19 PROGRAMME OF WORK UPDATE

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 2018 / 19.

2. RECOMMENDATION

That the contents of this report be noted.

3. SUMMARY OF KEY ISSUES

- 3.1 This report is for Members' information only.
- 3.2 The Committee has previously considered and agreed a programme of work for 2018/19; other issues have been added subsequently. **APPENDIX 1** provides an update on each of the agreed scrutiny topics.

4. CONCLUSION

- 4.1 The work programme for 2018 / 19 is progressing.

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 875762).

Overview and Scrutiny Committee

2018 / 19 Programme of Work

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
Provision of Healthcare Services including the recruitment and retention of GPs	Councillor N R Pudney	Director of Service Delivery	<p><u>Primary Care Provision</u> The Clinical Commissioning Group (CCG) recently updated on progress in primary care provision in the Maldon District.</p> <p>Plans are progressing well for a new primary care facility in Southminster and the Blackwater Surgery in Maldon is wedded to relocation into the new integrated health hub, the strategic outline case for which is due for submission in the Autumn. Assurances have been given that the North Heybridge development will include a new primary care facility.</p> <p><u>GP Recruitment</u> There is a national agenda supporting the expansion of the primary care workforce and approaches to increasing capacity through streamlining clinical systems. Virtually all of our surgeries now have their books open and some have benefited from funding to support the investment required to develop their resilience.</p> <p>Representatives from the CCG and practices have offered to attend the Committee, or a separate meeting outside of the Committee to provide an update on this agenda. An invite will be extended to attend the January 2019 meeting of this Committee.</p>
Section 106	Councillor I E Dobson	Director of Strategy	<p>It was agreed that the Committee would receive an update on Section 106 Agreements on a six monthly basis.</p> <p>A detailed report was submitted to the Committee for its October 2018 meeting.</p> <p>An update report will be provided in six months. (April 2019).</p>

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
Internal and External Communication	Councillor S J Savage Councillor M S Heard	Corporate Leadership Team	<p>The Committee requested a review of the Council's approach to internal and external communications to include:</p> <ul style="list-style-type: none"> • the email system; • telephone communication via the Council's contact centre; • how the Council can improve the website; • some examples of other authorities' approach to communication; • the Council's Digital strategy. <p>A presentation was provided to the February 2018 meeting and a further report received by the Committee in March 2018.</p> <p>Staff have been reminded of the Council's standards regarding timescales for responding to customer communications through team meetings.</p> <p>A further meeting is to be arranged between the Monitoring Officer and Councillors Savage and Heard to discuss email communication.</p> <p>Issues raised within this area of scrutiny are within the scope of the Future Model (FM) and significant investment is included within the project.</p> <p>It is not proposed to progress this area of scrutiny because the issues raised will be dealt with within the FM. Members have also agreed to monitor the FM throughout the delivery phase which will give an opportunity for scrutiny if required.</p>
Monitoring of the Organisational Change Programme	Councillor P G L Elliott Councillor R P F Dewick	Director of Resources	<p>Following the decision by Council on 7th June to progress with Ignite's Future Council model, the Committee will monitor the implementation of this organisational change programme.</p> <p>An update on the implementation was provided to the Committee for its October 2018 meeting when it was agreed that Members will receive regular updates on the progress of the Council Transformation and that minutes of the Transformation Board will be shared at future meetings of the Committee.</p>

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
Review of Fire and Rescue Service provision in the Dengie	Councillor P G L Elliott	Director of Service Delivery	<p>Concern was raised that the Fire Authority was looking into closing fire stations within the Maldon District, i.e. Tillingham and Burnham-on-Crouch. It was noted that were this to happen the closest Fire Service to the Dengie would be located at South Woodham Ferrers.</p> <p>A scoping meeting took place between Officers and Members on Friday 31st August 2018.</p> <p>Mr Holmes is speaking to Essex Fire and Rescue and requesting the Chief Fire Officer to attend a future meeting of the Committee.</p> <p>A provisional date is being arranged for a separate Member briefing in January to meet with the Chief Fire Officer, the date is to be confirmed..</p>
Dealing with Waste Water	Councillor Miss S White	Director of Strategy, Performance and Governance	<p>The Committee raised concerns over the use of an experimental pumping system for foul water removal at new developments within the district, the lack of capacity at pumping stations, and the liability for any failure of foul water drainage which may occur.</p> <p>Members discussed the responsibility of foul water removal at new developments within the District and voiced frustration over conflicting reports from Anglian Water Authority (AWA). It was requested that Anglian Water attend a future meeting of the Committee and provide a report on the removal of foul water.</p> <p>Following on from the Committee's request, a meeting was held with Cllr. Miss S White which identified two issues and two work streams.</p> <ol style="list-style-type: none"> 1. The first is the consistency between Anglian Water Authority's consultation responses to planning applications and comments that have been made in meetings about capacity constraints; and 2. the wider issue of the long term adequacy of the sewerage and surface water drainage systems (combined in many areas) to cope with growth and storms. <p>Officers are setting out the approach to both of these matters, including requesting a position statement from AWA on the current capacity position and any issues or constraints. Arranging a meeting with AWA, the Environment Agency and Essex County Council (as the lead local flood authority) to draw a consensus on the overall position and a scope for a Water Cycle Study.</p>

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
Provision of Tourist Information Centres in the District	Councillor P G L Elliott Councillor Miss S White	Director of Service Delivery	<p>Following a query on the pending closure of the Burnham Tourist Information Centre (TIC), it was requested that the delivery of tourism within the Maldon District was added as an item for scrutiny and the best strategic and operational delivery looked into.</p> <p>The Director of Resources to confirm this would not be a duplication of work undertaken by other Committees before adding this as an item for scrutiny.</p> <p>A scoping meeting took place between Officers and Members on Friday 31 August 2018 which gave a helpful insight into other models of service delivery including the use of volunteers and working with key commercial sector partners.</p> <p>Members are advised the TIC function has been included within the scope of the Future Model Strategic Review as approved by Council so a separate scrutiny topic was no longer required.</p> <p>Officers are preparing options on future service delivery as part of the transformation process. The Council must decide upon services offered from the Burnham TIC before the end of March as this coincides with the expiry of the current lease. The Strategic Review timetable will allow any necessary decisions to be taken by Members within this timescale.</p>
Office accommodation and leases within the Maldon DC Offices	Councillor S J Savage	Director of Resources	<p>It was requested that following the recent report, leases held by external companies working from the Council offices would be looked at and reported back to a future meeting of the Committee. It was noted that this would include previous lease holders, Moat Housing, and organisations that use the facilities for meetings.</p> <p>See the report on the agenda (November 2018)</p>

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
Jobcentre Plus	Councillor M S Heard	Director of Resources	<p>Members were pleased to see the Jobcentre Plus had located to the Council Offices and requested confirmation on their success at the site. Members asked whether they were still only accepting appointments for claimants aged twenty five and under, and whether there was any plans to extend this to Burnham as an Outreach Project.</p> <p>The scope of this scrutiny topic to include:</p> <ul style="list-style-type: none"> • The benefits to the service users of relocating; • numbers accessing the service; • plans to provide a service to Burnham; • confirmation of ages being seen; • impact of Universal Credit. <p>See the report on the agenda (January 2019)</p>
Waste Contract – reliability of the contractor vehicles	Councillor R P F Dewick Councillor M S Heard	Director of Service Delivery	<p>In response to questions raised, Members were advised that the waste contractor was being scrutinised following issues surrounding the reliability of vehicles and the impact on the delivery of service. A report would be provided for a future meeting of the Committee, and include feedback on the size and reliability of vehicles.</p> <p>Members were also seeking clarification/confirmation of where the District's recycling is sent to following processing.</p> <p>A detailed report was provided to the Committee for its October meeting which updated Members on the collection of waste within the District and addressed concerns surrounding contractor vehicles and the end destination of recycling. The Recycling and Recovery UK Regional Manager from Suez also attended the meeting.</p> <p>Following discussions at the meeting, the content of the report and actions being undertaken were noted. No further action on this scrutiny topic required.</p>

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