

APOLOGIES Committee Services
Email: Committee.clerk@maldon.gov.uk

DIRECTOR OF STRATEGY,
PERFORMANCE AND
GOVERNANCE
Paul Dodson

30 May 2022

Dear Councillor

You are summoned to attend the meeting of the;

PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE

on **THURSDAY 9 JUNE 2022 at 7.30 pm**

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

Please Note: All meetings will continue to be live streamed on the [Council's YouTube channel](#) for those wishing to observe remotely. As well as physical attendance public participants wishing to speak remotely at a meeting can do so via Microsoft Teams.

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A copy of the agenda is attached.

Yours faithfully



Director of Strategy, Performance and Governance

COMMITTEE MEMBERSHIP:

CHAIRMAN	Councillor W Stamp, CC
VICE-CHAIRMAN	Councillor Mrs J L Fleming, CC
COUNCILLORS	M R Edwards A S Fluker A L Hull J V Keyes N J Skeens E L Stephens Mrs J C Stilts Mrs M E Thompson





AGENDA
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
THURSDAY 9 JUNE 2022

1. **Chairman's Notices**

2. **Apologies for Absence**

3. **Minutes** (Pages 5 - 12)

To confirm the minutes of the meeting held on 24 March 2022, (copy enclosed).

4. **Disclosure of Interest**

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

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

5. **Public Participation**

To receive the views of members of the public, of which prior notification in writing has been received (no later than noon on the Tuesday prior to the day of the meeting).

Should you wish to submit a question please complete the online form at:
www.maldon.gov.uk/publicparticipation.

6. **Notice of Motion - Council Constitution and Scheme of Delegation** (Pages 13 - 18)

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

7. **Notice of Motion - Council Constitution and Questions to the Leader** (Pages 19 - 20)

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

8. **Review of Corporate Performance - Quarter 4** (Pages 21 - 56)

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

9. **Review of Corporate Risk - Quarter 4** (Pages 57 - 66)

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

10. **Covid Economic Recovery Funding - Activity Update** (Pages 67 - 70)

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

To receive a presentation from the Lead Specialist Prosperity.
11. **Annual Governance Statement Actions Update** (Pages 71 - 76)

To consider the report of the Director of Strategy, Performance and Governance (copy enclosed).
12. **Draft Annual Governance Statement** (Pages 77 - 92)

To consider the report of the Director of Strategy, Performance and Governance (copy enclosed).
13. **Headline Results and Action Plan of the Staff Survey** (Pages 93 - 96)

To consider the report of the Director of Strategy, Performance and Governance (copy enclosed).
14. **Notice of Motion - Referred by Statutory Annual Council** (Pages 97 - 98)

To consider the report of the Director of Service Delivery (copy enclosed).

To receive a Presentation from the Director of Service Delivery.
15. **Appointment of Representatives to Outside Bodies** (Pages 99 - 100)

To consider the report of the Director of Strategy, Performance and Governance (copy enclosed).
16. **Any other items of business that the Chairman of the Committee decides are urgent**

NOTICES

Recording of Meeting

Please note that the Council will be recording and publishing on the Council's website any part of this meeting held in open session.

Fire

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**MINUTES of
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
24 MARCH 2022**

PRESENT

Chairman	Councillor Mrs J C Stilts
Vice-Chairman	Councillor Mrs J L Fleming, CC
Councillors	R G Boyce MBE, M R Edwards, A S Fluker, J V Keyes, W Stamp, CC and E L Stephens
Substitutes	Councillors S J N Morgan and N G F Shaughnessy

576. CHAIRMAN'S NOTICES

The Chairman welcomed all present and took the Committee through some housekeeping arrangements for the meeting.

577. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M S Heard and A L Hull. In accordance with procedure rule 16 (9) Councillor F G F Shaughnessy was in attendance substituting for Councillor M S Heard and Councillor S J N Morgan in attendance as a substitute for Councillor A L Hull.

578. MINUTES

RESOLVED by assent that the Minutes of the meeting of the Committee held on 10 February 2022 be approved and confirmed.

579. DISCLOSURE OF INTEREST

Councillor W Stamp, CC, declared a non-pecuniary interest as a Member of Essex County Council, on any agenda items pertaining to that organisation.

Councillor Mrs J L Fleming, CC, declared a non-pecuniary interest as a Member of Essex County Council, on any agenda items pertaining to that organisation.

580. PUBLIC PARTICIPATION

Whilst there was no official public participation the Chairman referenced an enquiry sent to her direct. It was agreed that a copy of the enquiry and response would be circulated to the committee following the meeting.

581. UPDATE ON THE AUDIT OF THE 2020/21 ACCOUNTS

The Committee considered the report of the Director of Resources that updated members on the audit of the 2020/21 accounts.

The Chairman introduced the report and deferred to the Director of Resources to present the detail. He advised that the report updated the Committee on the progress of the audit. At the start of the year only 40% of Local Authority audits had been completed nationally. The delays were due to a shortage of audit staff and changes in audit requirements. The audit of Council accounts commenced in January and aimed for completion in April 2022. Impact of international and national issues could cause further delays. An accountancy issue had been raised around infrastructure assets and changes to accountancy guidance were due to be issued to address this therefore auditors needed to wait for this to be introduced. The Council's interim audit of accounts went ahead in February 2022 as planned.

The Chairman moved the recommendation in the report and this was seconded by Councillor Fleming. In response to a query from Councillor Stamp the Director of Resources advised that the current delay was due to a technical accounting issue relating to infrastructure assets identified by external auditors. This had been reported to the Chartered Institute of Public Finance and Accountancy (CIPFA) who were reviewing the matter and would make the relevant changes to the guidance.

The Chairman then put the recommendation to the Committee, and it was agreed by assent.

RESOLVED that the report was considered.

582. REVIEW OF CORPORATE PERFORMANCE - QUARTER 3

The Committee considered the report of the Director of Strategy, Performance and Governance that required the committee to undertake a quarterly review of the Thematic Strategies performance, as assurance that performance was being managed effectively to achieve the corporate outcomes set out in the Council's Corporate Plan 2021 - 2023. Appendix 1 to this report provided an overview of performance as of the end of Quarter 3 (Q3)(October – December 2021).

The Chairman introduced the report and deferred to the Programmes, Performance and Governance Manager to present the detail. She took the Committee through the report that provided a broad update for each theme and highlighted the position at Q3, along with any areas of concern. All three themes delivery was on track but there were conditional elements. The detail behind this was set out at Appendix 1, some of the measures themselves or the way they were being delivered was under review as outlined in the summary status for each individual area.

She drew Members' attention to section 3.4 of the report and the indicators that sit at theme level that were at risk. Currently, one indicator had met these criteria, which was the 5 year housing land supply statement, sitting in the 'Place' strategy. It was noted that any developments in performance since January would be reflected in the next quarter 4 report.

In response to questions raised Officers provided the following information:

- That a review of the performance process was imminent together with a Workshop for Members. This would include report formats, reporting

mechanisms and a review/reset of performance targets to ensure they were ambitious enough/ fit for purpose.

- That in respect of fly-tipping performance targets Officers investigated sites as appropriate and worked with contractors to capture the information. The bulky items collection service had been suspended to focus on normal collections and officers would report back on any correlation between this suspension and the increase in fly-tipping of like items. In addition, possible resourcing of CCTV at known problem sites would be reviewed and reported back.
- That in respect of section 3.4 'Community' no individual indicators were at risk in this area. That clarity on the issue of 'data cleanse' would be circulated to members.
- That reporting on the five year housing land supply was not late, the dataset at this point in Q3 was not the complete set as the figures were reported annually. However, the next reporting period, Q4, would contain full data. The Council was on track as it had met the Housing Land test for the past four years. The problem lay with the lack of supply of future housing to meet that test in future years which had been caused by both a lack of approvals in the planning process and delays in house build caused by initial rejections by Council e.g. the North Heybridge Garden Settlement.
- That officers would check if there was still time to complete school led face-to-face projects and report back.
- That in respect of progressing the work on the Air Quality Management Area officers awaited the results of the destination survey and outcomes from new funding bids and would report back.
- That district-wide information on Section 106 projects would be reported at the July meeting of the Performance Governance and Audit Committee.
- That officers would circulate information to clarify the 99% target on coverage for Superfast Broadband.

There being no further discussion the Chairman put the recommendations in the report to the Committee and they were agreed by assent.

RESOLVED

- (i) That Members reviewed the information as set out in this report and Appendix 1 with priority focus given to the Strategic Outcome level performance;
- (ii) That Members confirmed they are assured through this review that corporate performance was being managed effectively.

583. REVIEW OF CORPORATE RISK - QUARTER 3

The Committee considered the report of the Director of Strategy. Performance and Governance that required the committee to undertake a quarterly review of the Corporate Risk Register as assurance that the corporate risks were being managed effectively. Appendix 1 was attached to the report for this purpose.

The Chairman introduced the report and deferred to the Programmes, Performance and Governance Manager to present the detail. She advised the Committee that this report covered Q3 of 2021/22, (September 21- December 21) and the Corporate Risks. Appendix 1 provided a full table of the Corporate Risk Register as at the end of December 2021. She drew Members' attention to:-

Section 3.1.1 where risks had changed direction since quarter two:

- R13 - Failure to Manage the impact of Organisational change was recommended for closure as it related specifically to Transformation work, and was now replaced with a more specific new risk R31- Resources and Operating Staffing structure was not sufficient for resilience;
- R14 – Unable to recruit and retain specialist staff – had increased in risk score;
- R10 – Failure to develop Jobs for the population, and R3 Failure to target services and influence partners to support housing needs for aging population have both seen a decrease in likelihood.

Section 3.1.2 emerging risks, these were areas where the risk score could increase in the next quarter based on how the organisation responded and adapted to national changes from the pandemic and climate change:

- R29 – Failure to deliver services as a result of COVID-19;
- R14 – Unable to recruit and retain staff with specific skill sets in specialist areas to meet the demands of the service;
- R31 – Resources and operating staffing structure is not sufficient for Resilience.

In response to issues raised, officers provided the following information:-

- That terminology in the covering report would be reviewed and risk mitigations would feature more prominently in future reports.
- That where recruitment was proving difficult a number of strategies had been put in place including:- covering vacancies with overtime, agency, and through staff development. Shared services had also been explored and were currently in place in licensing.
- That advertising was nationwide now that the Council can offer agile working. Start dates for the new enforcement officers would be circulated to the committee.
- That information on rough sleepers would be circulated after the meeting.
- That, as per previous reports to this Committee, the Southminster Health Centre was in progress, awaiting a full business case from the National Health Service.
- That partnership working was the best way to progress the South Maldon Relief road. Considerable effort had already been invested in meetings with Essex County Council (ECC) regarding the potential shortfall in funding, as the relief road was integral to the infrastructure. A written update on this would be circulated to committee members.

With reference to the South Maldon Relief road Councillor Fluker proposed that the Director of Strategy, Performance and Governance issue an invitation to a staff

member from Essex County Council's Highways department to attend the next performance focused meeting of the Performance, Governance and Audit Committee to answer Member questions on the issue. This was seconded by Councillor Stamp.

The Chairman put the recommendations in the report together with the aforementioned proposal to the Committee and they were agreed by assent

RESOLVED

- (i) That Members reviewed the Corporate Risk Register at Appendix1 and provided comment and feedback for consideration;
- (ii) That Members were assured through this review that corporate risk was being managed effectively;
- (iii) That Members challenged risk where the Committee felt that the Council's corporate goals may not be achieved;
- (iv) That the Director of Strategy Performance and Governance issue an invitation to a member of Essex County Council's Highways Department to attend the next performance focussed meeting of the Performance Governance and Audit Committee to respond to Member questions regarding the South Maldon Relief Road.

584. BALANCE SCORECARD EXCEPTIONS REPORT

The Committee considered the report of the Director of Strategy, Performance and Governance that required this Committee to be given visibility of any identified Balance Scorecard Key Performance Indicators (KPIs) that had met their threshold, supported by an action plan to ensure targets were met.

The Chairman introduced the report and deferred to the Programmes, Performance and Governance Manager to present the detail. She took the Committee through the report that covered areas of operational performance exceptions, both under and over performance. Internally, the leadership team monitored this data and discussed it monthly to address performance issues in real time where possible, with a six-monthly report provided to this committee to show the exceptions. This report covered July-December 2021.

Section 3.5 of the report provided a table of measures that were underperforming, with an explanation of action taking place to address this. It further highlighted an emerging trend where the data was currently within tolerance, but there had been an increase in housing demand. The team was managing this operationally. Section 3.6 of the report provided a table of measures that were overperforming.

There being no further discussion the Chairman moved the recommendations in the report, seconded by Councillor Fleming and the Committee agreed them by assent.

RESOLVED

- (i) That the committee reviewed and commented on exceptions to service reporting provided in this report;
- (ii) That Members confirmed they were assured through this review; Operational performance was being managed effectively.

585. REVIEW OF HEALTH AND SAFETY - QUARTER 3

The Committee considered the report of the Director of Service Delivery that provided an update on Health and Safety statistics and activity during Q3 (September to December 2021).

The Chairman introduced the report and deferred to the Director of Service Delivery to present the detail. He took the Committee through the new format that provided more information around outcomes of reported accidents and incidents of unacceptable behavior. He drew Members' attention to the Health and Safety Action plan at Appendix 1 which reported satisfactory progress and section 3.4 of the report that confirmed fire risk assessments were underway across all council buildings. The Health and Safety Policy had been updated to reflect the structure of the Council and health and safety inspections had been undertaken in all areas. New reporting systems and appropriate training had been introduced to deal with near misses together with a number of other new activities now taking place as outlined at section 3.7.2 of the report.

The Chairman then moved the recommendations, and these were seconded by Councillor Fleming.

In response to questions put officers responded as follows:-

- That for officer safety the home visit form would be updated to include advice to residents about pet management.
- That furniture inspections would take place in a proactive rolling programme of inspection going forwards.
- That all staff received regular Visual Display Unit assessments and free sight tests.

There being no further discussion the Chairman put the recommendations to the Committee, and they were agreed by assent.

RESOLVED

- (i) That Members considered the accident and incident statistics;
- (ii) That Members considered progress with the health and safety action plan;
- (iii) That Members considered additional Health and Safety improvements being implemented in addition to those identified in the action plan.

586. ANNUAL GOVERNANCE STATEMENT ACTIONS UPDATE - QUARTER 3

The Committee considered the report of the Director of Strategy, Performance and Governance that provided an update on the actions identified in the 2020/21 Annual Governance Statement (AGS).

The Chairman introduced the report and deferred to the Programmes, Performance and Governance Manager to present the detail. She informed the Committee that the statement actions were set out as ways the Council might improve its governance arrangements in the AGS. The progress on these actions were tracked and reported back to the Performance, Governance and Audit Committee (PGA).

As part of the new AGA format, actions were identified around continual improvement to the Council's governance arrangements and best practice. The report provided an update for actions identified in the 2020/21 report together with a summary table set out in section 3.5 with officer commentary. It was noted that actions highlighted in grey had previously been reported to the committee as completed. In addition to this, there was one new action reported as closed, and two that were ongoing. The 2021/22 annual governance statement was being drafted and any outstanding actions would be reflected in this as well as new actions around the latest best practice.

The Chairman put the duly seconded recommendation in the report to the Committee and it was agreed by assent.

RESOLVED that the Committee reviewed the Annual Governance Statement table and updates below and challenged where necessary.

587. ANY OTHER ITEMS OF BUSINESS THAT THE CHAIRMAN OF THE COMMITTEE DECIDES ARE URGENT

It was noted that the new camera installed in the Chamber, but not yet in use, would provide a full view of the Chamber for the watching public. The Chairman then thanked all in attendance for their contributions.

The meeting closed at 9.05 pm.

MRS J C STILTS
CHAIRMAN

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

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
9 JUNE 2022**

NOTICE OF MOTION – COUNCIL CONSTITUTION AND SCHEME OF DELEGATION

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide background information and advice to enable the Committee to consider the implications of a Notice of Motion recently received and considered by the Council, and to report back to the Council.

2. RECOMMENDATION

That the Committee considers input from Members and Officers and recommends to the Council accordingly, including the possible convening of the Corporate Governance Working Group to look at in detail and report on the implications of these proposals for the Constitution.

3. SUMMARY OF KEY ISSUES

- 3.1 At the Council meeting on 31 March 2022, a formal Motion submitted by Councillor K M H Lagan under Procedure Rule 4 was received. In accordance with that Procedure Rule, as the subject matter of that Motion fell within the remit of this Committee, it was referred to this Committee for consideration and report back. It was further agreed that the Committee would consider this with input from Officers and the relevant Members, including a review of the constitutional implications by the Legal Department. The terms of the Motion were as follows:

To ensure best value and scrutiny is undertaken as part of the council's park and waterfront asset management and associated operational processes, that the scheme of delegation to the Director of Service delivery (DOSD) be amended as follows:

17 – Asset Management:

- (d) To negotiate the terms of new leases, including interim and initial rent both at market rent and in those cases where existing tenants have a statutory right to call for a new lease on expiry of the current term. The Director of service delivery to provide options to the town ward members who will review and determine the review of existing or issuance of new leases up to an annual value of £15,000 and duration not exceeding seven years.
- (e) Provide detailed report options for determination by the towns ward members as (d) above in relation to leases with an annual value in excess of £15,000, but not exceeding £25,000, or tenure in excess of 7 years but not

exceeding 14 years. Sections (d) and (e), the results of the recommendation by members to be ratified at Strategy and Resources Committee.

44. Operational issues relating to:

- a) Parks and public open spaces including waterfront and Quays: To develop proposals and options for lettings and leases on buildings which must be referred to the Local Ward Member review Group for determination.
- b) Formal recreation areas. The development of proposals for the letting of any stalls, kiosks and other operations thereon including lettings such as funfairs, circuses and other short-term lettings shall be developed and submitted the Local Ward Member Group for determination.
- c) To provide proposals to the local Ward member review group on any community assets, including buildings, structures etc.) on any potential change of use from that intended for determination.

- 3.2 The Motion largely seeks to add words to the existing provisions, and for ease of reference the proposed changed or added wording will be highlighted in red when reviewed in detail below. Councillor Lagan seeks to improve the collaborative working between Members and Officers and give opportunity to help change and shape the future of things in the District and local areas. He submitted that it is important for people of the District to see Members having an input in the decision-making process which needs to be made more inclusive.

4. REVIEW OF PROPOSED CHANGES

Background context

- 4.1 The Council's Scheme of Delegation has its foundations in law (section 101 of the Local Government Act 1972), has been in place for several years, and was reaffirmed when the Council's new Constitution was adopted in 2019. The intention of the Scheme is to provide clear parameters within which Officers can act without the need for a Council or Committee decision. The Director of Service Delivery has delegated powers to deal with operational matters relating to parks and open spaces, and in this respect 'parks' would include Promenade Park, Maldon, and the seating shelter would be regarded as a building within that park. He also has delegated powers in relation to Asset Management subject to certain parameters.
- 4.2 This proposal to change the Constitution follows a request by Councillor Lagan to scrutinise a decision taken under delegated powers to lease a former seating shelter at Promenade Park, Maldon for conversion and use as service kiosk. The scrutiny request stated that a learning outcome would include the need to ensure that the decision-making process was correctly allocated between Members and Officers. The Overview and Scrutiny Committee after consideration of a report at its meeting on 20 January 2022 addressing specific points identified by its Working Group, was reassured to the extent that no further scrutiny was required and made no recommendations.

Asset Management

17 – Asset Management

- (d) To negotiate the terms of new leases, including interim and initial rent both at market rent and in those cases where existing tenants have a statutory right to call for a new lease on expiry of the current term. ~~The Director of Service Delivery to provide options to the town ward members who will review and determine the review of existing or issuance of, and to authorise completion of such~~ new leases up to an annual value of £15,000 and duration not exceeding seven years.
- (e) ~~Provide detailed report options for determination by the towns ward members In consultation with the Chairman or Vice-Chairman of the Strategy and Resources Committee and the Leader,~~ as (d) above in relation to leases with an annual value in excess of £15,000, but not exceeding £25,000, or tenure in excess of 7 years but not exceeding 14 years.

~~Sections (d) and (e), the results of the recommendation by members to be ratified at Strategy and Resources Committee.~~

- 4.3 It is vital that both the remits of decision-making, whether expressed through Committee terms of reference or a scheme of delegation, are clear and uncomplicated. It is not unusual however for the exercise of certain delegated powers to be conditional on prior consultation with named Members, as is currently the case with leases above a certain annual value or tenure. The basic difficulty with the proposal as drafted is that the delegated power relates to Asset Management across the board and not just riverside and parks facilities. It also talks about Town Ward Members 'determining' lease reviews, and a Local Member Review Group which has not been constituted and would not have the power of decision. The proposed changes however envisage the outcome of the Working Group's deliberations being ratified by the Strategy and Resources Committee.
- 4.4 In summary therefore, the proposal as drafted takes away the existing delegation on all Asset Management matters at the lowest level (17(d), and together with the next level (17(e)) introduces a Member Review involvement with a subsequent report to the Strategy and Resources Committee. This amounts to the introduction of a new process for Asset Management and if implemented these two elements would cease to amount to being exercisable delegated powers - a significant curtailment on operational issues at the lowest levels.
- 4.5 The Council as a landowner makes day to day operational decisions to lease areas for various periods in line with the Constitution and relevant policy/strategy set by Members. Where a long-term commitment or significant income/expenditure is involved, decisions are taken by members. Over 200 leases and licences are currently managed – these include moorings, business kiosks, leisure facilities and parks as well as the use of the Council Offices. In addition, a number of requests for short term and summer concessions are managed. Standard terms and conditions are used, subject to variation to fit individual circumstances and requirements.
- 4.6 In relation to the proposed changes to 17(d), where a lease has an automatic right to renewal under the Landlord and Tenant Act 1954 the Tenant is entitled to a lease on identical terms to that of the previous lease. The Lease can only be altered by consent. Unless the term is beneficial to the Tenant it is rare for any changes to be agreed. While a rent increase is acceptable there is no realistic room for negotiation,

and in a number of cases legislation will dictate the nature of the renewal. Members would therefore have no legal grounds to vary the terms of any agreement. If a tenant is unhappy with any proposed changes then they have the right to take the matter before the Courts for determination. It will be seen that this is very much a legal process with professional Officers best placed to review renewals in that light.

- 4.7 Introducing a level of consultation will add additional time and cost to the process and weaken the negotiating stance of Officers during the course of drafting and reviewing a proposed agreement. Given the relatively low income from some of the agreements this would not be cost-effective.
- 4.8 The process to agree new leases and licences can often be time-consuming with updates and changes being made on a number of occasions. To consult on every occasion would make the process very protracted for officers and tenants and introduce uncertainty. This would not fit well with the Council's aspirations as to how best to deal with commercial matters. How the Asset Management should be operated is another matter entirely to that of the decision-making provisions within the Constitution.

Operational Issues

44. Operational issues relating to:

- a) Parks and public open spaces **including waterfront and Quays: To develop proposals and options for lettings and leases on buildings which must be referred to the Local Ward Member review Group for determination.**
 - b) Formal recreation areas ~~and any buildings therein and.~~ **The development of proposals for the letting of any stalls, kiosks and other operations thereon including lettings such as funfairs, circuses and other short-term lettings shall be developed and submitted the Local Ward Member Group for determination.**
 - c) **To provide proposals to the local Ward member review group on any community assets, including buildings, structures etc.) on any potential change of use from that intended for determination.**
- 4.9 The existing delegation provides Officers with the flexibility to deal with operational issues relating specifically to parks, public open spaces and formal recreation areas. In themselves, due to their minor nature, they would not ordinarily amount to a power or function to be delegated but are included in the Scheme of Delegation for the avoidance of any doubt. As with the Asset Management proposal, the change would envelop operational issues relating to all parks, public open spaces and formal recreation areas within the District. Similarly, the proposal introduces a Member involvement through a Working Group which has not been constituted and would not have the power of determination. Only a formally constituted Committee or Sub-Committee would have the power to determine or decide. As a result, the proposal as drafted introduces a process for dealing with such operational matters across the board and would nullify the delegation.
- 4.10 It is for the Constitution to make clear where the balance between Member and Officer level decision-making should rest and the Council agreed this in 2019 to reflect the transformation and structural change that had occurred. For the most part, the Scheme of Delegation can be seen as largely operational and service delivery oriented, which allows decisions to be taken, and actions authorised by Officers without any conflict with policy and in line with corporate and service objectives. It is

not the role of the Scheme of Delegation to set out processes for how things are done.

- 4.11 If the intention behind the proposed changes is to enable greater Member involvement in the more operational and day to day matters affecting an area so specific as Promenade Park, Maldon, then this may be achieved without compromising the effect of the existing delegation. As was highlighted in the scrutiny outcome of the particular action/decision referred to above, Officers are under a general obligation to keep Members abreast of what is happening in their Wards and indeed the local Members were engaged on the particular proposal at the time. In addition, the identified need for a Parks Management Plan has been included as a priority objective for a proposal to be brought forward and reported to the Strategy and Resources Committee.

5. CONCLUSION

- 5.1 For the reasons given above, it is considered that the Motion proposal as drafted is flawed and would negate the relevant delegated powers by the introduction of a process involving a Member Review Working Group. While it is conceivable that the existing delegation could be revised to enable matters relating specifically to Promenade Park to be dealt with by exception, the implications of this require careful consideration. The Committee may consider there is merit in the Corporate Governance Working Group being convened to consider these matters in greater detail given the potential impact on the Scheme of Delegation and therefore the Constitution in general. It is for the Council to convene that Working Group and to agree its remit.

6. IMPACT ON STRATEGIC THEMES

- 6.1 No direct impact on the three Strategic Themes although the implications of the proposed changes in relation to largely low-level and operational matters would conflict with elements of the Performance and Value aspirations that underpin those Themes. Good governance, of which the Constitution is a key component in relation to decision-making, enables delivery of strategic priorities.

7. IMPLICATIONS

- (i) **Impact on Customers** – Not Applicable (N/A)
- (ii) **Impact on Equalities** – N/A
- (iii) **Impact on Risk** – N/A
- (iv) **Impact on Resources (financial)** – Potential implications arising from the removal of a range of largely operational matters from delegation or by the introduction of a process to enable Member involvement.
- (v) **Impact on Resources (human)** – Potential implications arising from the removal of a range of largely operational matters from delegation or by the introduction of a process to enable Member involvement.
- (vi) **Impact on the Environment** – None.

(vii) **Impact on Strengthening Communities** – None.

Background Papers: None.

Enquiries to: Paul Dodson, Director of Strategy, Performance and Governance.



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

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
9 JUNE 2022**

NOTICE OF MOTION – COUNCIL CONSTITUTION AND QUESTIONS TO THE LEADER

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to enable the Committee to consider and report to the Council on a proposed change to the Constitution.

2. RECOMMENDATION

That the Committee considers the proposed change to the Constitution and recommends accordingly to the Council.

3. SUMMARY OF KEY ISSUES

- 3.1 At the last meeting of the Council, a formal Motion submitted by Councillor A S Fluker, duly seconded and supported, under Procedure Rule 4 was received. In accordance with that Procedure Rule, as the subject matter of that Motion fell within the remit of this Committee it was agreed that it be referred to this Committee for consideration and report. The terms of the Motion as submitted were as follows:

With regards public interest, openness, democracy, and transparency that Part 4 of the Rules of Procedure, Rule 1, 3 (m) be amended from:

- (m) Questions (which may be made without notice) to the Leader of the Council (or in his absence the Deputy Leader) (other than at the Annual Meeting, and at the meetings referred to in (h) above) for a maximum of 15 minutes and not beyond 10.00pm unless such period is extended with the mutual agreement of the Chairman of the Council and the Leader (or Deputy Leader).

to:

- (m) Questions (which may be made without notice) to the Leader of the Council (or in his absence the Deputy Leader) (other than at the Annual Meeting, and at the meetings referred to in (h) above) for a maximum of 15 minutes allocated to the asking of questions. Where the Leader or (Deputy Leader in their absence) is unable to answer a question, the answer will be given by a written response from the Leader to all members within 5 working days.

- 3.2 The Motion seeks to vary the facility for Members to direct questions to the Leader (or Deputy), without notice, at ordinary meetings of the Council (except the statutory annual meeting and those meetings at which the Leader's Speech and Budget Speech are received). The main change would be to introduce the requirement for the Leader (or Deputy) to provide a written response to all Members within 5 working days when a question cannot be answered at the meeting. The proposed change

removes the restriction on the time allowed for questions if the meeting is likely to continue past 10pm during the course of that item.

- 3.3 For the sake of clarity, perhaps any revision to the Constitution to reflect this proposal, if approved, should refer to the 15 minutes period being allowed for the asking and answering of questions only. The revised paragraph (m) would therefore read:

- (m) Questions (which may be made without notice) to the Leader of the Council (or in his absence the Deputy Leader) (other than at the Annual Meeting, and at the meetings referred to in (h) above) for a maximum of 15 minutes allocated to the asking of **and responding to** questions **only**. Where the Leader or (Deputy Leader in their absence) is unable to answer a question, the answer will be given by a written response from the Leader to all members with 5 working days.

4. IMPACT ON STRATEGIC THEMES

- 4.1 No direct impact on the three Strategic Themes although the Constitution is a key component of good governance. It is important that the Council is able openly to explain, through well-presented and user-friendly constitutional documentation, the way in which it is set up and operates, and how it conducts its business. It is important that the Council's procedures are seen as open and transparent.

5. IMPLICATIONS

- (i) **Impact on Customers** – None directly but see the above impact on Strategic Themes.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.
- (vii) **Impact on Strengthening Communities** – None.

Background Papers: None.

Enquiries to: Stuart Jennings, Corporate Governance Project Officer (email: stuart.jennings@maldon.gov.uk)



REPORT of DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
09 JUNE 2022

REVIEW OF CORPORATE PERFORMANCE – QUARTER 4

1. PURPOSE OF THE REPORT

- 1.1 The Corporate Performance framework requires this Committee to undertake a quarterly review of the Thematic Strategies performance, as assurance that performance is being managed effectively to achieve the corporate outcomes as set out in the Council's Corporate Plan 2021 - 2023.
- 1.2 **APPENDIX 1** to this report provides an overview of performance as of the end of Quarter 4 (Q4) (January 2022 – March 2022), illustrating the 2021/2022 End of Year (EOY) position.
- 1.3 Online versions are available to view on the Members' SharePoint site.
- 1.4 **APPENDICES 2,3 & 4** detail the full list of Key Performance Indicators (KPIs) for each strategy, with highlighted changes in readiness for 2022/2023 performance monitoring as demonstrated at the recent member workshop.

2. RECOMMENDATIONS

- (i) That Members review the information as set out in this report and **APPENDIX 1** with priority focus given to the Strategic Outcome level performance;
- (ii) That Members confirm they are assured through this review that corporate performance is being managed effectively;
- (iii) That Members note the KPIs that will be monitored for 2022/2023.

3. SUMMARY OF KEY ISSUES

- 3.1 Since the Corporate strategies were adopted, the Council has had to respond to the local impacts of the Covid-19 pandemic. At all levels in the organisation, this resulted in redeployment and reprioritisation of resources to respond to the community's needs; many of which were not forecast to be priorities.
- 3.2 Any concerns affecting the corporate outcomes are set out in **APPENDIX 1** for the three Thematic Strategies. To summarise:
 - **Overall Place Strategy Performance**
 - Overall, the performance delivery is on-track, there are some conditional elements identified.

- The following outcomes are rated as `at risk`
 - `Delivering the housing the District needs` is at risk mainly due to the Five Year Housing Land Supply (5YHLS), however there are appropriate action plans and working group activity to progress and bring the outcome back on track.
 - The affordable homes KPI data has been subject to a data review and cleanse to enable the correct data to be submitted to DEFRA. All data within the report is correct as of 21 April 2022.
- **Overall Prosperity Strategy Performance**
 - Work continues to progress, there are some conditional elements identified.
 - The following outcomes are rated as `at risk`
 - `Enabling future economic investments and new jobs` is at risk due to resource diversions of COVID, work is ongoing to address this.
 - `Enhancing & Promoting the Districts visitor economy` is at risk due to resource diversions of COVID, work is ongoing to address this.
- **Overall Community Strategy Performance**
 - Work continues to progress positively. Overall, the performance delivery is on-track, there are some conditional elements identified.

3.3 The following KPIs have been annotated as 'At Risk' for Q4/EOY:

Place Thematic Strategy KPIs	At Risk	<ul style="list-style-type: none"> • Five Year Housing Land Supply Statement updated and Published
Prosperity Thematic Strategy KPIs	At Risk	<ul style="list-style-type: none"> • Business satisfaction with MDC services • Build & Deliver Maldon District Investment Prospectus • Business Benefit through tourism activity
Community Thematic Strategy KPIs	At Risk	<ul style="list-style-type: none"> • None

4. CONCLUSION

- 4.1 Most of the reported performance measures at Q4 are on track despite resource re-direction due to Covid-19. Work is ongoing to address areas of delivery risk.
- 4.2 Officers will continue to analyse the impact of COVID 19 on the strategies, and where necessary support recovery progress.

5. IMPACT ON STRATEGIC THEMES

- 5.1 It is important that performance is monitored and managed effectively, to ensure that Maldon District Council progresses towards and/ or achieves its stated outcomes.

6. IMPLICATIONS

- (i) **Impact on Customers** – Performance management covers the monitoring of corporate outcomes. The Corporate Plan includes delivery for our customers.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – If performance is not managed effectively by the Council, it puts the Council's corporate outcomes' delivery at risk and increases unnecessary exposure to potential, operational, reputational, or regulatory consequences.
- (iv) **Impact on Resources (financial)** – All performance management is undertaken within existing planned budgets.
- (v) **Impact on Resources (human)** – All performance management is undertaken within existing planned budgets.
- (vi) **Impact on the Environment** – None.
- (vii) **Impact on Strengthening Communities** – None.

Background Papers: None.

Enquiries to: Paul Dodson, Director of Strategy, Performance and Governance.

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Corporate Performance Report Q4

Year: 2021/2022

Report Generated: May 2022



Corporate Performance Overview

APPENDIX 1

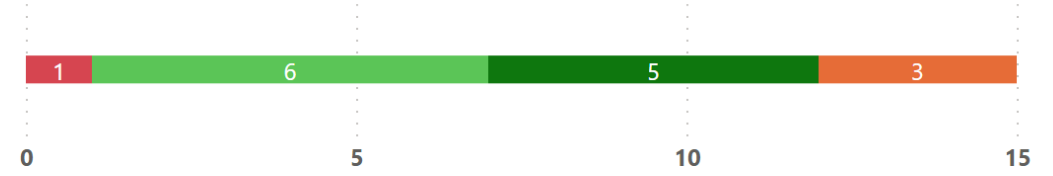
Place Outcomes

Status ● At Risk ● On Track ● On Track - Conditional Elements



Place Key Performance Indicators (KPI)

Status ● At Risk ● On Track ● On Track - Conditional Elements ● Under Review



Prosperity Outcomes

Status ● At Risk ● On Track - Conditional Elements



Prosperity Key Performance Indicators (KPI)

Status ● At Risk ● On Track ● Under Review



Community Outcomes

Status ● On Track - Conditional Element



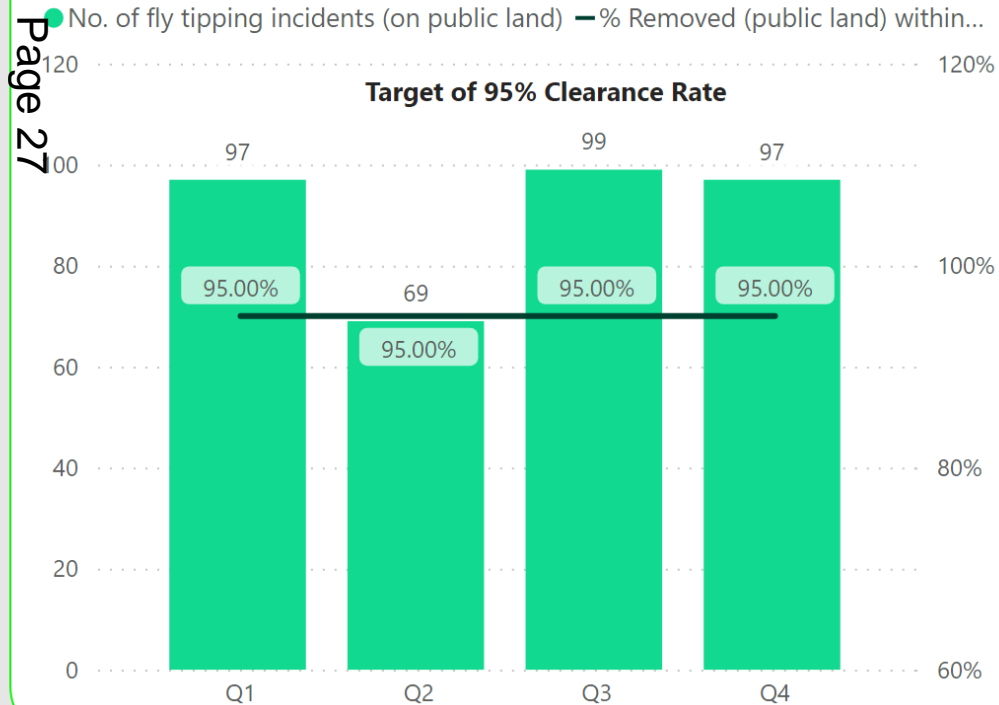
Community Key Performance Indicators (KPI)

Status ● Not Started ● On Track ● On Track - Conditional Elements ● Under Review

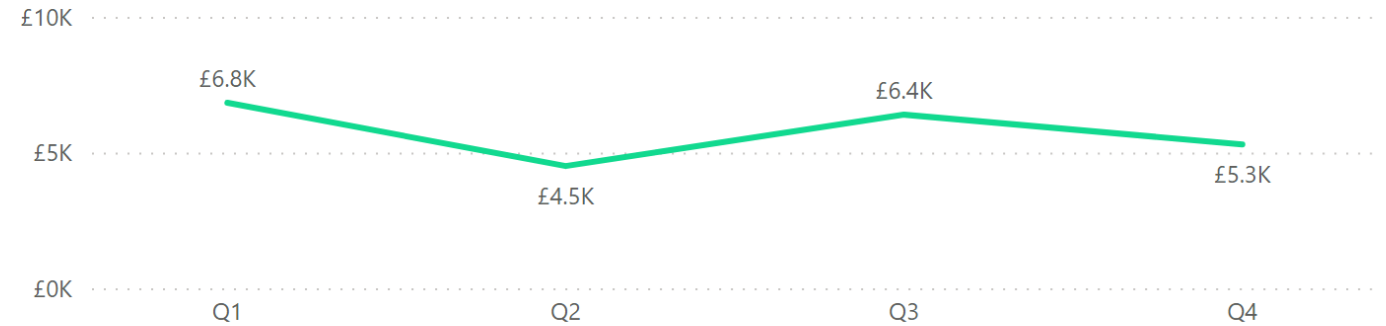


Outcome	Status	Commentary
Promote Civic Pride And Maintain The District' s Environmental Quality	On Track - Conditional Elements	Q4 - Fly tipping incidents and removal time/cost continues to be consistent for Q4 and throughout 2021/22. Fly tipped hazardous materials increasing each quarter this year. Customer satisfaction rates via Resident and Business Survey show a % decrease in satisfaction rates within 'Flagship Open Spaces' - Promenade Park 56% down from 63% in previous year and Riverside Park down from 40% in previous year to 20% this year. Customer satisfaction rates with the 'cleanliness and tidiness of the District' s also down on the previous year from 64% to 51% this year. Production of the first management plan (Promenade Park Management Plan) has been slow to progress this year with time and financial resources attributed for delay.

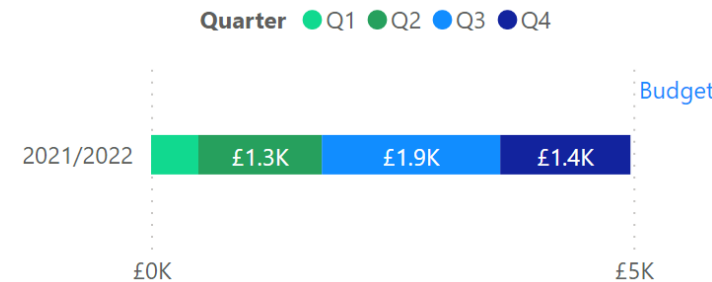
(PL1) Number Of Fly Tipping Incidents (On Public Land) and Percentage Removed Within 24 Hours (Contractor Time)



(PL1) Costs For Fly Tip Clearance - Non Hazardous



(PL1) Fly tipping - Hazardous



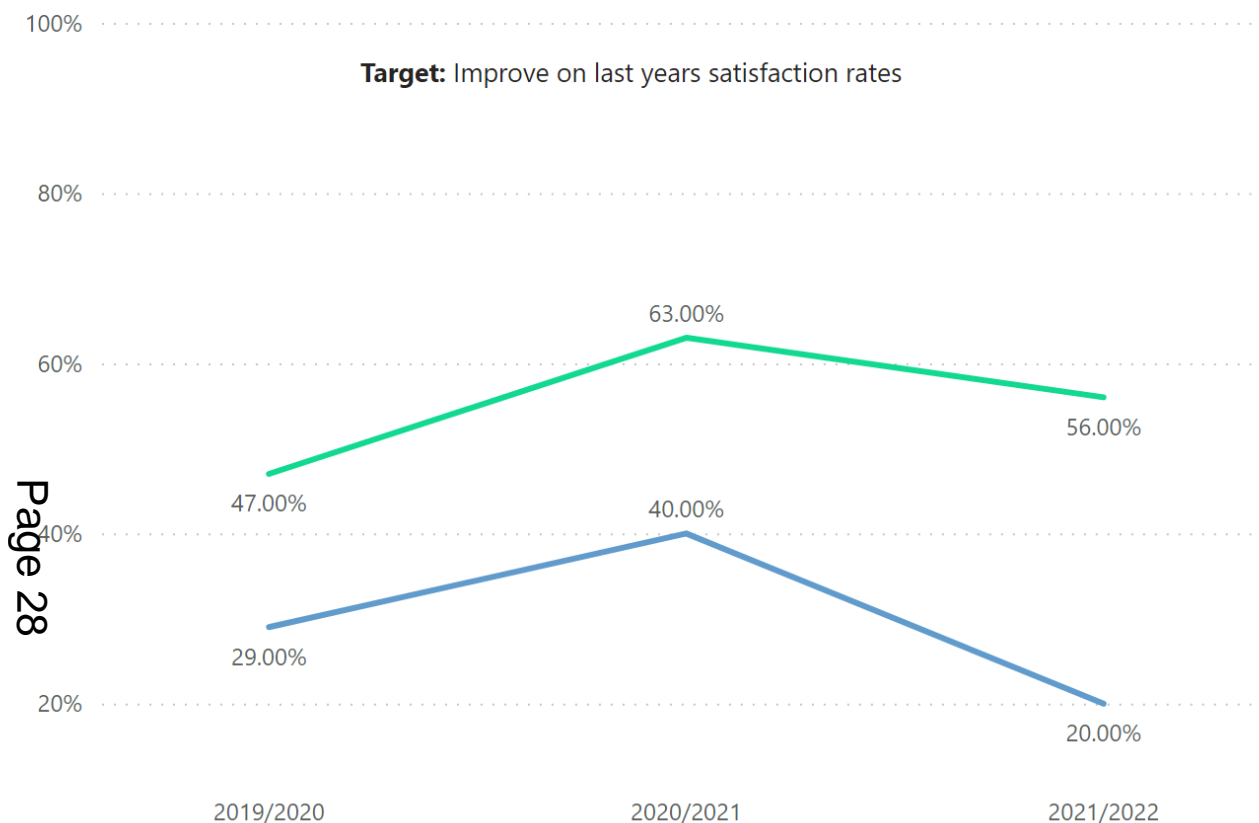
(PL1) Total fly tip removals 2021/2022 (Excluding investigation & enforcement costs)

£ 28,004

(PL1) Prom Park & Riverside Park Satisfaction

● Prom Park Satisfaction ● Riverside Park Satisfaction

Target: Improve on last years satisfaction rates

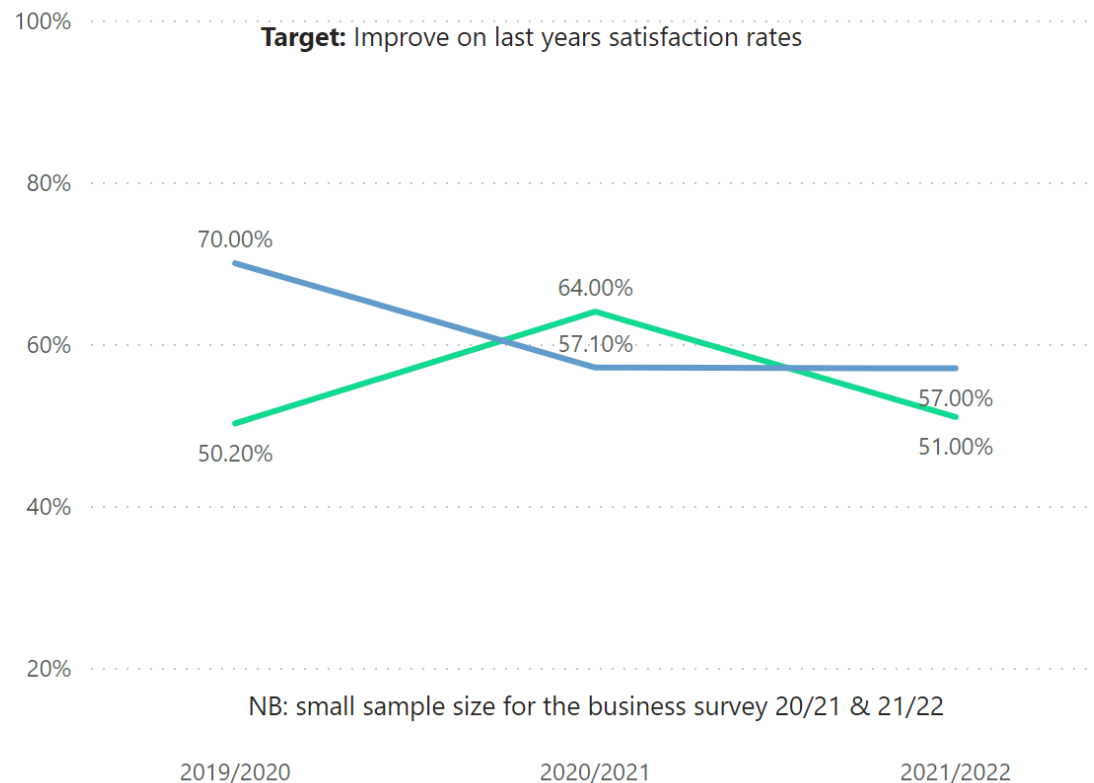


(PL1) Resident & Business Satisfaction rates to: 'Maldon is a Clean & Tidy District'

APPENDIX 1

● Resident Satisfaction Rates ● Business Satisfaction Rate

Target: Improve on last years satisfaction rates

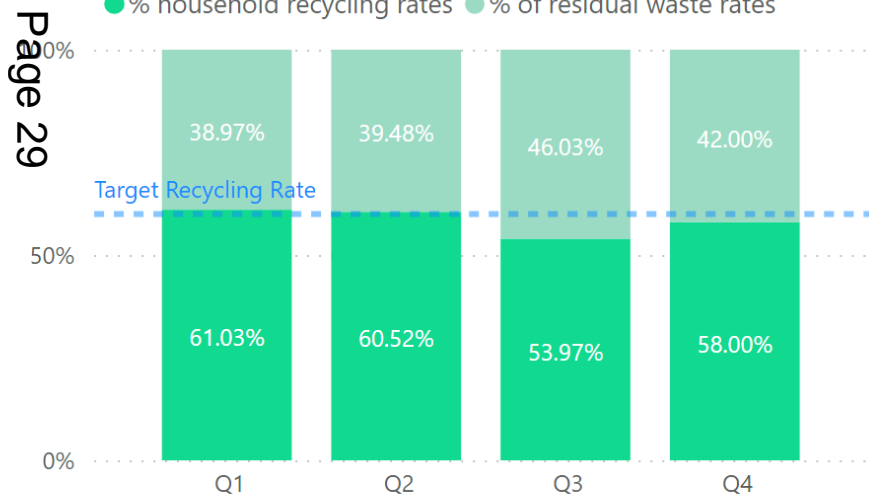


Place Actions Plans	Status	Highlights/Low Lights	Target
Number Of Up To Date Management Plans In Place For MDC Owned Public Open Space - SPECIFICALLY What Residents And Businesses Are Dissatisfied With e.g. Vandalism, Graffiti, Overflowing Bins, Weeds, Litter etc.	On Track - Conditional Elements	Q4 - No further progress. Resources/Staff Capacity shortfalls remain unresolved.	Quarterly Progress

Outcome	Status	Commentary
Reduce Impacts Of Waste Disposal And Pollution On The Environment	On Track - Conditional Elements	Q4 - Recycling rates recovered slightly in Q4 on Q3 but still just below target percentages of 60% recycled and 40% residual. Q1 and Q2 recycling rates slightly exceeded 60% target so on average during 2021/22 the targets were met. Fly tipping incidents remain consistent in Q4 with clear up rates meeting 95% target within 24 hours. Funding sought to implement Air Quality Management Area Action Plan Measures - Measure 1 complete to produce the origin/destination survey that is also being used in complementary work activity by Essex CC regarding sustainable transport options to encourage walking, cycling and public transport within Maldon Town Centre and the wider District.

(PL2) Percentage Of Household Recycling Rates

● % household recycling rates ● % of residual waste rates

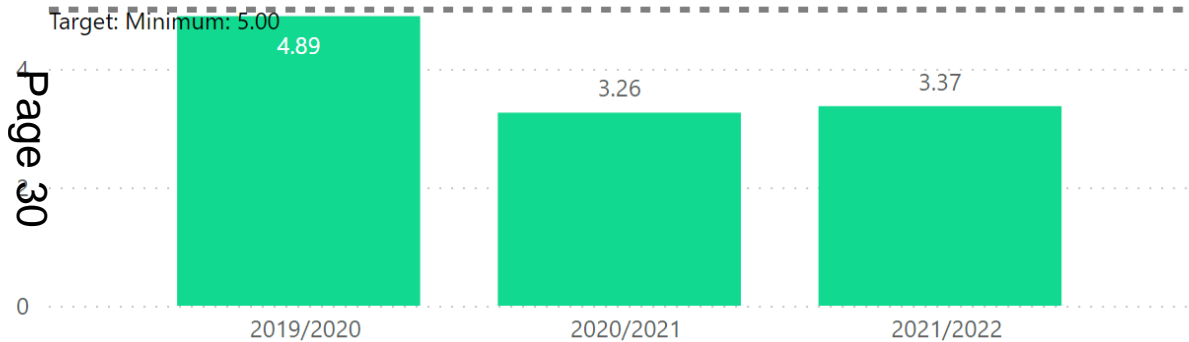


There are factors this year which meant that the out-turn was lower than expected including adhoc suspensions of the garden waste service.

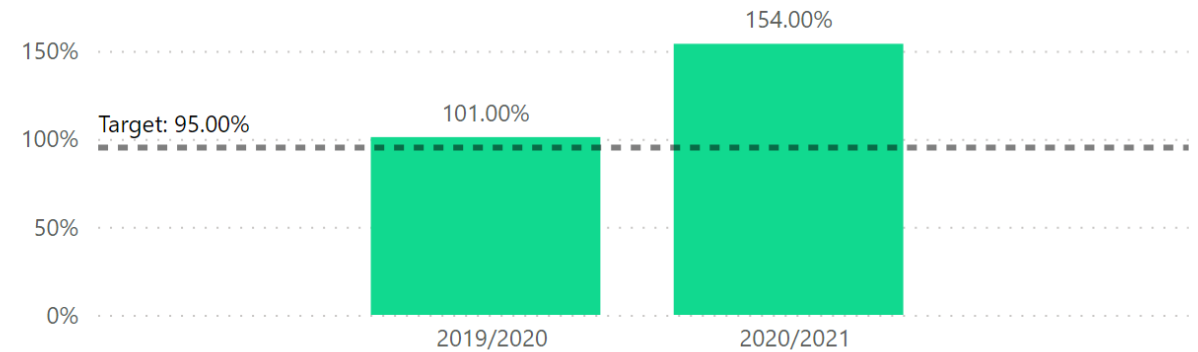
Place Actions Plans	Status	Highlights/Low Lights	Target
Implement Air Quality Management Area (AQMA) Action Plan 2020-2025	Under Review	Q4 - Work on delivering the AQMA still remains suspended following the unsuccessful bid for grant funding for 2020/2021. We have since employed the services of our ECC contact to pulling together a bid for the 2021/2022 grant funding round. Depending on the success of the Grant application, we will then review our Air Quality Action Plan (AQAP) and the target dates set therein. We are also waiting the return of the destination survey completed by ECC. The destination survey result will allow us to consider aspirations for a Market Hill one way system and associated clean air benefits of such.	To AQMA Action Plan Timetable
Preparation And Adoption Of Climate Action Strategy And Climate Action Plan	Complete	The final member workshop took place on the 12th October. Members reviewed the final draft and recommended endorsement to Strategy & Resources. Strategy has been adopted.	Strategy Adopted By Q3 (December 2021)

Outcome	Status	Commentary
Deliver The Housing The District Needs	At Risk	Q4 -5YHLS slightly improved to 3.37 years by end of Q4 (to be published). Housing Delivery Test passed at 154%. 27 Affordable Homes delivered in Q4. Infrastructure Delivery Statement (S106 collection/spend) to be presented to PGA in July covering the 2021/22 financial year. LDP Review progressing.

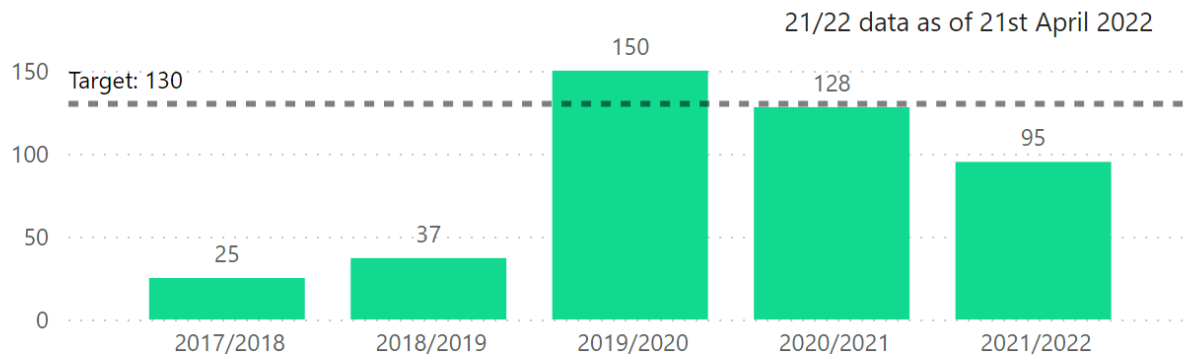
(PL3) Five Year Housing Land Supply Statement Updated And Published (Supply In Years)



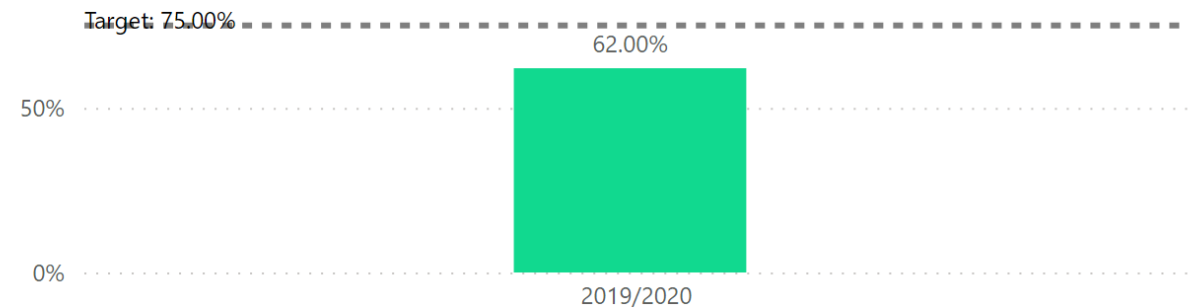
(PL3) Housing Delivery Test (HDT) Results Published By MHCLG



(PL3) Number Of Affordable Homes Delivered



(PL3) Percentage Of Homes Delivered On The Strategic Allocations Compared To The LDP Housing Trajectory (LDP page 19; para 2.16)



Place Actions Plans	Status	Highlights/Low Lights	APPENDIX 1 Target
Five Year Housing Land Supply Statement Updated And Published	At Risk	Q4 - 3.37 years. It has gone up slightly because the end of year work has now been done for publication, so strategic site 2a has been reprofiled and the yearly amount of housing to be completed has been amended in line with delivery over the past two years and Taylor Wimpey's delivery schedule. Council tax records have been checked up to date and the strategic sites completions have been double checked against building control records. A housing fact sheet and 5 year supply statement (not published at the time of this update) will be published as soon as reasonably possible.	5 Year Minimum
Number Of Affordable Homes Delivered	On Track - Conditional Elements	Q4 - Strategic Housing Allocations and Major Applications continue to progress Affordable Housing delivery - 27 units in total. 4 x 1 bed flats at Wycke Place Aff Rented Eastlight, 10 Affordable Rented Maldon Rd Burnham on crouch SAGE, 4 Shared Ownership Maldon Rd Burnham on crouch SAGE, 2 x 2 bed houses affordable Rented Wycke Place Eastlight, 2 x 2 bed houses Shared Ownership Wycke Place Eastlight, 1 x 3 bed house and 2 x 2 bed houses Aff rented Southminster Rd Burnham on crouch CHP, 2 X 3 bed houses Shared Ownership Southminster Rd Burnham on crouch CHP. Total annual DEFRA return - 95 units.	130 p.a.
Housing Delivery Test (HDT) Results Published By MHCLG	On Track	Q4 - The Housing Delivery Test was published on the 14th January 2022 for the year 2021 - Maldon Districts results were 154%. Housing Delivery Test (%) = Total net homes delivered over 3 year period divided by Total number of homes required over 2 year 7 month period* *For the 2021 measurement, there is a reduction in period for measuring total homes required – usually this would be measured over a 3-year period, but an 8-month period has been used for the 2020/21 monitoring year. This is to account for the considerable variations in levels of housing delivery as local planning authorities and construction industry faced disruption on a national, regional, and local level due to the pandemic. Additionally, an 11-month period has been used for the 2019/20 monitoring year. This was to account for disruption to housing delivery and monitoring caused by the first national lockdown in March 2020.	95%
Monitor All S106 Agreements And Publish In Infrastructure Delivery Statement	On Track	Q4 - The Infrastructure Funding Statement is going to be republished and it is planned that this will be going to PGA in July. We were publishing prior to December each year the legislation only says that it has to be published by 31st December, this however means that we are looking at part years and it is more appropriate to monitor any sort of funding in financial years because this can tie in with others spending, end of year monitoring and it is easier to see spend and remittances over clear delineated periods. The way the statement is going to be written is it is hoped going to be clearer as well alongside the information published with it. Work is ongoing with both ECC and the NHS to ensure that the Council has a full understanding of their spend, remittances and projects.	100% Implementation And Publish Yearly
Percentage Of Homes Delivered Compared To The LDP Housing Trajectory	Under Review	Q4 - This indicator is not really required now because the indicator was the trigger for carrying out an LDP review which the Council are undertaking.	75%

<u>Outcome</u>	<u>Status</u>	<u>Commentary</u>
Work With Partners To Maintain And Improve The District's Resilience To The Effects Of Climate Change	On Track	Q4 - Continued progress with our partners - DEFRA for Air Quality improvement, ECC Highways and Transportation for sustainable transport options, removing harmful greenhouse gas emissions from motor vehicles plus county-wide EV Charging Strategy and Environment Agency for flood resilience and protection. Climate Action Strategy and Blackwater Estuary Conservation Strategy progressing to ensure land based and water based climate action mitigation measures are taken forward in partnership. LDP Review will ensure a strong policy position for climate action.

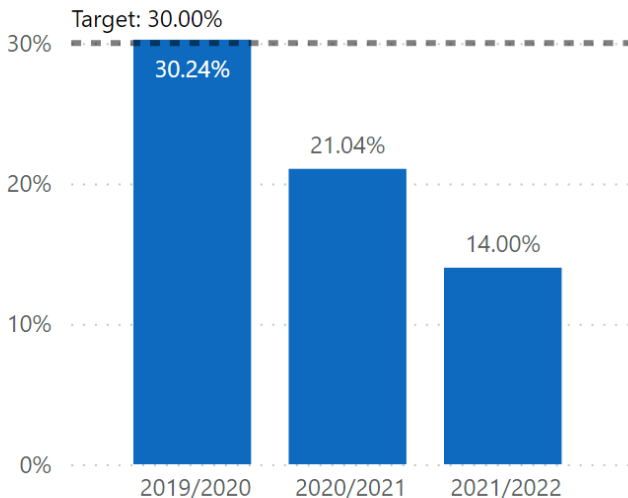
<u>Place Actions Plans</u>	<u>Status</u>	<u>Highlights/Low Lights</u>	<u>Target</u>
Develop And Adopt Blackwater Estuary Conservation Strategy	On Track	Q4 - Sub-group meeting re-scheduled to April 2022. No further update for Q4	Quarterly Progress

<u>Outcome</u>	<u>Status</u>	<u>Commentary</u>
Deliver Sustainable Growth And New Infrastructure Through Development	On Track	Q4 - Infrastructure Delivery Statement prepared for financial year 2021/22 showing S106 collection/spend towards all new infrastructure delivery from strategic housing allocations and major approved planning applications. To be presented to PGA July 2022. Superfast Broadband digital infrastructure delivery progressing and on track to agreed rollout programme, extended to December 2022.

Place Actions Plans	Status	Highlights/Low Lights	Target
Monitor Delivery Of Superfast Broadband To Essex CC Programme Rollout To Ensure Targets Are Met Within The Maldon District	On Track - Conditional Elements	The rollout programme has been extended to December 2022 for those properties in Phase 4b (Brentwood, Castle Point, Chelmsford, Colchester, Harlow and Maldon). Contractual agreements with the department for Digital, Culture, Media & Sport (DCMS) and funding from South East Local Enterprise Partnership (SELEP) and Department for Environment, Food and Rural Affairs (DEFRA) will maintain the current planned programme, reaching additional rural businesses and ultrafast upgrades. Currently 96.15% Coverage	99% Coverage By Q4
Monitor All S106 Agreements And Publish In Infrastructure Delivery Statement	On Track	Q4 - The Infrastructure Funding Statement is going to be republished and it is planned that this will be going to PGA in July. We were publishing prior to December each year the legislation only says that it has to be published by 31st December, this however means that we are looking at part years and it is more appropriate to monitor any sort of funding in financial years because this can tie in with others spending, end of year monitoring and it is easier to see spend and remittances over clear delineated periods. The way the statement is going to be written it is hoped going to be clearer as well alongside the information published with it. Work is ongoing with both ECC and the NHS to ensure that the Council has a full understanding of their spend, remittances and projects.	100% Implementation And Publish Yearly

Outcome	Status	Commentary
Enabling Future Economic Investment And New Jobs	At Risk	Q4 - The creation of the Maldon District Investment Prospectus has been delayed owing to pressure on internal resources. Outsourced platform development has been commissioned using Additional Recovery Grant(ARG) funding and we expect to progress with a soft launch in Q2/3 2022/23. Delay is disappointing but unlikely to have a substantial impact on overall risk. We have engaged well with ECC's Sector Development Strategy, Inward Investment approach and Marketing Essex work. Engagement will continue to ensure alignment. However, evidence shows there is very low availability of commercial premises within the district, making business relocation to the district and business growth difficult. The LDP review and Employment Land Premises Study is now underway and should support the future investment.

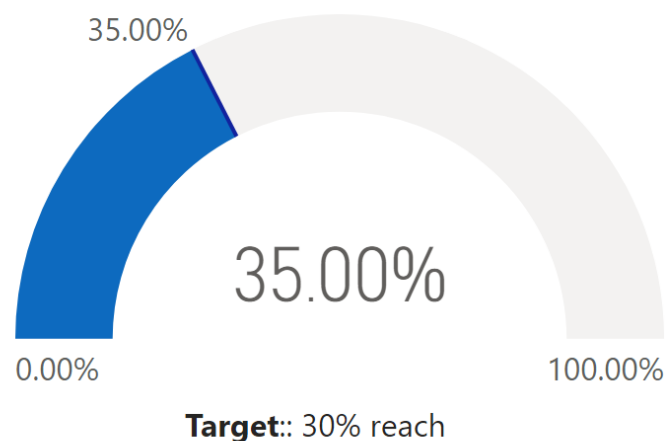
(P6) Business Satisfaction With MDC Services. (%)

NB: small sample size for the business survey
20/21 & 21/22

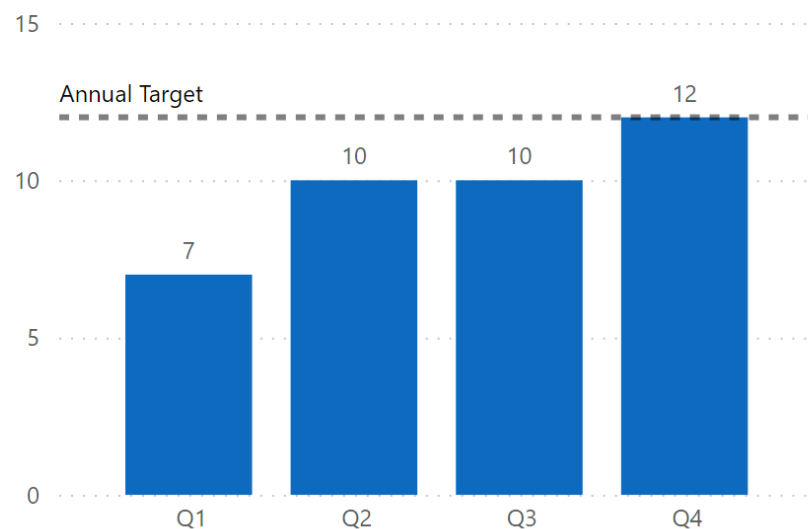
Prosperity Actions Plans	Status	Highlights/Low Lights	Target
Business Satisfaction With MDC Services. (Via Survey)	At Risk	Q4 - Regrettably only 7 businesses responded to the annual resident and business survey, but of these only 1 (14%) agreed they were satisfied with MDC services. This is another decrease and clearly places this objective at risk. Some more positive activity has been achievable as Covid restrictions have lifted, we have been able to work with the Maldon Business Hub to hold the first in person business event for 2 years and the first T22 (Tourism Group) meeting was also held with a wide range of industry stakeholders.	30%
Build And Deliver Maldon District Investment Prospectus	At Risk	Q4 - The creation of the Maldon District Investment Prospectus has been delayed owing to pressure on internal resources. Outsourced platform development has been commissioned using ARG funding and we expect to progress with a soft launch in Q2/3 2022/23. Time scales to be confirmed shortly. Engagement with employment sites has improved by working alongside the commissioned photography. Web structure and content progressing well. Delay is disappointing but unlikely to have a substantial impact on overall risk. We have engaged well with ECC's Sector Development Strategy, Inward Investment approach and Marketing Essex work. Engagement will continue to ensure alignment.	By Q4 2021/2022

Outcome	Status	Commentary
Supporting Existing Local Businesses	On Track - Conditional Elements	Q4 - The review of Sense of Place has completed and passed the (Magna) gateway review. Maldon District Business Network is growing. The Maldon Board is stable and progress is being made with the Burnham Board. The Covid19 Economic Recovery and Transformation (CERT) Programme has delivered a wide range of projects including 3 ongoing business support commissions and additional support coming via our North Essex Economic Board (NEEB) partnership. The outputs & feedback are being compiled for Q1. As Covid restrictions have lifted we have been able to work with the Maldon Business Hub to hold the first in person business event for 2 years. The Maldon Business Day was a great showcase of available business support, presentation of strategic level work from MDC and ECC and positive and productive networking. The first T22 (Tourism Group) meeting was also held with a wide range of industry stakeholders and we anticipate this being the start of a productive network. The business focused Sense of Place newsletter has also proved more effective, likely to mean we have significantly exceeded the annual target. However responses to the MDC Resident and Business Survey were very limited and continue to be negative.

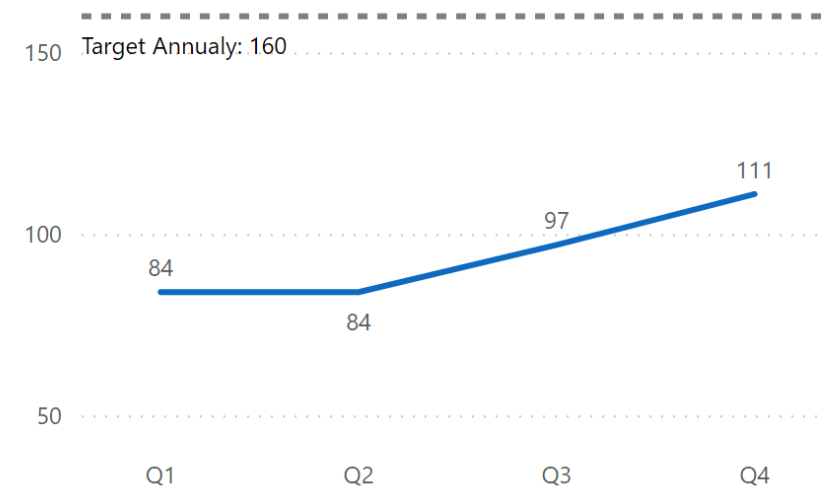
(P7) Estimate % reach of the Maldon district business network.



(P7) Number Of Business Groups Engaged In SOP Business Network (Cumulative)

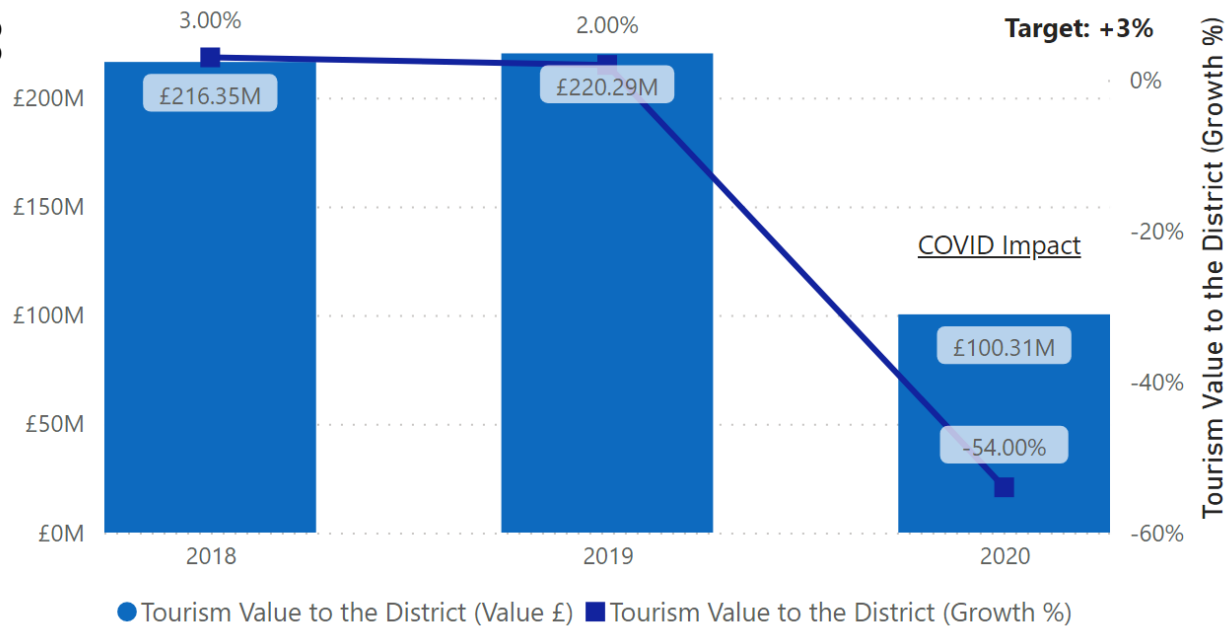


(P7) Number Of Members Of Maldon District Business Group (LinkedIn)

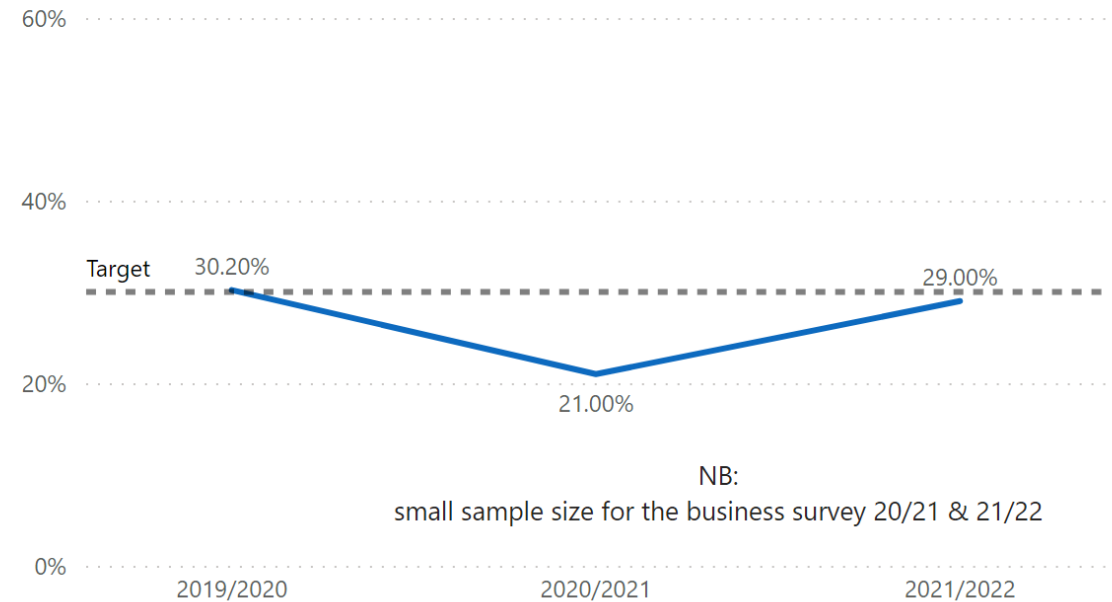


<u>Outcome</u>	<u>Status</u>	<u>Commentary</u>
Enhancing And Promoting The District's Visitor Economy	At Risk	Q4 - The Tourism (T22) Board and strategy work has now started, after a two year delay. Delays and decisions regarding our events and concessions programme could also have significant impacts. Recent years will mean this will not be visible through data and the other measures on the Visitor Economy are either under development, not bench marked or retrospective. Accordingly this objective has been moved to at risk.

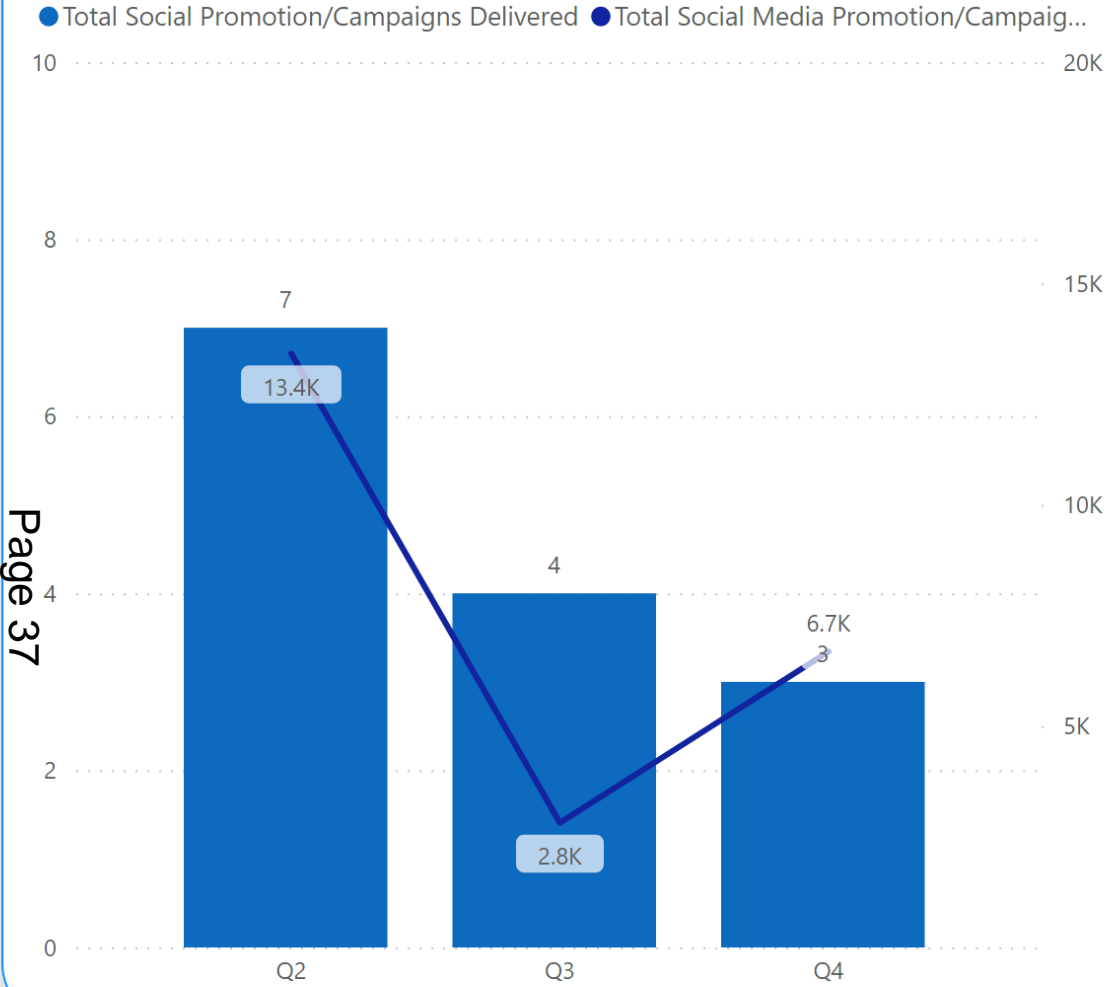
(P8) Tourism Value To The District In £ And Growth In %



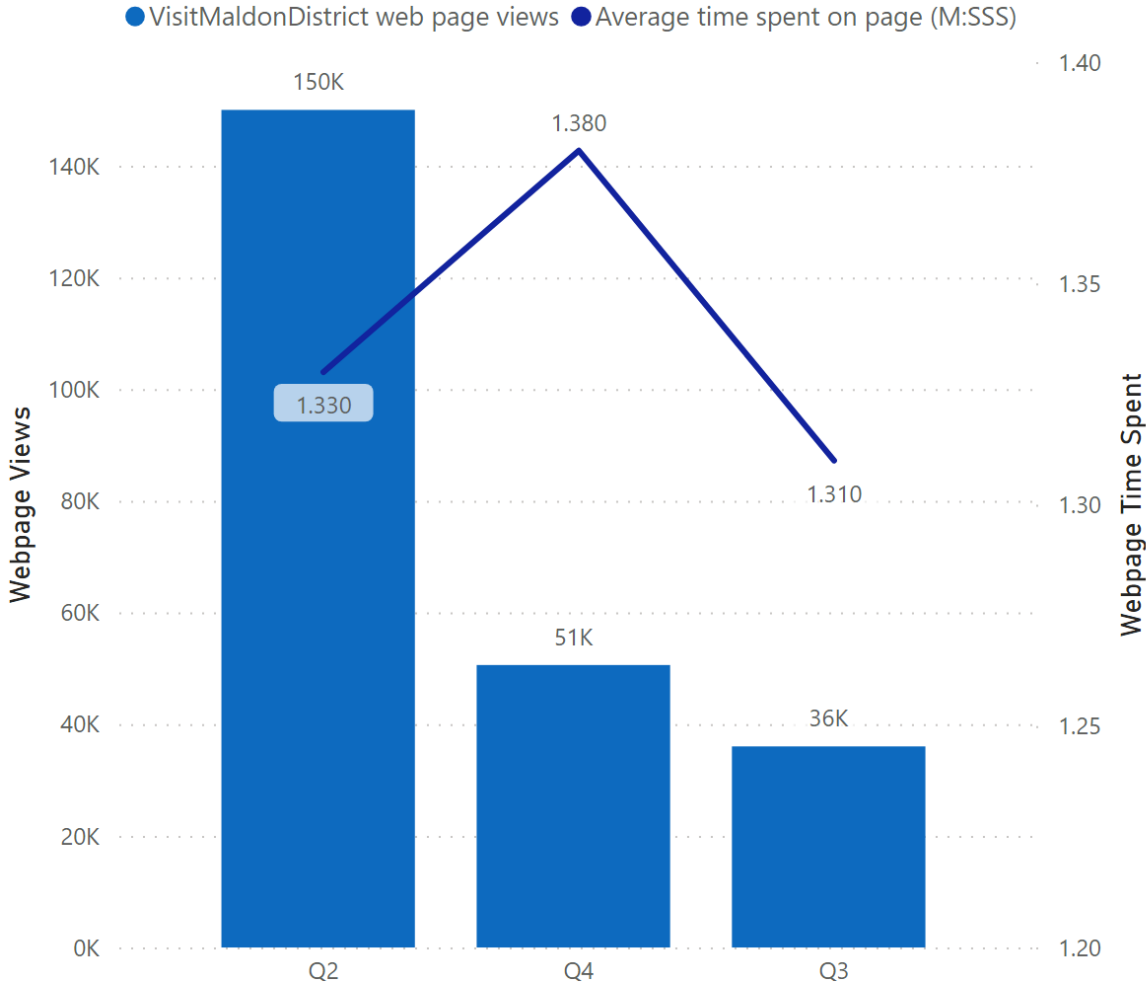
(P8) Business Benefit Through Tourism Activity - (Businesses Surveyed That Perceive A Benefit)



(P8) Engagement With Campaigns



(P8) Visit Maldon District Web Traffic

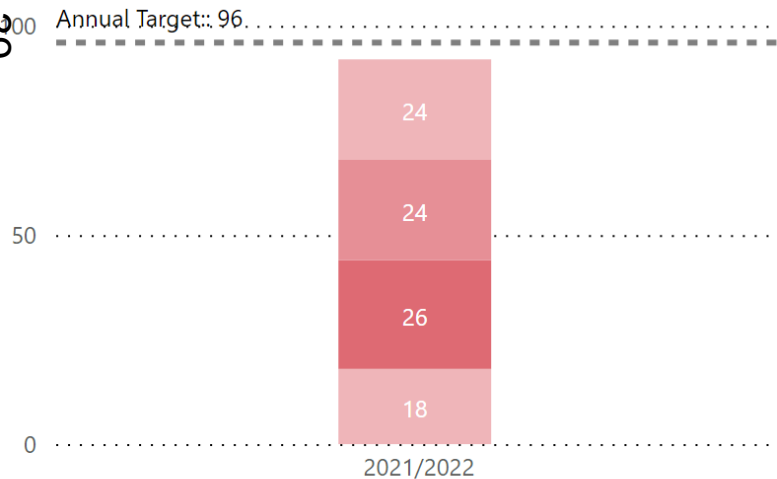


Prosperity Actions Plans	Status	Highlights/Low Lights	APPENDIX 1 Target
Business Benefit Through Tourism Activity - Evidence (Via Survey)	At Risk	Q4 - Regrettably only 7 businesses responded to the annual resident and business survey. Of those only 29% of businesses agreed that they benefit from events and tourism in the district. This is a decline, when compared to 2020, however COVID restrictions are potentially influencing these results due to a restricted visitor/tourism offer in 2021. As the other measures on the Visitor Economy are either under development, not bench marked or retrospective, other impacts are not yet visible. The Tourism (T22) Board and strategy work has now started, after a two year delay, but delays and decisions regarding our events and concessions programme could also have significant impacts. Recent years will mean this will not be visible through data. Accordingly this KPI has been moved to at risk.	30%
Economic value of events	Under Review	Q4 : Capturing event attendance has proved difficult as we are reliant on the event organisers capturing data and sharing with us. Un-ticketed events are only an estimation on attendance. However, we were able to evaluate the two music weekends, which showed an economic impact of overnight expenditure; £57,000.00 Resident expenditure; £205,400.00 & Visitor expenditure; £359,800.00, Totalling £622,200.00. We will continue to evaluate events during 2022 now restrictions have been removed and look to get additional ticketing data to analyse. In terms of trends we are able to say that events such as the Maldon Motor show in 2019 attracted 190% more footfall than the average weekend. The Junior Parkrun also attracted 50% more footfall. Mud Race, and fireworks also show significant impact. Carters Steam fair in 2021 showed varying impact with operating weekdays indicating a 10% increase but weekends showing up 180% increase in visitors compared to an average weekend.	Evaluate Data & Establish baseline
Engagement With Campaigns	Under Review	Q4 - Campaigns and activities have focused on supporting businesses and our open spaces with the improving weather conditions and suspension of travel limits seeing an increase in outside exploration of the District. Business promotions continued following Small Business Saturday with communications promoting local businesses across the district through re-posting of content on social media. Promenade Park was the main focus of our communications efforts this quarter with the launch of a new Vegan Market and application process for new business opportunities both taking place during the period, both activities were positively received despite criticism aimed towards the vegan market.	Target being developed following benchmarking

Outcome	Status	Commentary
Working With Our Communities And Partners To Improve The Physical Health And Well-being Of Our Residents	On Track - Conditional Elements	Q4- We have continued to work in partnership with partners to deliver projects to improve residents physical health and well-being. The MAN v FAT Football programme successfully launched and 44 residents are participating in the programme, whilst we have a waiting list of 7 residents in case current members drop-out. Given the success of the programme, we have funded a second season which will be launching in May.

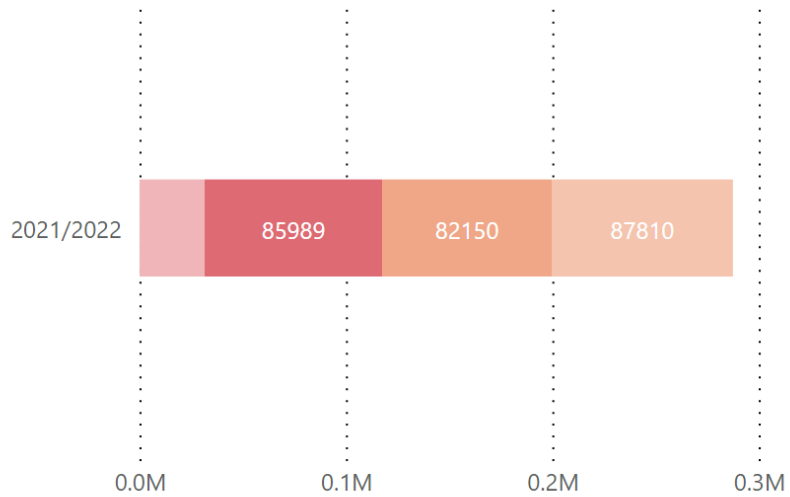
(C9) Number Of Physical Activity Promotions/ Campaigns

Q1 Q2 Q3 Q4

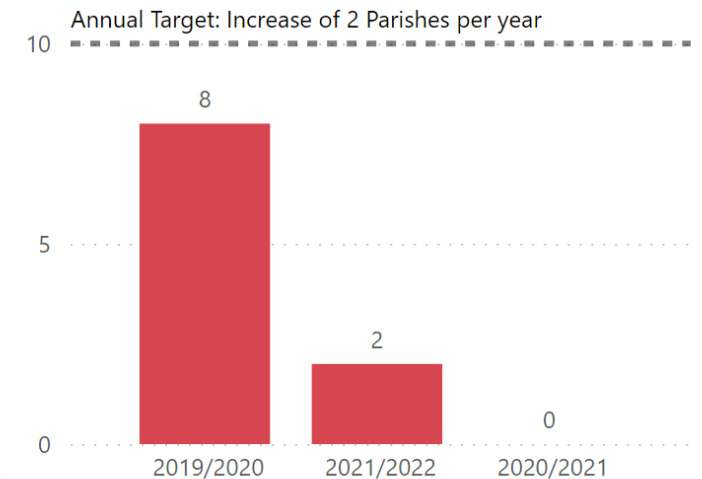


(C9) Participation At Leisure Centres (Places Blackwater Leisure And Dengie 100)

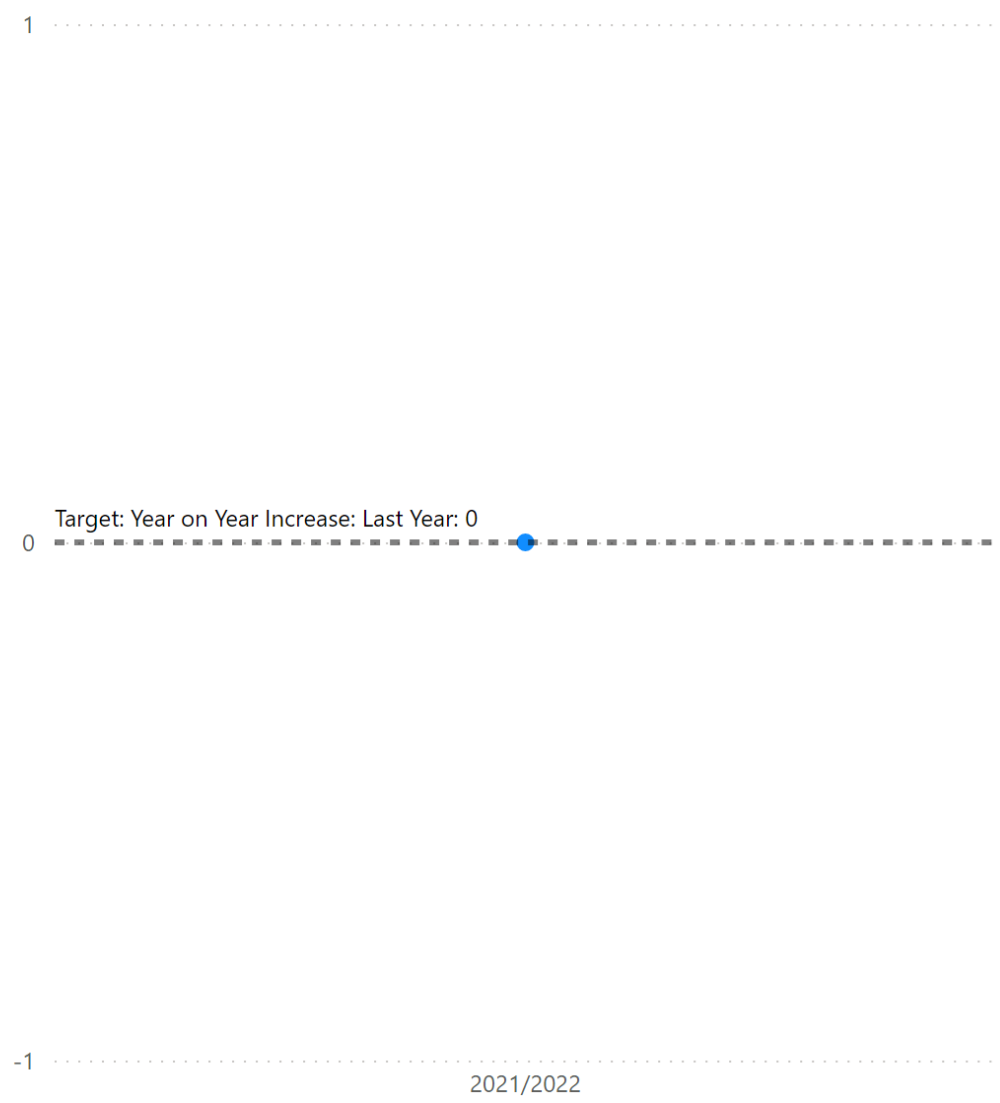
Q1 Q2 Q3 Q4



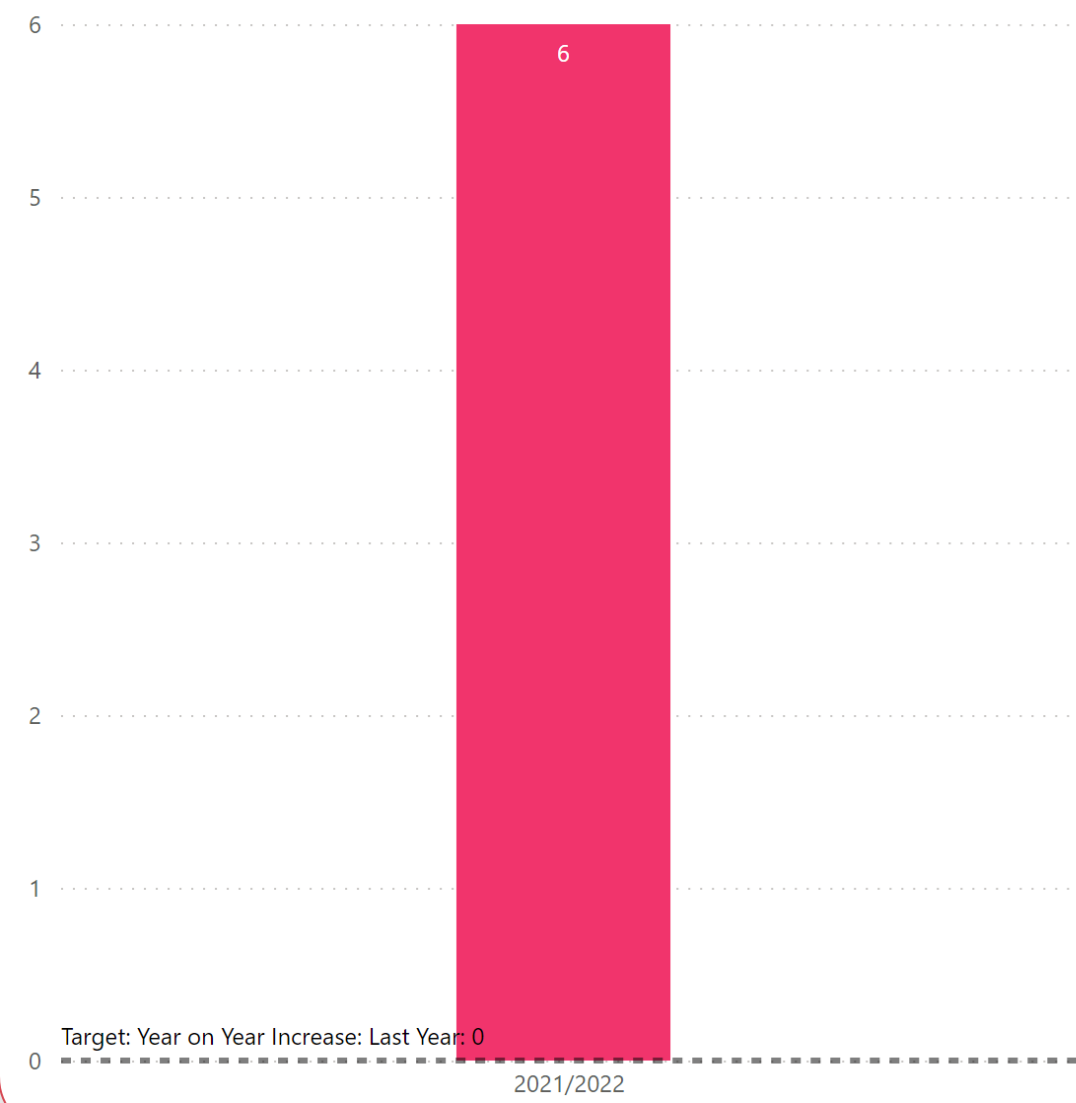
(C9) Number Of Community Weight Management Sessions Delivered To Parishes And Participant Feedback



(C9) Number Of Community Champions Appointed Across The District



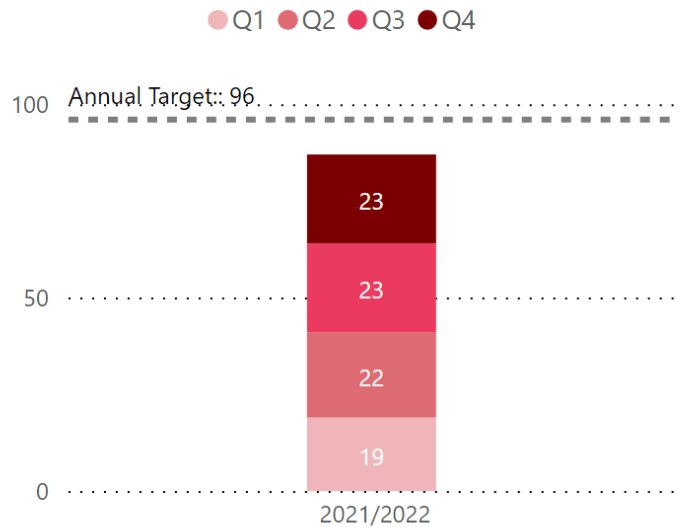
(C9) Number Of Organisations Supported To Improve Inclusion And Accessibility



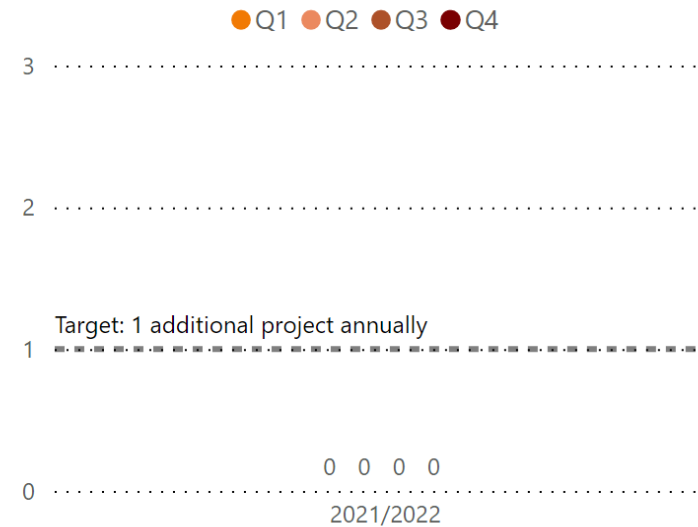
Community Actions Plans	Status	Highlights/Low Lights	APPENDIX 1 target
Number Of Physical Activity Promotions/Campaigns	On Track	Q4- Continuing to strengthen our partnership work with Active Essex, with the Active Network group progressing and actively using the budget to support and fund local community sport and physical activity groups. Man v Fat up to 49 members with season 2 confirmed for May. New Sport Development officer is strengthening relations with community sport & leisure clubs, and we are working with Longfield Medical Centre to set up a gym referral process with Blackwater Leisure centre.	Annually 96 Promotions/2 Campaigns
Participation At Leisure Centres (Places Blackwater Leisure And Dengie 100)	On Track	Q4: Participation at Blackwater Leisure and Dengie 100 has increased this quarter, with 87810 footfall. We have secured £100,000 to install Changing Places Toilets in the leisure facilities in the hope to increase participation and promote accessibility for all.	1% Increase Year on Year
Number of Community Weight Management Sessions Delivered To Parishes And Participant Feedback	On Track	Q4- Blackwater Leisure Centre and Tollesbury D'arcy continue to run My Weight Matters programme. Looking to extend this to more communities and had a consultation meeting with Provide on this.	Increase Of 2 Parishes Per Year
Number Of Community Champions Appointed Across The District	Not Started	Q4- Again held back, planning and development has progressed and on track to launch in Q1	Year on Year Increase
Number Of Organisations Supported To Improve Inclusion And Accessibility	On Track	Q4 - Maldon District Dementia Action Alliance has been re-accredited with the nationally recognised Dementia Friendly status. Maldon District Council has been successful in a bid to DHLUC to install 2 Changing Places facilities in leisure centres across the District.	Year on Year Increase

Outcome	Status	Commentary
Working With Our Communities And Partners To Improve The Mental Health And Well-being Of Our Residents	On Track - Conditional Elements	Q4- We have continued to work with our partners to support residents mental health. In this quarter, we have seen the successful delivery of the Lions Barber Suicide Awareness Training to 11 barbershops, beauticians and hairdressers in the District. Some of the feedback received from the training "Inspiration and the listening scale was a very useful reference as was looking for local services in our community. For me I found it fascinating to hear of the facts about mental health put across in a friendly conversational way that was free from judgement in a safe space. Toms natural sense of humour made the training invigorating and I am definitely taking both professional and personal active listening away from this training." "I gained confidence in asking the correct questions and the right information to pass on to anyone that's struggling." "I gained the confidence to identify when there may be an issue and I can now give people the support they need and point them in the right direction to get the help they deserve."

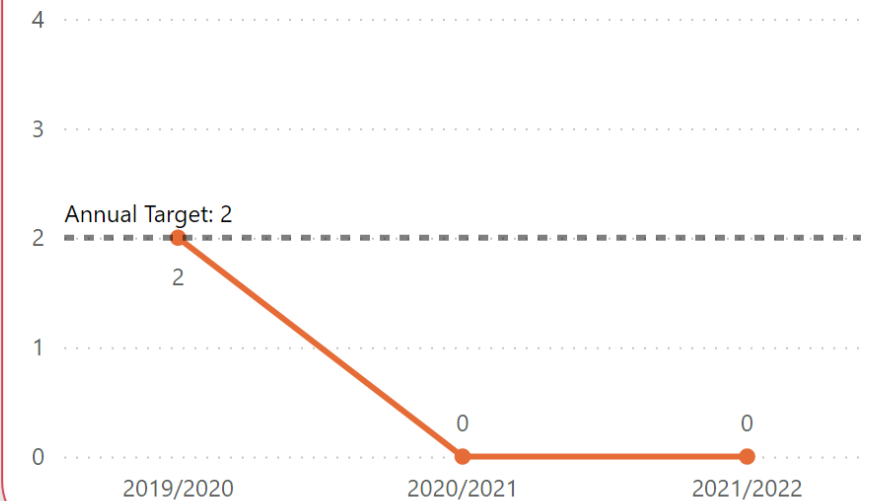
(C10) Promotion Of Mental Health, Social Isolation And Loneliness Initiatives



(C10) Number Of Intergenerational Projects Delivered In The District



(C10) Number Of Schools Supported By The MDC Year 6 Transition Template To Identify Children With Unaddressed Mental Health Concerns



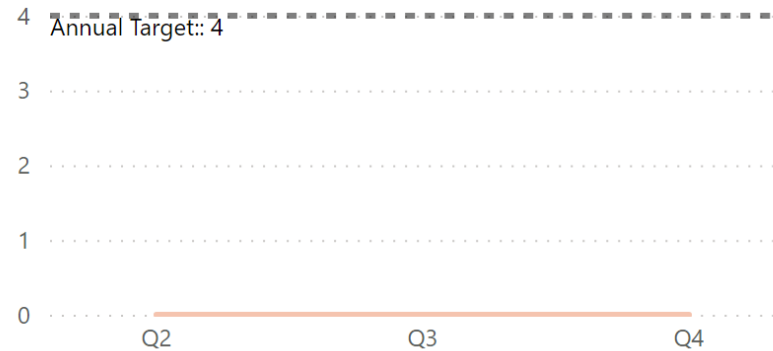
Community Actions Plans	Status	Highlights/Low Lights	Target
Number Of Schools Supported By MDC Year 6 Transition Template	Under Review	Q4 - There has been no further developments with the transition template.	2 Per Year
Number Of Intergenerational Projects Delivered In The District	Under Review	Q4- Schools engagement will commence post easter as school restrictions ease. Care home physical activity provisions and consultation was delivered in partnership with Active Essex.	1 New Project Per Year
Promotion Of Mental Health, Social Isolation And Loneliness Initiatives	On Track	Q4- Continuing to raise the profile of mental health, suicide awareness, and social isolation through the Livewell partnership and mental health communications group. Lions Barber Training was delivered to local hair professionals, dengie farmers suicide prevention group is progressing, continuing to promote and support NHS wave 3 suicide prevention programme.	Annually 96 Promotions/2 Campaigns

Outcome	Status	Commentary
Working with our Communities, Schools And Partners, To Improve Our Children And Young Peoples' Health And Well-being, Giving Them The Best Start In Life	On Track - Conditional Elements	Q4: In partnership with the Plume Academy, Essex County Council, Active Essex and the Community Safety Partnership we are planning to deliver a Student Engagement Programme. We have now formalised the Pupil Working Group and planned to host a workshop but to but unfortunately due to the rise in Covid cases at the Plume we have had to reschedule for after the Easter Holidays. We are also working in partnership with the Maldon and District Community Voluntary Service to support the creation of a Youth Environmental Arts Group

(C11) Number of known youth groups/clubs promoted



(C11) Number Of Youth Awareness Sessions Delivered To Schools



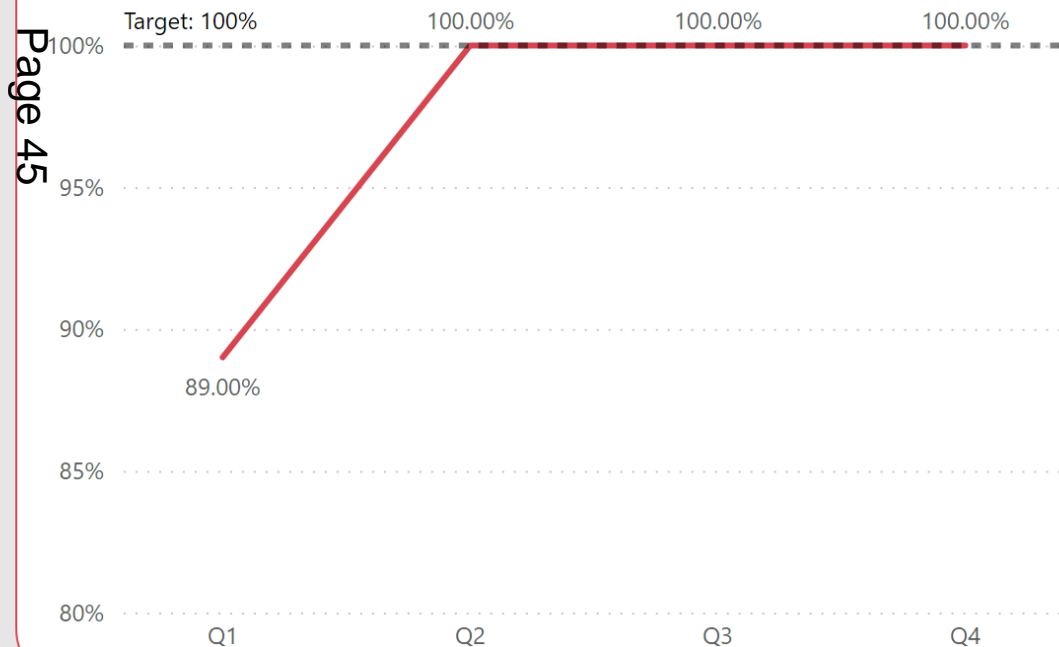
(C11) Number of Known Youth Groups in the District

13

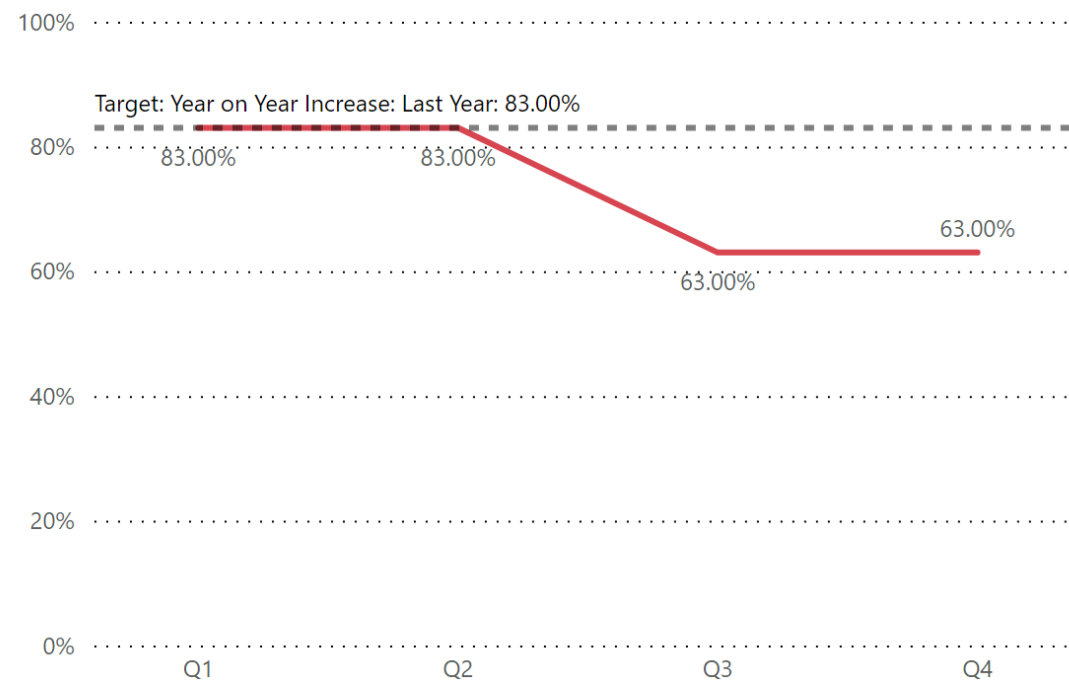
C11 - We have worked in partnership with the Plume Academy to create a Student Panel for the delivery of the multi-agency programme. MDC Officers and ECC representatives were scheduled to deliver a workshop at Plume Academy in March however, due to a rise in COVID-19 cases at the school the workshop has been rescheduled to after the Easter holiday.

Outcome	Status	Commentary
Ensuring The Safety And Wellbeing Of Our Vulnerable Children, Adults And Families	On Track - Conditional Elements	New dates for Summer Safeguarding Forum will soon be set (Jun22, Aug22) The online reporting form and Freshserve management of reporting continues to function well. A review of Designated Safeguarding Reporting Officer (DSRO) and the MDC Safeguarding Policy will be undertaken in Q3/Q4 to take into account any new learning and adaptations that need to take place

(C12) New Staff Completion Of E-Learning Modules On Safeguarding Vulnerable Adults And Young People and GDPR



(C12) Percentage Of MDC Customer Facing Staff Who Have Received "Make Every Contact Count" Training



OutcomeStatusCommentary

Building On The Strengths Of Our Communities And What They Can Do To Support Themselves And Help Each Other To Thrive

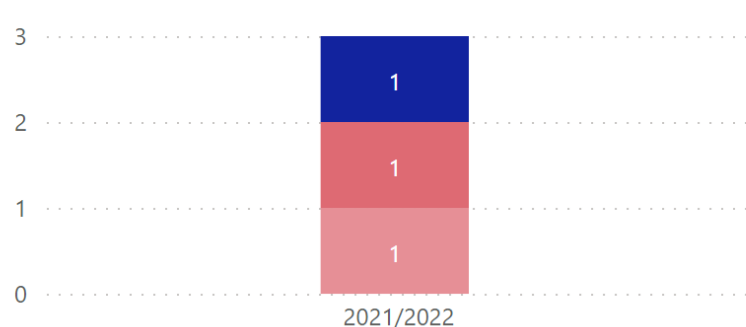
On Track
-
Conditional
Elements

Q4- In partnership with the Maldon and District CVS we hosted a Food Provision Workshop bringing together local providers of support services and community leaders to understand the scope of the current provision and where this can be supported, developed and grown to meet the increasing community needs. As part of this, we have now agreed to form the Food Provision Collective to join-up processes and we will meet quarterly to share information, knowledge and skills.

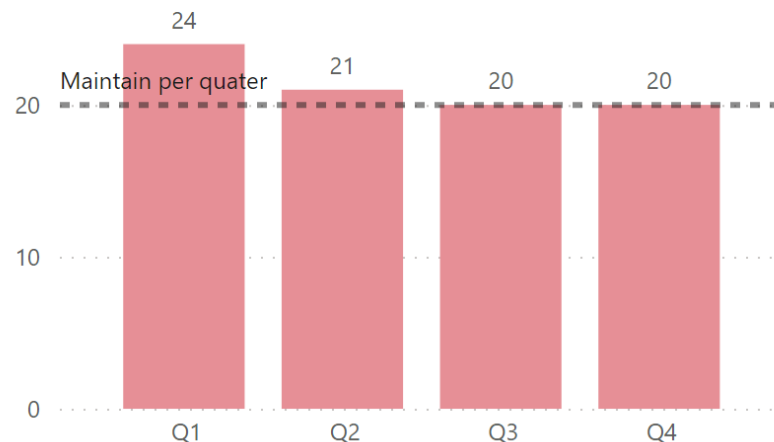
(C13) Number of Multi-Agency Events Delivered In The District

Quarter ● Q1 ● Q2 ● Q3 ● Q4

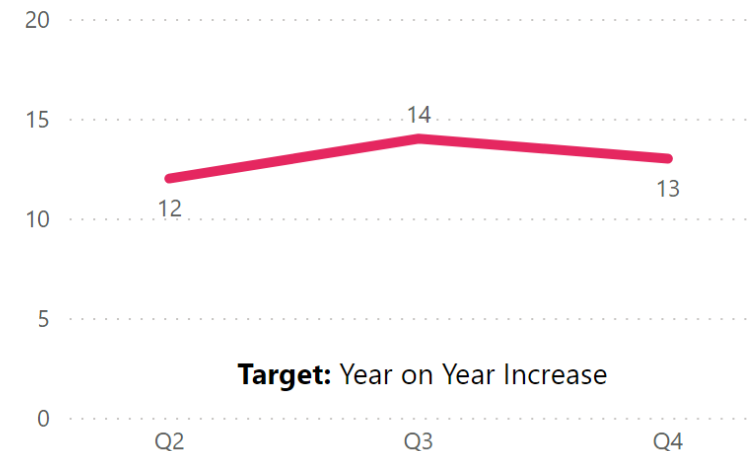
Annual Target:: 4



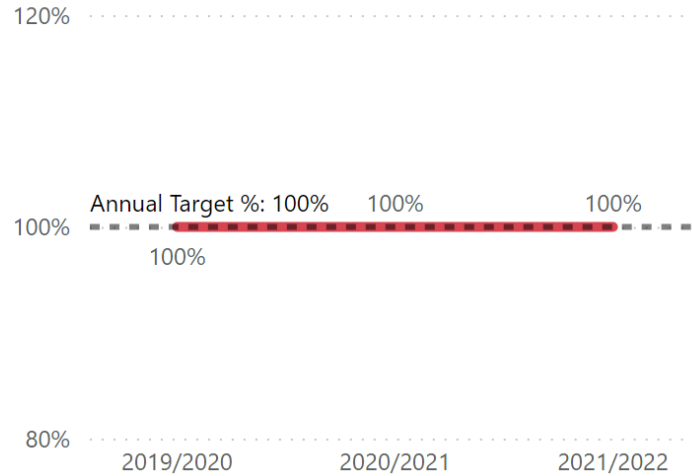
(C13) Number Of Parish And Town Council Actively Engaged By The Community Engagement Team



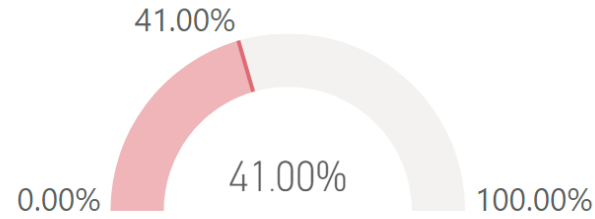
(C13) Number Of Volunteering Opportunities Promoted Across The District



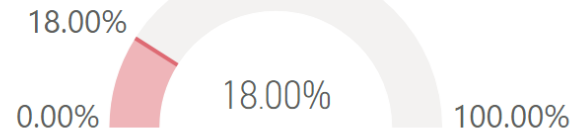
(C13) Customer Evaluation Survey (MDC) – Private Sector Housing Grants/ Loans



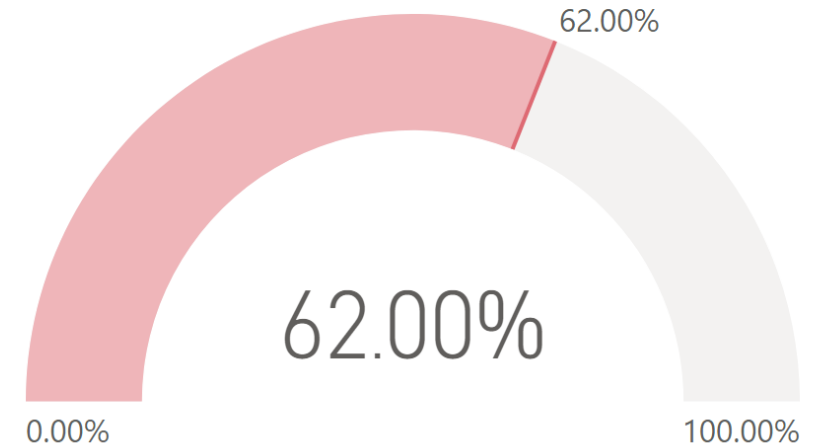
(C13) Annual Better Care Fund Spent 2019/2020



(C13) Annual Better Care Fund Spent 2020/2021(COVID)



(C13) Annual Better Care Fund Spent 2021/2022
APPENDIX 1



Community Actions Plans	Status	Highlights/Low Lights	Target
Number of Parish and Town Councils actively engaged by the Community Engagement Team.	On Track	Q4 - Between 1 January and 31st March 2022, the Community Engagement Team carried out a variety of activities to keep Maldon District a clean and safe place to live, work and enjoy. The Community Engagement Officers fulfilled 20 parish contracts each month which encompassed, speed enforcement, community patrols, which include visiting parish owned sites and engaging with residents and visitors to those parishes and the District. We actively work to address on street parking issues, dog fouling and littering complaints.	Minimum of 20 each quarter
Number Of Multi-Agency Events Delivered In The District	On Track - Conditional Elements	Q4- In partnership with Maldon and District Community Voluntary Service and Salvation Army we hosted a Foodbank Provision Workshop. The workshop brought together local providers of support services and community leaders to understand the scope of the current provision and where this can be supported, developed and grown to meet the increasing community needs. We have agreed that we will host quarterly meetings to bring the Foodbank Provision Network together to share knowledge, skills and information. We have also agreed to create a delivery support service for existing services to reach more people.	1 per quarter

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<u>PLACE</u>	KPIs	Target	Frequency	Keep/Change/Remove
1. Promote Civic Pride and Maintain the District's Environmental Quality	Delivery of Management Plans for all Maldon District Council owned Public open spaces	Delivery of Management plan template and programme.	Quarterly	Redefined
	No. of fly tipping incidents (on public land)	95% Clearance Rate	Quarterly	Keep
	% if Fly tips removed (public land) within 24hrs		Quarterly	Keep
	Costs for fly tip clearance: Hazardous V Non-Hazardous	Within Budget	Quarterly	Keep
	Resident and Business survey satisfaction rates to 'Maldon is a Clean and Tidy District'	Improve on last year's satisfaction rates.	Annually	Keep
	Resident Satisfaction to our Flag ship open spaces (Prom & Riverside)	Improve on last year's satisfaction rates.	Annually	Keep
2. Reduce Impacts of Waste Disposal and Pollution on The Environment	% household recycling rates	60%	Quarterly	Keep
	Preparation and delivery of annual Climate Action Plan	Delivery to Climate Action timetable	Quarterly	Redefined

	Implement Air Quality Management Area (AQMA) Action Plan 2020-2025	Delivery to AQMA Action Plan Timetable	Quarterly	Keep
3.Deliver the Housing the District Needs	Five Year Housing Land Supply statement updated and published	5 Year Minimum	Annual (updated Quarterly)	Keep
	Housing Delivery Test (HDT) results published by Ministry of Housing Communities & Local Government (MHCLG)	95%	Annual (updated Quarterly)	Keep
	Number of affordable homes delivered	130	Annual (updated Quarterly)	Keep
	Percentage of Homes Delivered on The Strategic Allocations Compared to The LDP Housing Trajectory (LDP page 19; para 2.16)	75%	Annual (updated Quarterly)	Remove
4. Work with Partners to Maintain and Improve the District's Resilience to The Effects of Climate Change	Number of trees planted within the District in partnership	Establish a baseline (Numerical target to be set in Q3)	Quarterly	New
	Area coverage of newly planted trees in partnerships	Establish a baseline (Numerical target to be set in Q3)	Quarterly	New
	Develop and adopt Blackwater Estuary Conservation Strategy with partners	Quarterly Progress	Quarterly	Keep

5.Deliver Sustainable Growth and New Infrastructure Through Development	Supporting Infrastructure delivery secured through s106 Agreements and unilateral undertakings from Strategic sites in the approved LDP & Major planning applications	Effective management of S106 agreements/ unilateral undertakings	Half yearly(Q2&4)	New
	Monitor all S106 Agreements and Publish Infrastructure Delivery Statement (£)	100% Implementation and Publish Yearly	Quarterly	Redefined
	Monitor Delivery of Superfast Broadband to Essex CC programme rollout to ensure targets are met within the Maldon District	99% Coverage December 2022	Quarterly	Keep

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<u>PROSPERITY</u>	KPIs	Target	Frequency	Keep/Change/Remove
6. Enabling Future Economic Investment and New Jobs	Business satisfaction with Maldon District Council services	30%	Annual (updated Quarterly)	Keep
	Build and deliver Maldon District Investment Prospectus	Delivered by Q3 2022/23	Quarterly	Keep
7.Supporting Existing Local Businesses	Estimate % of Maldon businesses engaged with the business network.	30%	Annual	Keep
	Number of business groups engaged in Sense of Place business network	12	Quarterly	Keep
	Number of subscribers to Sense of Place business communication channels	20% growth	Quarterly	Keep
8.Enhancing and Promoting The District's Visitor Economy	Business benefit through tourism activity	30%	Annual (updated Quarterly)	Keep
	Visit Maldon District website engagement	Yearly Growth (2019 Benchmark)	Quarterly	Keep
	Engagement with campaigns	Establish baseline	Quarterly	Keep
	Tourism Value to the District (Value £)	Return to 2019 Value	Annual	Keep
	Economic value of events £ (Estimate)	Establish baseline	Quarterly	Keep
	Tourism Value to the District (Growth %)	Return to 3% growth	Annual	Keep

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<u>COMMUNITY</u>	KPIs	Target	Frequency	Keep/Change/Remove
9. Working with Our Communities and Partners to Improve the Physical Health and Well-being of Our Residents	Residents engaged & feel supported with weight management sessions in the District	Increase growth and Support perception.	Quarterly	Redefined
	Number of physical activity promotions	96 Promotions Annually	Quarterly	Redefined
	Number of Community Champions appointed across the District	Delivery of Community Champions Initiative	Quarterly	Redefined
	Number of organizations supported to improve inclusion and accessibility	Year on Year Increase	Quarterly	Keep
	Participation at Leisure Centres (Places Blackwater Leisure and Dengie 100)	1% Increase Year on Year	Quarterly	Keep
10. Working with Our Communities and Partners to Improve the Mental Health and Well-being of Our Residents	Promotion of mental health, social isolation, and loneliness initiatives	96 Promotions Annually	Quarterly	Keep
	Number of intergenerational projects delivered in the District	1 New Project Per Year	Quarterly	Keep
	Residents engaged with MDC Supported wellbeing sessions in the District	Increased engagement with community initiatives.	Quarterly	New
	Number of Schools Supported by MDC Year 6 Transition Template	2 Per Year	Annual (updated Quarterly)	Remove
11. Working with our Communities, Schools and	Number of awareness raising sessions delivered to schools (Cumulative/Running Total)	4 per year	Quarterly	Keep

Partners, To Improve Our Children and Young Peoples' Health and Well-being, Giving Them the Best Start in Life	Young people & Schools engaged with community initiatives supported by MDC	Increased community initiatives activity	Quarterly	New
	Promotion of known youth groups/clubs	Year on Year Increase	Annual	Redefined
12. Ensuring the Safety and Wellbeing of Our Vulnerable Children, Adults and Families	% of MDC customer facing staff who have received "Make Every Contact Count" training (Individual data read per quarter)	Year on Year Increase (83% last year)	Quarterly	Keep
	Staff completion of e-learning modules on safeguarding vulnerable adults and young people and GDPR (Individual data read per quarter)	100% Staff Completion	Quarterly	Keep
13. Building on The Strengths of Our Communities and What They Can Do to Support Themselves and Help Each Other To Thrive	Number of multi-agency events delivered in the District	1 per quarter	Quarterly	Keep
	Completed adaptation grants enabling independence	Increase support year on year	Quarterly	New
	Number of volunteering opportunities promoted across the District (Cumulative/Running Total)	Year on Year Increase	Quarterly	Keep
	Annual Better Care Fund spent (Dependent on COVID)	Aspiration 100% Spend	Annual Stat	Keep
	Number of Parish and Town Councils working with the Community Engagement Team.	Min of 20 each quarter	Quarterly	Keep



REPORT of DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
9 JUNE 2022**

REVIEW OF CORPORATE RISK – QUARTER 4

1. PURPOSE OF THE REPORT

- 1.1 The Risk Management Policy requires this Committee to undertake a quarterly review of the Corporate Risk Register as assurance that the corporate risks are being managed effectively. **APPENDIX 1** is attached to the report for this purpose.

2. RECOMMENDATIONS

- (i) That Members review the Corporate Risk Register in **APPENDIX 1** and provide comment and feedback for consideration;
- (ii) That Members are assured through this review that corporate risk and is being managed effectively;
- (iii) That Members challenge risk where the Committee feels that the Council's corporate goals may not be achieved.

3. SUMMARY OF KEY ISSUES

- 3.2 **APPENDIX 1** shows a table of the Corporate Risk Register, the latest ratings and officer commentary.

3.2.1 Summary of risk direction / changes since Quarter Three (Q3)

- No changes in risk direction

3.2.2 Increased/New Risks

- **New Risk – R32: Failure to manage the Operational impact of the cost-of-living crisis.**
- **Note concerning increasing risks from service level:** Service level risks are identified and monitored in Service Plans by the relevant Service Plan Owners. They are then escalated, if deemed appropriate and necessary, to committee level for consideration.

4. CONCLUSION

- 4.1 Overall, no major Corporate Risk Register concerns have been raised. COVID-19/The Pandemic is a constant presence on the landscape thus far, however the

Council continues to mitigate any risks caused by this. Work continues to ensure all risks are mitigated, and where possible, working towards their closure.

5. IMPACT ON STRATEGIC THEMES

- 5.1 It is important that risk is monitored and managed effectively, to ensure that Maldon District Council progresses towards and/achieves its stated outcomes.

6. IMPLICATIONS

- (i) **Impact on Customers** – Those risks in the Corporate Risk Register that are defined as having a wider impact on our customers and delivery. The monitoring and mitigation of these will reduce the impact on customers.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – If risk is not managed effectively by the Council, it puts the Council's strategic delivery at risk and increases unnecessary exposure to potential, operational, reputational, or regulatory consequences.
- (iv) **Impact on Resources (financial)** – All risk management is undertaken within existing planned budget. Exceptions being for a potential enactment of a recommendation outside of predefined resource.
- (v) **Impact on Resources (human)** – All risk management is undertaken within existing planned budget. Exceptions being for a potential enactment of a recommendation outside of predefined resource.
- (vi) **Impact on the Environment** – None.
- (vii) **Impact on Strengthening Communities** – None.

Background Papers: None.

Enquiries to: Paul Dodson, Director of Strategy, Performance and Governance.

Corporate Risk Register - Q4 2021/2022

APPENDIX 1`

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Commentary
R7	Failure to maintain a 5 year supply of Housing Land	5	5	25	Risk Rating Unchanged	Q4 - Housing restraint policies in LDP 2017 are now considered out of date by the Council and NPPF and the 'tilted balance' in favour of granting planning permission applies in the District until it improves above 5 years again. As forecast in Q3, no significant supply has come forward (through planning applications being granted by the Council or on appeal) to replenish the land supply that has had homes completed on. This means that the housing restraint policies in any made Neighbourhood Plans in the District; some of which are very recent are also now considered out of date unless the situation improves in the future. The Council took action in Feb 2021 and started a review of the LDP which is a positive step to improve land supply by allocating more land and allocating a broader range of sites to help reinforce the land supply better over time; but as reported previously this will not conclude before 2024. In the meantime, the only thing the Council can do is consider applications for residential development more favourably (by applying the tilted balance in the NPPF) if they are otherwise acceptable, even if they are contrary to the spatial strategy and policies of the LDP 2017 (given they are out of date by virtue of having less than the required years' supply of land. The housing market and the pace of construction of unimplemented planning permissions remains outside the council's control, but these could also make this risk realisation worse over time.

R8	Failure to meet the affordable housing need	5	4	20	Risk Rating Unchanged	Q4 - Although risk not changed, work is progressing including utilising £4.2m in commuted sums to bring forward further affordable housing. Our commuted strategy approach has found to be sound by the planning inspectorate. Progression continues, although admittedly slow, on non-allocated sites.
R15	Failure to plan and deliver balanced budgets over the medium term	5	4	20	Risk Rating Unchanged	Q4 - The Medium Term Financial Strategy set in February 2022 identified the need to use increasing levels of reserves to balance the budget. Sustainability actions are currently underway to improve the position and will be monitored through the working group and Committee. Current high inflationary costs are adding further pressures to the budget.
R5	Failure to deliver the required infrastructure to support development arising from the LDP 2017	4	4	16	Risk Rating Unchanged	Q4 - The Council is not responsible for much of the infrastructure needed to support the delivery of the LDP. Despite annual targets, the LDP housing trajectory remains behind where it was forecast to be in 2017; this is not all in the Council's control, but it does have a knock-on effect on other performance measures such as the 5 Year Housing Land Supply, as well as when S106 monies to be paid, are legally due, when triggers have not been met due to the pace of construction being slower. S106 continues to be accrued from development sites allocated in the LDP 2017 as required by planning policy and legal agreements. The Council is robustly monitoring its S106 agreements on a weekly basis and seeking payments when specific triggers are hit; authorising the transfer of funds to third party providers or internal departments when projects are ready to draw down on their planning contributions, as well as considering whether further recovery action is necessary when

						contributions are not paid on time. This is now reported annually in the Infrastructure Funding Statement which is reported to PGA Committee. The Infrastructure Delivery Plan remains under review (as part of the LDP Review) and officers are proactively engaging with infrastructure providers more frequently (e.g. ECC Highways, Education and NHS) to ensure projects (such as the Maldon Health Hub/ Southminster Health Centre) that have enough S106 funds accrued can work through their organisation's capital investment business case procedures to ensure they can be delivered to improve local services or facilities as quickly as possible. Officers continue to remain alert to possible Government funding and remain in discussions with Homes England and other partners about other funding opportunities and options that could help deliver this and other infrastructure projects.
R14	Unable to recruit and retain staff with specific skills sets in specialist areas to meet the demands of the service (i.e.) Planners	4	4	16	Risk Rating Unchanged	Q4. The situation remains unchanged and Officers continue to look to improve the situation and reduce risks to service delivery where possible. Some success has been made in the area of Planning Enforcement as an example with successful recruitment into long standing vacancies.

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Commentary
R29	Failure to deliver services as a result of COVID- 19	4	4	16	Risk Rating Unchanged	Q4 - Covid restrictions have been relaxed/removed during this quarter. Working practices are being updated as part of the future ways of working trial underway. Officers are encouraged to adopt a hybrid working approach with a mixture of remote and in person attendance in the workplace. Front of house public services will be re-introduced in April after the closure of the vaccination centre (which has supported the community throughout the pandemic). Covid sickness is still an issue with loss of team members. Our contractors continue to deliver services and mitigate risks but some service disruption has occurred in the waste service due to covid related illness. There has also been some impact on the delivery of strategic objectives of the Council during 21/22. Resources were diverted to deal with emerging covid priorities. The delays will become more apparent during 22/23
R31	Resources and operating staffing structure is not sufficient for resilience	4	4	16	Risk Rating Unchanged	Q4 - The situation remains unchanged and kept under review. At the time of writing (end of March) Officers are reviewing resource allocation and specific service contingency plans are being developed. Members will be updated during Q1 of 22/23. This may also have an impact on strategic delivery

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Commentary
R9	Failure to have a coordinated approach to supporting inward investment and maximising business rate growth	5	3	15	Risk Rating Unchanged	Q4 - The creation of the Maldon District Investment Prospectus has been delayed owing to pressure on internal ICT resources. Outsourced platform development has been commissioned using Addition Recovery Grant (ARG) funding and we expect to progress with a soft launch in Q2/3 2022/23. Time scales to be confirmed shortly. Engagement with employment sites has improved by working alongside the commissioned photography. Web structure and content progressing well. Delay is disappointing but unlikely to have a substantial impact on overall risk. We have engaged well with ECC's Sector Development Strategy, Inward Investment approach and Marketing Essex work. Engagement will continue to ensure alignment. There is also progress with the Local Development Plan's Employment and Premises Study with consultants working to establish an employment land baseline. Evidence suggests there is very low availability of commercial premises in the district, accordingly risk remains high.
R4	Failure to influence Community Safety partners to address the key areas of public concern (including rural crime) and the negative perception of crime	4	3	12	Risk Rating Unchanged	Q4 : The Council continues to work with partners through the Community Safety Partnership to ensure areas of local and National concern are addressed

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Commentary
R10	Failure to develop jobs to support the growing population	4	3	12	Risk Rating Unchanged	Q4 - The overall impact of covid is reducing with all restrictions lifted. Pressures still exist from the effects of the pandemic and Brexit, including high numbers of vacancies and rising costs, including energy. Nationally this is significantly reducing unemployment but industries like hospitality are struggling to recruit. With normally very low unemployment, the local picture is still unclear. Outputs from the Council's Commercial Strategy remain limited but the Covid19 Economy Recovery & Transformation (CERT) Programme has delivered on a very large range of initiatives to support the medium term Covid recovery. Outcomes and feedback from this are being compiled. Although delayed the development of an Investment Prospects will support longer term growth. The Sense of Place programme review has concluded with results presented to the Board and work underway to improve outcomes.
R11	Failure to protect personal or commercially sensitive data	4	3	12	Risk Rating Unchanged	Q4 - There have been a number of minor breaches across a number of departments in recent weeks, none of which have met criteria of having to involve the Information Commissioners office (ICO). However training on breaches - how to prevent them and what action to take if there is one is being prepared to be rolled out to staff in the near future.
R32	Failure to manage the operational impact of the cost of living crisis	3	3	9	New Risk	Q4 - Emerging cost of living increases could represent a risk to services in meeting increased demand. Areas of concern include housing and revenues and benefits

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Commentary
R2	Failure to target services and influence partners with the aim of having an effective outcome on the identified (health and wellbeing) needs of the vulnerable population	4	2	8	Risk Rating Unchanged	Q4 - We have strong working relationships with services and partners to deliver the health and wellbeing needs of the vulnerable population. We have continued to engage with Mid Essex Alliance, Maldon District Community Forum, Maldon District Dementia Action Alliance, whilst also forming a Food Support Action Group with services and foodbanks across the District to ensure a joined-up approach to support our most vulnerable residents. We are actively working with services and partners to deliver the health and wellbeing needs of the vulnerable population.
R3	Failure to target services/influence partners effectively to support identified housing needs of increasing aging population	4	2	8	Risk Rating Unchanged	Q4 - Work on bringing the existing Housing Strategy to members for extension was delayed by work pressures from the Homes for Ukraine scheme. However, our existing Strategy is still relevant. The SHB had a recent meeting which identified a need to reconsider the purpose of the meeting and how it dovetails with similar forums in SPG and Planning.
R13	Failure to manage impact of organisational change	3	2	6	Risk Rating Unchanged	Q4 - Whist plans are being developed to address the growing pressures on services it is likely the effects will be felt and peak before mitigations can be introduced

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Commentary
R1	Failure to safeguard children and vulnerable adults	5	1	5	Risk Rating Unchanged	Q4: Safeguarding risks continue to be picked up via the Councils online Freshserve reporting tool and its Safeguarding leads. New dates for the internal Safeguarding forum will be set. The Safeguarding forum continues to look at cases of note and trends which Officers discuss. In many instances, the key safeguarding duty sits with ECC and our Officers continue to engage where possible, with our ECC counterparts. A definitive Contractor management process continues to remain an outstanding point but considered low risk. Discussions are occurring as to standard conditions, approaches methods so that a clear expectation is given to Contractors about operations in the district
R16	Corporate policies not managed and reviewed	2	2	4	Risk Rating Unchanged	Q4 - No change. Positive assurance received from the Policy Audit, recommended Risk closure.



REPORT of DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
9 JUNE 2022**

COVID ECONOMIC RECOVERY FUNDING ACTIVITY UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To provide an update on the COVID Economic Funding Activity from October 2021 to date.

2. RECOMMENDATION

That the Committee notes the work that has been delivered as part of the COVID Economic Recovery and Transformation (CERT) programme and the on-going work to support our economies.

3. SUMMARY OF KEY ISSUES

- 3.1 As part of the Government's response to the COVID-19 pandemic, the Welcome Back Fund (WBF) and Additional Restrictions Grant (ARG) were developed to support businesses and communities. These funds were provided to district, borough, and unitary authorities to administer and defray in accordance with the relevant guidance.
- 3.2 In addition to the above, Essex County Council (ECC) made available, via the Department of Health and Social Care's Contain Outbreak Management Fund (COMF), a COVID Safe Tourism and Public Spaces Fund and High Street COVID Improvement Schemes for district and boroughs to administer and defray in accordance with the relevant guidance.
- 3.3 **Welcome Back Fund**
- 3.3.1 The WBF provided councils across England a share of £56 million from the European Regional Development Fund to support the safe return to high streets and help build back better from the pandemic. The funding built on the £50 million Reopening High Street Safely Fund allocated to councils in 2020 and formed part of the wider support government provided to communities and businesses.
- 3.3.2 Maldon District Council (MDC) received an allocation of £180,218, the grant is claimed in arrears. All defrayal associated with this fund must have occurred on or before 31 March 2022. The final claim for the fund was submitted in April 2022 with an identified underspend of £7,209.
- 3.3.3 The following activities were delivered via the fund:
- Lead Specialist for Prosperity recruited in October 2021 to project manage the fund.

- Marketing materials to promote and support localised high street activities and events.
- Support for Maldon and Burnham Christmas events.
- Removal of historic social distancing markers in Maldon and Burnham-on-Crouch High Streets.
- Support for new and existing High Street trails.
- Health check and future scoping for Maldon Market.
- Deployment of 'Hello Lamp Post' to gather resident and visitor sentiments at key locations within the District.
- New dog waste bins in key areas of need.
- Delivery of 'Keep It Local – a community together' dual town centre event.
- Radio advertising to promote Visit Maldon District.
- Delivery of trial 'Vegan Market' at Promenade Park.
- Early preparations for the Queen's Platinum Jubilee.
- Additional flower and tree planting.
- Upgrades to public conveniences.
- Development of District gateway signage concepts.
- District accessibility report to identify barriers to visitors and residents and accessibility improvements to enhance the visitor experience for everyone.

3.4 **Additional Restrictions Grant**

3.4.1 The Additional Restriction Grant scheme aimed to support businesses severely impacted by coronavirus restrictions and the rise of the Omicron variant, when most needed. Funding was first made available in financial year 2020-2021 and could be used across financial years 20/21 and 21/22. Local authorities had the discretion to use the funding as a mix of direct grant payments and business support mechanisms.

3.4.2 In May 2021 district, borough, and unitary authorities were provided with a second top up to the Additional Restrictions Grant. The allocation for MDC was £564,745. All defrayal associated with this fund must have occurred on or before 31 March 2022. As of April 2022, the total underspend for this grant was £106,798. In accordance with the guidance issued, this underspend must be returned to Government.

3.4.3 The following activities were delivered via the fund:

- Business support surgery.
- Social Enterprise Accelerator Fund – providing 12 grants totalling £167,847.00.
- Visit Essex subsidised membership scheme for hospitality and tourism businesses.
- Essex Chamber of Commerce subsidised membership scheme.
- Photography to support the District Investment Prospectus.
- Business Wellbeing and Resilience training.
- Sensory awareness training and guide for the District.
- Click It Local ecommerce platform.
- District Investment Prospectus platform.
- Collaborative commissioning with North Essex Economic Board for business support and skills provision.

The business and skills support activities will continue throughout 2022/2023.

3.5 Contain Outbreak Management Fund

- 3.5.1 The Contain Outbreak Management Fund (COMF) provided funding to upper tier local authorities in England to help reduce the spread of coronavirus and support local public health through localised mechanisms.
- 3.5.2 In July 2021 ECC confirmed MDC had been successful in its request for up to £150,000 of funding as part of the COVID Safe Tourism and Public Spaces Fund. Of this fund, £114,365.51 has been claimed. A further fund, High Street COVID Improvement Schemes, was developed in December 2021, which MDC received £3,457.00. Both schemes were supported by ECC's COMF allocation.
- 3.5.3 The following activities were delivered via the funds;
- Enabling safe space in Maldon High Street.
 - Additional resources for compliance at Promenade Park.
 - Additional resources for compliance river users.
 - Personal watercraft vehicle transportation trailer to support above.
 - Visitor footfall analysis tool.
 - COVID secure adaptations of Princes Road offices as host for Maldon Vaccination Centre.
 - Frontline staff depot reconfiguration and health protection measures.
 - Replacement of St Lawrence slipway.
 - Upgrades to public conveniences.
 - Additional High Street cleansing.
 - Additional public convenience cleansing.
 - Marshalling of events.
 - Additional PPE and sanitisation for event marshalls.
 - Pedestrian lighting.
 - Traffic management.

4. CONCLUSION

- 4.1 All work undertaken has been in accordance with the relevant funder's guidance. Work continues with the management of the Additional Restriction Grant commissioned business and skills support projects which will conclude in March 2023.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The work undertaken has contributed to the Prosperity Outcomes of 'Enabling future economic investment and new jobs', 'Supporting existing local businesses' and 'Enhancing and promoting the District's visitor economy'.

6. IMPLICATIONS

- (i) **Impact on Customers** – The activities will continue to have benefit to our customers who will be able to access the support, and benefit from the interventions delivered.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – None.

- (iv) **Impact on Resources (financial)** – Final claims have been submitted to the relevant bodies. Due diligence/compliance checks are expected, however, the guidance for all funds has been adhered to and no issues are expected to arise.
- (v) **Impact on Resources (human)** – The Lead Specialist, Prosperity, will continue the management of the contracts until the end of their fixed term contract.
- (vi) **Impact on the Environment** – None.
- (vii) **Impact on Strengthening Communities** – The activities will continue to benefit to our communities who will be able to access the support, and benefit from the interventions delivered.

Background Papers:

- [11 Welcome Back Fund.pdf \(maldon.gov.uk\)](#)
- [Welcome Back Fund Guidance v3 Final.pdf \(publishing.service.gov.uk\)](#)
- [Additional Restrictions Grant: guidance for Local Authorities \(publishing.service.gov.uk\)](#)
- [Contain Outbreak Management Fund: guidance – financial year 2021 to 2022 - GOV.UK \(www.gov.uk\)](#)

Enquiries to:

Leanda Cable – Lead Specialist, Prosperity



REPORT of DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
9 JUNE 2022

ANNUAL GOVERNANCE STATEMENT ACTIONS UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To update the Committee on the actions identified in the 2020/21 Annual Governance Statement.

2. RECOMMENDATION

That the Committee reviews the Annual Governance Statement's table, updates below and challenges where necessary.

3. SUMMARY OF KEY ISSUES

- 3.1 The Annual Governance Statement in its new format was approved by the Performance, Governance and Audit (PGA) committee on 10 June 2021. In line with the Chartered Institute of Public Finance and Accountancy (CIPFA) best practice, it was reflective of governance matters for 2020/21, and forward looking about where we could make improvements for 2021/22.
- 3.2 The report has an action plan for the year looking forwards and the Committee agreed that progress on the actions would be reported to and reviewed by the Committee.
- 3.3 The Action Plan is held on our SharePoint system and updated by responsible officers.
- 3.4 The Actions Highlighted in Grey have been previously reported as **completed**.
- 3.5 The current table of actions and officer updates are detailed below for Member consideration.

Title	Owner	Status	Target Completion	Commentary
Draw out and link all of our policies and their objectives through a review of the Local Development Plan (e.g. Corporate Plan, Climate Change).	Matt Winslow	Ongoing	31/12/2023	Q4 - Work remains ongoing in the Local Development Plan (LDP) Review to update the planning policy framework in the context of national policy and local policy. Nature Conservation Study, Gypsy & Traveller Accommodation Needs Assessment,

Title	Owner	Status	Target Completion	Commentary
				Employment Land and Premises Study and Strategic Flood Risk Assessment commissioned and underway. Integrated Assessment out to tender. Transport Modelling specification being prepared with ECC. Internal studies for Housing and Economic Land Availability, Settlement Hierarchy & Rural Facilities Study, Retail and Wind Energy potential getting underway. In delivering this action, it is important to recognise that the older the policies or objectives, the harder it will be to reflect them in the LDP Review update, particularly if circumstances have changed locally or national policy has moved on. LDP Review project through the Planning Policy Programme Board is already tied into other policy, strategy and action plan development including the Corporate Plan and Climate Action Plan.
Review remote meeting arrangements and future options for online participation.	Paul Dodson	Completed	03/2022	Q4 - Council agreed in February 2022 for all meetings to continue to be streamed and for officers and public to attend either online or in person. Members can be 'In attendance' online but continue to need to be in the Chamber to make decision based on government legislation. Currently consideration being given to moving South Eastern Area Planning Committee (SE) back to Burnham but will be made in the context of the ability to comply with the requirements agreed for all meetings.
A review of the Corporate Risk Register, to map Risk Management to the corporate outcome delivery.	Cheryl Hughes	Completed	31/03/2022	Committee Jan 2022 agreed closure of historic transformation finance risk, and reporting included emerging risks. we continue to review this as part of corporate risk clinics.

Title	Owner	Status	Target Completion	Commentary
Assess the impact of Covid on our services and delivery including through internal audit Implement a refreshed Corporate Plan.	Chris Leslie	Completed	10/2021	Corporate Plan refreshed and adopted in February 2021. Internal audit of COVID recovery plans completed with substantial assurance. Resident & Business survey launched. Growth bids for service improvement presented to Finance Working Group.
Implement revised performance tracking accordingly.	Cheryl Hughes	Completed	01/2022	New template to PGA committee September 2021, aligned to the new corporate plan. Member feedback on this has also fed into agile changes. The template is in place and will report quarterly to the refreshed corporate plan
Review our Audit committee arrangements in light of the Redmond Review (i.e. PGA).	Cheryl Hughes	Completed	10/2021	The three primary concerns raised by the Redmond Review were the fragility of the local audit market, policy objectives of legislation not being fulfilled, and lack of leadership for the local audit system. Regular reporting has been given to PGA on how these areas impact us, but given they are much broader than District level, we don't expect any wider work/changes are necessary at Maldon District Council.
Public involvement and budget consultation as part of our Annual Strategic Cycle.	Chris Leslie	Completed	31/12/2021	A draft budget consultation has been prepared and is currently being finalised. This will be built into the budget setting timetable. Analysis of the survey was presented to the finance working group members as part of the budget setting work for 21/22
Implement a programme of Continual Improvement	Cheryl Hughes	Completed	12/2021	A Process Improvement framework document outlining our approach to continual improvement has been created and reported to Nov 21 PGA Committee

Title	Owner	Status	Target Completion	Commentary
Monitor the impact of the COVID crisis on the governance arrangements	Paul Dodson	Completed	11/2021	18 November internal Audit report for COVID recovery plan was reported to PGA committee and gave a substantial level of assurance around our COVID governance arrangements and recovery framework.
Peer review of our scrutiny arrangements	Cheryl Hughes	Completed	30/01/2021	The Local Government Association (LGA) centre for governance and scrutiny delivered training in April 2021 around scrutiny best practice and included feedback in this.
Implement the member training and development plan with the LGA	Cheryl Hughes	Completed	07/2021	Member training delivered in conjunction with LGA on Planning, and Planning recommendations have been considered by the Corporate Governance working group. Chairman training, Risk Management training, and Planning quarterly sessions have all taken place since April 2021. A detailed Member training plan has been reviewed by the Member training Working group and considered by Council.
Monitor and improve commercial income delivery and tracking the benefits of the Transformation programme.	Steven Butcher	Completed		August Overview and Scrutiny Committee were presented with transformation reconciliation. This highlighted commercial income that could not be achieved and has now been factored into the Medium Term Financial Strategy (MTFS). The commercial team is also developing full Project documents for commercial programme proposals, reporting to Steering Board late August.

4. CONCLUSION

- 4.1 The information provided gives progress updates against the key actions defined in the 2020/21 Annual Governance Statement

5. IMPACT ON STRATEGIC THEMES

5.1 Good governance will enable delivery of strategic priorities going forwards.

6. IMPLICATIONS

- (i) **Impact on Customers** – Not applicable (N/A).
- (ii) **Impact on Equalities** – N/A.
- (iii) **Impact on Risk** – Good governance will help minimise our corporate risk for the future.
- (iv) **Impact on Resources (financial)** – The monitoring and delivery of this item is provided within existing resources.
- (v) **Impact on Resources (human)** – The monitoring and delivery of this item is provided within existing resources.
- (vi) **Impact on the Environment** – N/A.
- (vii) **Impact on Strengthening Communities** – N/A.

Background Papers: 2020/21 Annual Governance Statement

Enquiries to: Cheryl Hughes, Programmes, Performance and Governance Manager.

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REPORT of DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

**to
PERFORMANCE, GOVERNANCE AND AUDIT
9 JUNE 2022**

DRAFT ANNUAL GOVERNANCE STATEMENT

1. PURPOSE OF THE REPORT

- 1.1 To provide an Annual Governance Statement (AGS) for review and adoption.

2. RECOMMENDATIONS

- (i) To approve the Annual Governance Statement at **APPENDIX A** and that this is appended to the statement of accounts;
- (ii) That the Performance, Governance and Audit Committee monitor the progress of the action plan;
- (iii) That a quarterly report of Annual Governance actions is provided for Performance, Governance and Audit Committee review.

3. SUMMARY OF KEY ISSUES

- 3.1 The AGS for Maldon District Council was re-designed according to the Chartered Institute of Public Finance and Accountancy (CIPFA) best practice in 2020, and this year's report continues this format.
- 3.2 The statement reviews the criteria for good governance and the activity that has taken place within these criteria over the 21/22 financial year, as well as including the internal audit statement/ review of the year.
- 3.3 The document also highlights areas whether further improvements could be made to improve governance and build best practice, and this is set out in the action plan proposed for 22/23.
- 3.4 The AGS is provided separately to the statement of accounts to recognise the importance of the document and information set out in supporting our governance arrangements, which underpin the way our financial reporting is produced. If the draft is approved by Committee this will then be appended to the Statement of Accounts.

4. CONCLUSION

- 4.1 The draft AGS is provided for Committee review and adoption, and comments on our Governance arrangements for 2021/22, and the plans for improving these in 2022/23.

5. IMPACT ON STRATEGIC THEMES

- 5.1 A strengthened approach to governance will underpin more robust challenge on performance of the strategic plan. It will also directly contribute to the Performance and Value Strategic Goal.

6. IMPLICATIONS

- (i) **Impact on Customers** – The report gives viability to our residents around our governance arrangements, and supports openness and transparency.
- (ii) **Impact on Equalities** – Not Applicable (N/A)
- (iii) **Impact on Risk** – Good governance includes good risk management and will have a positive impact.
- (iv) **Impact on Resources (financial)** – N/A
- (v) **Impact on Resources (human)** – N/A
- (vi) **Impact on the Environment** – N/A
- (vii) **Impact on Strengthening Communities** – N/A

Background Papers:

Enquiries to: Cheryl Hughes, Programmes, Performance and Governance Manager.

Annual Governance Statement 2021-22, Maldon District Council

Achievements for 2021/22

Over the financial year, the following governance framework improvements have taken place:

- Running remote and a return to physical committee meetings in May 2021 all broadcast publicly through [YouTube](#) and available thereafter.
- Process Improvement Framework established and reported to Members in November, underpinning our commitment to continual improvement as an organisation
- Four Members appointed to work with the process improvement team and provide testing feedback and support for new customer processes
- Annual resident and business survey ran in October – 201 responses received (although this is down from 303 the previous year and we expect covid impacted this)
- Annual staff survey- 74% response rate, a 2% increase from 2019/20
- Further development of internal balance scorecard reporting, including customer data such as response times and the introduction of an exception report to Performance, Governance and Audit committee so Members can challenge operational delivery.
- Member Chair and Vice Chair training in November 2020
- Equality, diversity, and inclusion training delivered to the workforce in early 2022
- Members training from Town and Country Planning, December 2021
- Members training on Social Media and the Law, July 2021
- Members training on Code of Conduct and complaints procedure October 2021
- Development of member hybrid meeting protocol document to support good meeting management.
- Embedding of a new overview and scrutiny process including form for all members to submit suggested items, underpinned by a new process where a working group of the committee review these and report back suggested items for inclusion to the workplan to Committee.
- Refreshed Corporate templates for service plans and staff objectives, and Project Management Office to capture climate action pledge delivery.
- Development of reporting form and quarterly publishing of delegated decisions to improve transparency, first published March 2022.
- Development of a public budget survey, with responses fed back to the finance working group as part of 22/23 budget development work
- **Internal audit summary – supplied by BDO**
- The role of internal audit is to provide an opinion to the Council, through the Audit Committee (AC), on the adequacy and effectiveness of the internal control system to ensure the achievement of the organisation's objectives in the areas reviewed. The annual report from internal audit provides an overall opinion on the adequacy and effectiveness of the organisation's risk management, control and governance processes, within the scope of work undertaken by our firm as outsourced providers of the internal audit service. It also summarises the activities of internal audit for the period. The basis for forming my opinion is as follows:

- An assessment of the design and operation of the underpinning Assurance Framework and supporting processes
- An assessment of the range of individual opinions arising from risk-based audit assignments contained within internal audit risk-based plans that have been reported throughout the year
- This assessment has taken account of the relative materiality of these areas and management's progress in respect of addressing control weaknesses; and any reliance that is being placed upon third party assurances.

Overall, we are able to provide moderate assurance that there is a sound system of internal control, designed to meet the Council's objectives and that controls are being applied consistently. In forming our view, we have taken into account that:

- In the current year all audits provided either substantial or moderate assurance in the design of controls (Substantial: 4, Moderate: 4).
- In the current year the majority of audits provided moderate assurance in the operational effectiveness of controls (Substantial: 2, Moderate: 6)
- We did not issue any limited assurance reports this year, showing an improvement upon the previous year.
- There are currently three remaining audits with fieldwork in progress. It is unlikely that their outcomes will change the overall audit opinion:
 - Workforce Management
 - Commercialisation
 - Contract Management
- Some areas of weakness have been identified through our reviews, including opportunities for improvement in the management of property and assets, specifically in relation to cyclical repairs as well as the need to establish a clear list of requirements to ensure a suitable customer relationship management system is procured in the future, achieving the benefits expected. Additionally, improvement is required in the governance of partnerships with Member representation, whilst the IT Strategy requires updating to reference key policies and procedures. However, the Council is already working to address the issues identified.
- The Council have implemented the majority of audit recommendations from prior years (58 out of 65), with seven recommendations currently overdue from across 18/19, 19/20 and 20/21. Recommendations outstanding from these years include Safe & Clean Environment, Flood Risk Management and Safeguarding. Whilst the delay in the implementation of these recommendations has been impacted by operational staff capacity due to Covid as well as other competing priorities, we would expect these to be completed as soon as possible.
- Of the current year recommendations (11), one has been completed, one is overdue and nine are not yet due for implementation.
- Overall, while there remain some gaps and risks, our work has concluded that the Council has generally been able to maintain reasonable controls, particularly given the ongoing impact of Covid on operations and workforce during the year. Good practice was identified in areas such as the review of the Covid Recovery Plan as well as budgetary control, reviewed as part of this year's Main Financial System Review. However, the ongoing delays in the implementation of recommendations has been noted and requires improvement.

Action plan: What we will do more of in 2022/2023:

In compiling the annual governance statement, we have identified areas for further improvement over the next financial year.

The delivery of the action plan below will be tracked at our Performance, Governance and Audit committee:

NB Asterix denotes rolled over actions from 2020/21 annual governance statement

Action	Officer initial	
Build on member induction process and put in place ahead of 2023 onboarding	CH	
Seek further support and resolutions to promote smooth running of committee meetings	CH	
Build on member/ officer code of conduct with training and support and increase positive working relationships	SQ	
Deliver process improvement training for staff and build capacity for continual improvement work across the organisation	CH	
Embed the Climate action strategy and pledges into operational working	GB	
Update the Risk Management Strategy and re-evaluate the Corporate Risk Register in line with this	CH/ CLT	
Draw out and link all of our policies and their objectives through a review of the Local Development Plan (e.g., Corporate Plan, Climate Change) *	PD	
Improve engagement with resident and business survey, and look at wider options for future engagement (budget survey)	EH	
Build on delegated decision reporting that has been put in place March 2022	CLT	
Build engagement and information sharing with Parish Councils as part of the Local Development Plan review work	MW	

Summary: How our governance arrangements at Maldon District Council underpin delivery of the Corporate plan and Outcomes.

Background information

Our arrangements for Governance support



At Maldon District Council, our Governance arrangements are underpinned by a mix of business and operational management, oversight and support activities and independent assurance. The activity is fed into the Performance, Governance and Audit Committee and then into full Council.

An analysis of this work and the plan for the following year is what forms the Annual Governance Statement.

Progress made on last AGS actions -

In the 20/21 AGS, although no significant issues were identified, we developed an action plan based on best practice for Governance arrangements. These actions have been tracked and reported to the Performance, Governance and Audit committee [9 Annual Governance Statement Actions Update.pdf \(maldon.gov.uk\)](#)

Some of these actions are captured in the action table above as they continue to be relevant.

In 2020/21, process improvement was made a permanent part of the structure at Maldon, and to set out our ambitions as a Council working on continuous improvement, the Process Improvement Framework was put in place [Appendix A.pdf \(maldon.gov.uk\)](#). Further work is planned for 22/23 to embed this into the organisation.

CIPFA / SOLACE 'Delivering Good Governance in Local Government framework - 2016 Edition' good practice guidance, highlights seven key areas for good corporate governance, as shown in the diagram below:



This year, the following activity has taken place within this Governance Framework:

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

A committee structure as set out below has been in place in 2021/22.

The Corporate Governance working group reported to Council in September 2020 with some recommended improvements including:

- Adjusting the size of PGA and S&R committees
- Setting membership of committees so that no member of O&S should be serving on these programme committees

The principle of this is that the Overview and Scrutiny committee can more effectively challenge the work of the programme committees

This was in place and operational for the 2021/22 financial year. All Members are able to submit suggestions for scrutiny items. A Working group of the committee considers these and recommends back to the committee suggested workplan items and courses for scrutiny suggestions.

There have been eight member forms received in the year 21/22, and two of these were adopted as a full workplan item ((Proposed conversion of a Seating Shelter at Promenade Park Maldon into a Service Kiosk, and 5 year Housing Land Supply) two proposals were agreed as watching brief items and five were reported back to the committee at a high level for assurance that a full review was not required.

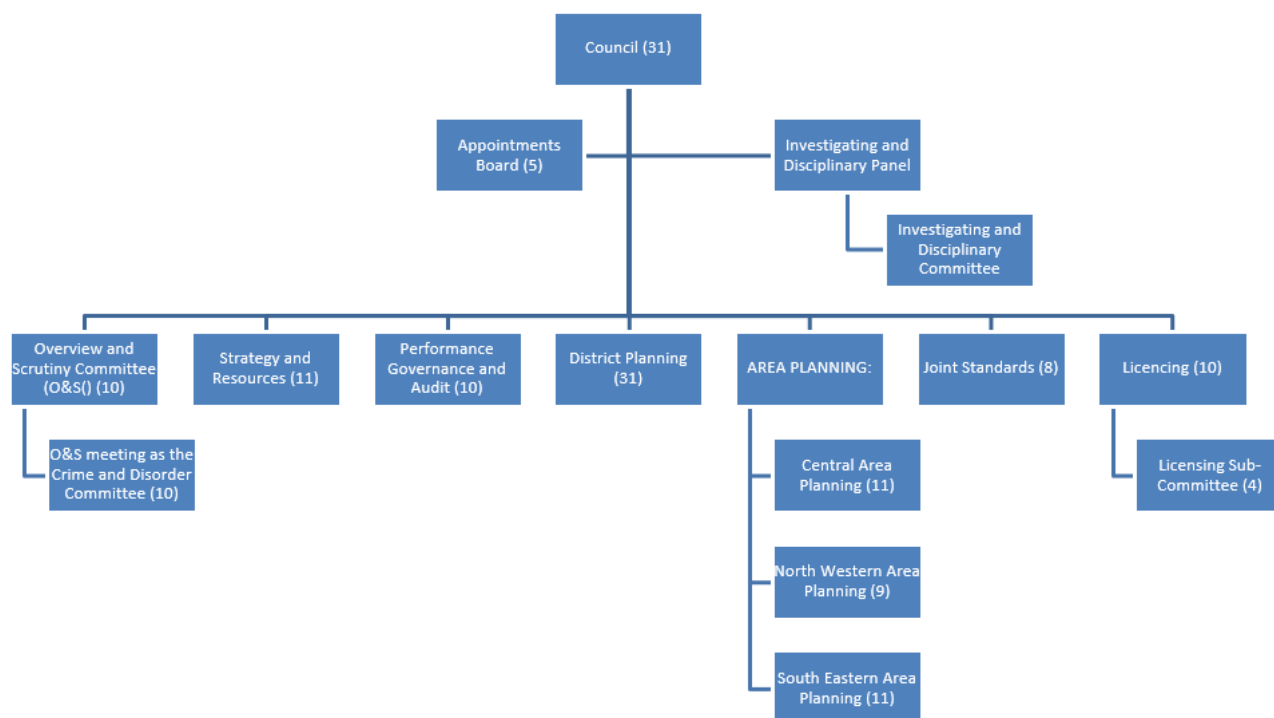
There were also two items agreed in 2020/21 that concluded this year (Transformation and Debt Recovery) the full details of these items and recommended actions from the Overview and Scrutiny Committee have been included in the annual report of the Committee.

In July 2021, The Corporate Governance working group met to review governance queries associated with the planned Local Development Plan Review and review a paper put together by the Planning Advisory Service following a review of Maldon planning committee structure and operations, and with suggested improvements based on best practice.

The working group fed back and recommended changes in the Committee structure and the removal of specific area planning committees to Council.

Council considered the paper of the Corporate Governance Working group on September 2nd, and rejected the recommended changes to structure and operations highlighted in the report.

1. MALDON DISTRICT COUNCIL COMMITTEE STRUCTURE



Our committee structure has a joint standards committee. Two investigations in relation to seven complaints against one district councillor and no parish councillor conduct complaints were considered by the committee in the financial year 20/21.

One councillor was also disqualified from being a councillor under Section 80 of the Local Government Act 1972

In response to the pandemic and emergency legislation, 21/22 started with committees running online and broadcast to YouTube as had been established in 20/21. In May 2021 with the legislation ending meetings returned to physical but with continued YouTube live streaming for ease of public viewing

As of 26/01/22, over the previous 11 meetings that are published to YouTube the average number of views is 166, and for an average meeting of 2 hours it costs an additional £53.91 in officer costs to provide the Stream. Members considered this information at Full Council on 24th February 2022, and decided to continue YouTube streaming of all future meetings for the increased public visibility.

Abandoned Meetings

Two meetings of full council 4th November and 16th December 2021 and a meeting of O&S Crime and Disorder (28th October) have been abandoned and business put on hold due to disruptive Member behaviour during 21/22.

To support Chairmen in this situation, the Local Government Association also provided advice on Chairing difficult meetings, as well as various protocols and officer support.

In order to keep business of the Council moving, Directors used their delegated emergency powers for any urgent matters that they were able to address on the 24th December. A published list of these is available at [Latest news | Maldon District Council](#)

The Council has a Whistle Blowing Policy, which was last reviewed in January 2018 by the Finance and Corporate Services Committee. It sets out the arrangements for employees to disclose allegations of malpractice internally, in relation to staff, Members, contractors, suppliers or consultants in the course of their work for the Council, without fear of victimisation, discrimination or disadvantage.

We launched an Annual Staff survey in December 2019, and ran this for the third time in November 2021, with a response rate of 74%. The survey gave some honest areas of staff feedback for management to address and allows the organisation to review areas of improvement or reduction in satisfaction between years. An action plan has been put together internally to address key areas of concern.

The Council has adopted a number of codes and protocols which set out the parameters for the way in which it operates, in particular a Member/Officer Relations Protocol intended to clarify roles and promote effective communication. This has been recirculated to staff and Members in 21/22, to follow up on Joint Standards complaints.

The Council's Financial Regulations provide the framework for managing the Council's financial affairs. They identify the financial responsibilities of the Council, the Committees, and key officers. The Section 151 Officer (under the Local Government Act 1972) is responsible for ensuring that sound financial management systems are maintained, and expenditure is lawful and appropriate, and this appointment is normally held by the Director of Resources.

The Council's constitutional arrangements include a Code of Conduct for elected Members based on the Principles of Public Life (the Nolan Principles). This was originally adopted in 2012 and revised in 2016. In February 2022, the Joint Standards Committee Considered the LGA model code of conduct that had been in development for several years, and revised in May 2021 to reflect feedback from local authorities. The committee agreed to adopt the latest version once implemented in Essex, to update the Model Code and keep consistency particularly where members serve for two councils.

Officers are subject to a Code of Conduct, the policy for which was adopted with effect from 18 November 2013 and last revised in April 2018.

Registers of gifts and hospitality are maintained for both Members and Officers. A statutory register of interests is maintained for Members, and the staff Code of Conduct requires staff to disclose interests. Periodic reminders are issued about the need to avoid potential conflicts of interest and protocols for the acceptance of gifts and hospitality.

The Council has a series of approved policies and strategies relating to good governance, including, for example, the Code of Corporate Governance, anti-fraud and corruption, whistle-blowing, data quality, Freedom of Information, and corporate equality policies, all of which are accessible via the Council's SharePoint system.

BDO LLP under their remit of Internal Auditors consider fraud as part of their audit workplan. This ensures we conform to the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA 2014).

The revised Corporate Plan, adopted at the meeting of Council 18th March 2021 includes shared values across elected Members and Staff which are:

OUR CORE VALUES

In delivering the Corporate Plan, we promise we will all...



To embed these values, work has taken place in Team meetings where each month a value is highlighted, and managers complete a form to feedback case studies of where staff display the values, what our corporate barriers are and what are opportunities are. This is all fed back centrally through Corporate 'one Team Champions' to look at how we might build on these values in the future, and has been linked with the staff survey action plan to ensure we are following up on suggested actions

B. Ensuring openness and comprehensive stakeholder engagement

We ran the annual residents survey in October, which was available online, and promoted through communications. Specific questions in the survey are used to measure the delivery of the corporate plan outcomes. Unfortunately, the response numbers were lower in 2021/22 and especially low for businesses, which could be due to wider covid regulations/ focus at the time, so work will take place to improve our consultation planning for 22/23

We additionally ran the annual staff survey which gives internal stakeholder feedback. Both of these surveys included additional questions to help establish the impact of Covid 19.

Public are invited to speak at committee meetings, and with meetings held remotely we have also introduced provision for live public participation which has largely been taken up in Planning Committees. In the return to physical meetings, we also established a hybrid set up for participants to dial in via MS Teams to help with covid mitigations and general accessibility to meetings. In February 2022, a Council paper around future meetings also confirmed a hybrid approach and freedom of choice for public engagement with meetings through both online and physical options.

We have an internal audit plan, which reviews our controls and risk and provides opportunity for improvements to be identified and addressed. In 2021/22 eight internal audits took place in the areas of:

- Main Financial Systems
- Strategic Performance - Community
- Covid Recovery Plan
- IT Strategy and Transformation
- Policy Review
- Partnerships
- Management of Property
- Customer Service: CRM Post-Implementation
- The Council undertakes consultation with particular interest groups, including our Friends Groups, Parish Clerks' Forum, Developer Forum, Landlord Forum, Business Forums, Community Safety Partnership and Park Watch scheme members.

The Council engages with the appropriate equality groups in order to ensure that it meets its obligations under the Equality Act 2010. The Council produces Equality Impact Assessments (EIA) in line with legislation. In March 2022, Key officers were given refresher training around EQIA documentation, and all staff were given Equality Diversity and Inclusion training as part of our central HR policy.

In March 2022, a new web area was developed to publish delegated decisions by officers and improve visibility both internally and externally for this area. There is an internal mechanism for officers to record decisions that are made and this area to be updated quarterly by the Programmes, Performance and Governance Team. The link to access this is www.maldon.gov.uk/decisions

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits

We continue our quarterly corporate performance reporting which is reported to the Performance, Governance and Audit Committee and that measures the delivery of the outcomes in the corporate plan.

The Corporate Plan is underpinned by the thematic strategies of:

1. Prosperity
2. Place
3. Community

And align to the economic (Prosperity), social (Community) and environmental (Place) outcomes.

With the adoption of a refreshed Corporate Plan in March 2021, work was completed in 21/22 to define the outcomes in the updated strategy and update the Corporate Performance Reporting template accordingly

Members of the Performance, Governance and Audit Committee were provided a seminar session to feed back as we developed the templates to ensure the reporting was clear. This helped to embed understanding of performance reporting and committee processes.

The Corporate Plan details the vision, goals, objectives and core values that guide the direction, work and achievements of the authority. It is the Council's core internal strategic planning document, from which supporting strategies can be developed and published, including the Medium Term Financial Strategy, ICT Strategy and Workforce Development Plan, all of which underpin the Council's ambition to transform the way it delivers its services in the future. The latest version covering 2021- 2023 is available at <https://democracy.maldon.gov.uk/documents/s22966/Appendix 1.pdf>

At an operational level, each service produces a Level 2 business plan. These are not submitted to Committee, but facilitate effective performance and risk management within the Directorates including the setting of individual staff objectives and completion of performance reviews. An update to the business plan template has taken place in 21/22 to capture organisational actions and internal audit learning, these are :

- Highlight how the team will deliver on Climate action strategy
- Link policies owned by the team and any due for update in the financial year
- Link procurement contracts owned by the team and any due for update in the financial year

D. Determining the interventions necessary to optimise the achievement of the intended outcomes

The Performance, Governance and Audit Committee is provided with a quarterly performance report for delivery of the outcomes. They are invited to challenge and focus delivery of these.

With the emerging pandemic, the Corporate Leadership Team committed to regular review and updating of the Corporate Risk Register to identify areas of risk to service delivery, and Risk Reporting is also quarterly reviewed and challenged by the Performance, Governance

and Audit Committee. An update the report format in the 2021/22 year following Member feedback also highlights emerging risks to help committee think about possible issues that may come up in the next quarter.

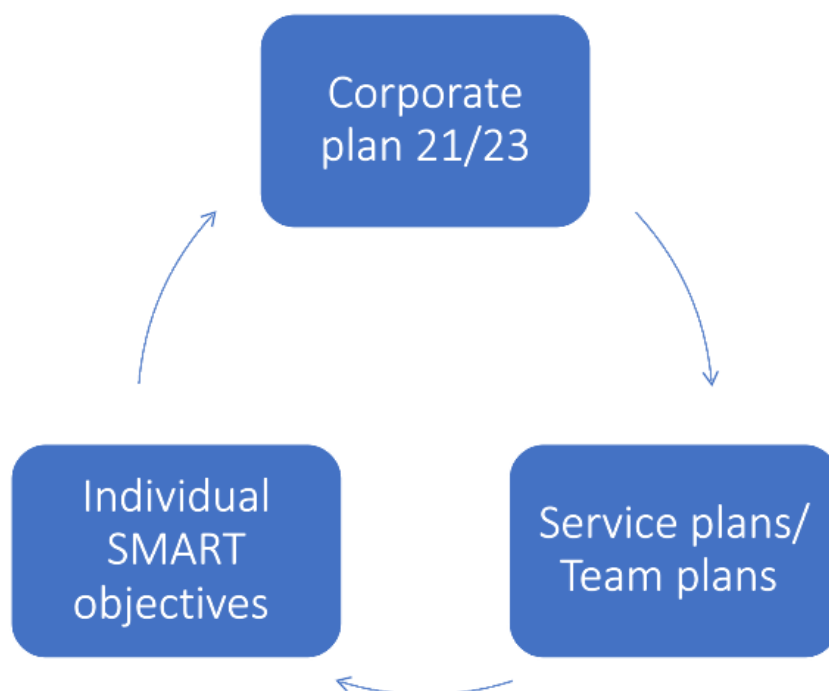
In 2019/20, we established a Project Management Office (PMO) in the Council restructure, to standardise project reporting and support good quality project delivery. In 2020/21, we launched a monthly Extended Leadership Team project board as part of this. In 2021/22, the format and terms of reference were reset to improve efficacy of the meeting. There is now a steering board for sign off of projects and resource and separately a board for tracking and challenging delivery of projects. There is monthly oversight and reporting of projects, and where appropriate, risks and issues can either be addressed or escalated further to Members as part of wider Risk and performance reporting..

The process improvement team also produce monthly performance reporting to show the areas that have been supported, and improvements in efficiency and customer experience. As part of this, a review of the customer feedback on our online forms that receives low satisfaction ratings is used to drive further improvement work and ideas.

In June 2021, an ICT strategy for 21-25 [Decision - ICT Strategy 2021 - 2026 :: Maldon District Council was adopted by Council, this also drives a vision for our technology and processes for the next five years.](#)

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it

In 2020/21, we put in place a new process for linking the Corporate Plan objectives, through to delivery right down to the individual staff. Now that the Corporate Plan has been refreshed, the diagram below shows how this then links down to team service plans, and individual staff objectives. In January 2022, a refreshed service plan template was issued to the management team to reflect wider Corporate changes, as previously set out in section C



To underpin objectives, and support staff and members in delivery of their role, we have also developed and delivered:

- Key strategies to define delivery that have been adopted in 2021/22, including the ICT strategy for 21-25; Climate Action Strategy; Equality, Diversity and Inclusion Strategy and Process Improvement Framework.
- Chair and Vice Chair training following our Annual meeting in May 2021
- Budget Training for members.
- A full member training and development programme, supported by the Local Government Association, and with Member feedback to help define and shape this, which also ran into 2021/ 22.
- Performance and Risk reporting training for Performance, Governance and Audit committee members.
- Annual Strategic Cycle training for the Leadership team, and a way to track the items due within this each month.
- Project Management Office training for project managers and the senior leadership team, including measuring project performance and outcome delivery.
- An update to the service plan and individual objective templates to reflect key changes in the year (e.g. climate action strategy)
- Key process support documents on our internal Freshservice system that define process steps and act as training and handover guides.

F. Managing risks and performance through robust internal control and strong public financial management

Maldon District Council has a drive to be more performance-led. This year we have continued to build on Corporate performance reporting, and implementation of a monthly internal Balance Scorecard report for Senior Management review and scrutiny.

From January 2021, a six monthly report of operational exceptions from the Balance Scorecard have been reported to Performance, Governance and Audit committee. In 21/22, we continued to build on the range of data and information that was included in this process. Additionally, we have also developed tailored reporting for specific services to increase data-driven decision making in the organisation.

A new Risk Management Policy was adopted in November 2019 and we have been working to this throughout 21/22.

In January 2021, all staff Risk Management training took place, and a recording of this is available to all staff as an ongoing reference point in 21/22, a link to this is provided for new staff onboarding and the Programmes, Performance and Governance team support staff with specific risk management queries and support.

An all member budget briefing took place 17th Jan 22 to explain the process behind the budget setting, and the key components and considerations in putting the budget together – Questions and answers were also circulated out to Members afterwards.

In July 2021, a seminar took place for all Members of the Performance, Governance and Audit Committee including:

- The MDC risk management policy
- How officers raise and score risk
- How risks are added to and reviewed on the risk register that reports to PGA
- Internal processes in place to support risk management

A Quarterly Corporate Risk register review goes to Performance, Governance and Audit committee.

Risks are a regular item of discussion in the monthly Extended Leadership Team meetings and Service Management Meetings.

One of the most significant risks for the Council is the uncertainty of its future funding. This does not allow the Council to plan its future service delivery with any certainty.

Since the Coronavirus pandemic reached the United Kingdom in early 2020, the Government has had to redirect its resources to planning for this. As a result there has continued to be a delay to the implementation of a new Business Rates Retention Scheme (BRRS) for local government and to the implementation of the outcome of the Fair Funding Review. This has had an impact on the announcement on the future financial settlement. And, as it was for 2021/22, it became a one-year settlement announced for 2022/23. This included a one-off New Homes Bonus payment; however the ongoing allocations of the New Homes Bonus Scheme is still to be announced since last year's consultation. The extended delay in a 4-year settlement, along with all the uncertainties around what the BRRS, Fair Funding Review and NHBS outcomes, would appear to have given local authorities no framework within which to work over the medium term. This, in itself, continues to present a significant financial risk.

However, the Council is in a good position to address this uncertainty due to having had sound financial management and planning in place. It has managed to build up a prudent level of reserves to enable it to manage the medium-term uncertainty.

There is also continued uncertainty over impacts on the Council since the departure of the UK from the European Union (e.g. regarding supply chain and HGV driver shortages), the continuing global pandemic over the medium term and the emerging inflation and cost of living crisis. This has resulted in a drawdown from reserves being required in 2022/23 to balance the budget.

In response to Coronavirus, the government has provided financial support to businesses and individuals, with initiatives occurring through 2020/21 and 2021/22. Local government has been working to deliver Central Government policies and legislation e.g. paying out grants to small businesses and businesses in the retail, hospitality and leisure industries as the Government has locked down the country. Local government has needed to deliver what is required to respond to the pandemic and is in an uncertain position with losses in income as income generating services have been closed or heavily impacted e.g. car parking and leisure services. To date the Government have paid the council a grant of £899k in 2020/21 and £306k in 2021/22 to fund COVID-19 budget pressures and have contributed up to 71% towards certain income losses caused by lockdowns. These grants were claimed through a thorough review of actual income against budgeted income by full engagement of service managers and finance staff in completing monthly government Covid returns. However, there is still a significant financial impact that the council will continue to experience into 2022/23. Furthermore, the cost of living crisis is now emerging, where government grants and reliefs are being dispersed to individuals by the Council to help them manage financially.

Again, the Council will be monitoring this to see if this impacts on its own finances. E.g. the Council Tax collection rate.

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

All committee meetings are open for the public to attend. In 2021/ 22, to support Covid mitigations, Public 'attendance' was via YouTube streaming, making meetings open and visible to all. As of 25th January 2022, Public may also attend physically and YouTube streaming for improved accessibility is also still in place

As part of the Emergency Powers with the Pandemic first forcing a move to remote meeting, all decisions made by the Corporate Leadership Team were published to the website. This has been built on further in 21/22, with a new web area launched in March 2022 to report all delegated decisions at www.maldon.gov.uk/decisions

In the move to physical covid-secure meetings, public participants initially had to attend physically to make representations. Since late 2021, we have been able to accept attendance via MS Teams and have been running hybrid meetings to support preferences of those involved. We updated to our Constitutional and procedural documents have been made to allow for these arrangements.

This year we implemented a full cycle of quarterly performance reporting to align it to the corporate outcomes defined in the Corporate Plan.

Members are invited to review the performance information and challenge where they feel delivery of the Corporate Plan outcomes is at risk. The internal process around producing this performance documentation also allows greater visibility for the senior managers around how staff are progressing agreed action plans.

An internal audit plan is defined according to areas of Corporate Risk. We have a quarterly update of internal audit progress, including audit actions due with officers, and this is reported to the Performance, Governance and Audit Committee.

CONCLUSION

The Council is satisfied that appropriate governance arrangements have been maintained in 2022/23. These have been successfully adapted and reviewed as a response to the global pandemic and changes in governance arrangements. We have also continued to build on good practice around governance in the 21/22 year.

The Council, recognises however that these arrangements are designed only to manage risk down to a reasonable level and cannot provide absolute assurance that the Council will successfully deliver all of its policies, aims and objectives, and we will continually monitor and refresh performance and risk reporting throughout the year to address issues that arise.

We remain committed to maintaining and where possible improving these arrangements, by:

- Addressing issues identified by Internal Audit
- Focussing on key risks and areas for improvement
- Continuing regular, open and transparent engagement with local people.
- Training and enabling our staff and Members to work within good governance frameworks



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

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
9 JUNE 2022**

HEADLINE RESULTS AND ACTION PLAN OF THE STAFF SURVEY

1. PURPOSE OF THE REPORT

To update Committee Members on the recent staff survey results and gather Committee feedback on the associated action plan that has been put together by the Management team

2. RECOMMENDATIONS

- (i) That the committee review and comment on the staff survey results and associated action plan activities listed in section 3.5;
- (ii) That members confirm through this, they are assured the staff survey response is being managed effectively.

3. SUMMARY OF KEY ISSUES

- 3.1 The staff survey ran for the third time in 2021, from the 17 November to the 17 December 2021.
- 3.2 Response rate to the survey increased again in 2021, from 72% to 74% of staff responding. All comments and feedback are treated anonymously to encourage open responses, and results are also produced for the Leadership team at a Directorate level to also see local trends.
- 3.3 Positive highlights of the survey in 2021 were:
 - Staff satisfaction was overall higher than in 2019 when the survey started.
 - A large percentage of staff agreed that MDC supports their Health & Wellbeing (73%)
 - More staff said they were collaborating across the organisation (19% increase since 2019)
 - More staff were having regular Catch-Ups with Line Managers (Up over three years)
 - Larger percentage of staff were feeling valued (18% increase since 2019 to 58%)
 - Staff felt able to speak openly and agreed the Council was being transparent

3.4 Negative themes that stood out in the 2021 survey were:

- Pride in working for Maldon District Council (MDC) had reduced (down from 71% in 2020 to 58%)
- Fewer staff agreed that MDC was changing for the better
- Fewer staff said they were happy in their job (71% in 2020 down to 65%)
- Member culture and the impact of behaviour was highlighted as a concern in many comments
- 39% of staff felt excess pressure in workload
- 48% of staff said they often have to work over contracted hours to get work done

3.5 The extended leadership team reviewed the full results late February 2022 and held a workshop to look at potential actions to address some of the points raised. An operational list will be developed and tracked across the year so that we can report back what we have implemented as a result of the feedback. Some of the examples of activities are:

- Addressing resource gaps in key areas
- Creation of a wellbeing policy
- Running a summer showcase event to bring staff together
- Member and officer workshops to build understanding and relationships
- Corporate Leadership Team briefing videos
- Development of improvements to the website
- Ensuring Corporate compliance around objectives and 1-2-1 meetings
- Continue to support agile working practices

3.6 We have also been collecting team feedback around the Core Values set out in the [Corporate plan](#), and examples of areas where these work well and barriers to 'living' the Core Values. The action plan for the staff survey has also combined some of this learning, so that we have a full action plan to respond to staff feedback.

3.7 A six month pulse survey will take place in July, to review the areas of concern and whether staff report an improvement following the action plan work. Feedback from this will also help shape further action plan developments for the year.

4. CONCLUSION

4.1 The staff survey headline results are provided for member assurance that staff feedback is being taken seriously, acted upon and improvements are being sought.

5. IMPACT ON STRATEGIC THEMES

- 5.1 This work underpins the performance and efficiency of the work on strategic themes of the Council.

6. IMPLICATIONS

- (i) **Impact on Customers** – The survey identifies specific links between the staff and how their role interacts with customers.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – This approach mitigates our corporate risk around staff retention.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – The staff survey and how we respond to it is a good way to understand and react to the concerns of our staff.
- (vi) **Impact on the Environment** – None.
- (vii) **Impact on Strengthening Communities** – None.

Background Papers: None.

Enquiries to: Cheryl Hughes, Programmes, Performance and Governance Manager

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**REPORT of
DIRECTOR OF SERVICE DELIVERY**

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
9 JUNE 2022**

NOTICE OF MOTION - REFERRED BY STATUTORY ANNUAL COUNCIL

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to enable the Committee to consider the motion put forward by Councillor A S Fluker at Statutory Annual Council on 12 May 2022, which was referred to the Performance, Governance and Audit Committee for review.
- 1.2 The Presentation on Planning Services provides an overview of customer satisfaction and performance management in respect of the issues raised.

2. RECOMMENDATIONS

- (i) That Members consider the information as set out in the Presentation;
- (ii) That Members are assured through this Presentation that corporate performance in this area is being managed effectively or seek further information or assurances to be presented to the next meeting of this committee.

3. SUMMARY OF KEY ISSUES

- 3.1 At the Statutory Annual meeting of the Council on 12 May 2022 a Motion was put forward by Councillor A S Fluker that with regards to public interest, customer service and satisfaction and performance management the Director of Service Delivery updates the next meeting of Council regarding the performance of Council in the following areas:
 - 1. Planning Applications - Communications with Customers and Interested Parties
 - 2. Planning enforcement - Outstanding Cases.
- 3.2 The Council agreed that this motion be referred to the Performance, Governance and Audit Committee for review.
- 3.3 The presentation at today's committee on Planning Services is in response to those issues raised in the motion.

4. CONCLUSION

- 4.1 Officers will continue to monitor progress and performance and take appropriate action as required.

5. IMPACT ON STRATEGIC THEMES

- 5.1 It is important that performance is monitored and managed effectively, to ensure that Maldon District Council progresses towards and/ or achieves its stated outcomes.

6. IMPLICATIONS

- (i) **Impact on Customers** – Performance management covers the monitoring of corporate outcomes. The Corporate Plan includes delivery for our customers.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – If performance is not managed effectively by the Council, it puts the Council's corporate outcomes' delivery at risk and increases unnecessary exposure to potential, operational, reputational, or regulatory consequences.
- (iv) **Impact on Resources (financial)** – All performance management is undertaken within existing planned budgets.
- (v) **Impact on Resources (human)** – All performance management is undertaken within existing planned budgets.
- (vi) **Impact on the Environment** – None.
- (vii) **Impact on Strengthening Communities** – None.

Background Papers: None.

Enquiries to: Richard Holmes, Director of Service Delivery.



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

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
9 JUNE 2022**

APPOINTMENT OF REPRESENTATIVES ON OUTSIDE BODIES

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to remind Members of the existing representatives on Outside Bodies and for new appointments to be made for the Municipal Year May 2023.

2. RECOMMENDATION

That the Committee appoints representatives to the bodies detailed below, for the ensuing Municipal Year to May 2023.

3. SUMMARY OF KEY ISSUES

- 3.1 Members are asked to nominate representatives to serve on the following Outside Bodies aligned to the Performance, Governance and Audit Committee, for the ensuing municipal year.

Body	Current Representatives
Maldon Citizens Advice Bureau Liaison Committee	Councillors J V Keyes, J L Fleming and E L Stephens
Maldon District Museum Liaison Committee	Councillors E L Stephens and Mrs J C Stilts
Parish Clerks' Forum	Chairman of the PGA Committee <i>Substitute: Vice-Chairman of the Performance, Governance and Audit Committee</i>

Background Papers: None.

Enquiries to: Committee Services.

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