

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

DIRECTOR OF STRATEGY AND
RESOURCES
Paul Dodson

20 September 2023

Dear Councillor

You are summoned to attend the meeting of the;

PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE

on **THURSDAY 28 SEPTEMBER 2023 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. Public participants wishing to speak remotely at a meeting can continue to do so via Microsoft Teams.

To register your request to speak / attend in person please complete a [Public Access form](#) (to be submitted by 12noon on the working day before the Committee meeting). All requests will be considered on a first-come, first-served basis.

A copy of the agenda is attached.

Yours faithfully



Director of Strategy and Resources

COMMITTEE MEMBERSHIP:

CHAIRPERSON	Councillor V J Bell
VICE-CHAIRPERSON	Councillor M E Thompson
COUNCILLORS	M G Bassenger S J Burwood N R Miller R G Pratt N G F Shaughnessy N D Spenceley W Stamp, CC J C Stilts





AGENDA
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
THURSDAY 28 SEPTEMBER 2023

1. **Chairperson's Notices**

2. **Apologies for Absence**

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

To confirm the Minutes of the Performance, Governance and Audit Committee held on 27 July 2023, (copy enclosed).

4. **Matters Arising** (Pages 11 - 12)

To receive the attached schedule that records the actions taken in respect of matters arising from the previous Committee, (copy enclosed).

5. **Disclosure of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, Other Registrable interests and Non-Registrable Interests relating to items of business on the agenda having regard to paragraph 9 and Appendix B of the Code of Conduct for Members.

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

6. **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.

7. **Review of Corporate Performance - Quarter 1** (Pages 13 - 52)

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

8. **Review of Corporate Risk - Quarter 1** (Pages 53 - 70)

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

9. **Annual Governance Statement Actions Update** (Pages 71 - 74)

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

10. **Balance Scorecard Exceptions Report** (Pages 75 - 96)

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

11. **Review of Health and Safety - Quarter 1** (Pages 97 - 102)

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

12. **UK Shared and Rural England Prosperity Funds** (Pages 103 - 108)

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

13. **Any other items of business that the Chairperson of the Committee decides are urgent**

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

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

15. **Review of Corporate Commercial Performance - Quarter 1** (Pages 109 - 116)

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

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

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

Health and Safety

Please be advised of the different levels of flooring within the Council Chamber.

Closed-Circuit Televisions (CCTV)

Meetings held in the Council Chamber are being monitored and recorded by CCTV.

Lift

Please be aware, there is not currently lift access to the Council Chamber.

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**MINUTES of
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
27 JULY 2023**

PRESENT

Chairperson	Councillor V J Bell
Vice-Chairperson	Councillor M E Thompson
Councillors	D O Bown, M G Bassenger, S J Burwood, N R Miller, R G Pratt, N G F Shaughnessy, N D Spenceley, W Stamp, CC and K M H Lagan

183. CHAIRPERSON'S NOTICES

The Chairperson welcomed all present and took the Committee through some housekeeping arrangements.

184. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M G Bassenger, R G Pratt, W Stamp and J C Stilts.

In accordance with notice duly given Councillor D O Bown was in attendance as a substitute for Councillor R G Pratt, Councillor K M H Lagan as a substitute for Councillor J C Stilts and Councillor L J Haywood as a substitute for Councillor W Stamp.

185. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 15 June 2023, be approved and confirmed.

186. MATTERS ARISING

RESOLVED that the Matters Arising from the 15 June 2023 meeting be received and noted.

187. DISCLOSURE OF INTEREST

There were none.

188. PUBLIC PARTICIPATION

No requests had been received.

189. EXTERNAL AUDIT UPDATE REPORT

The Committee considered the report from the Interim Chief Finance Officer that provided an update on the progress of both the external audit and the audit fees.

The Chairperson introduced the report and deferred to the Interim Chief Finance Officer to present the detail. For the benefit of new Members on the Committee she drew attention to a previous audit update report considered by the Committee in January 2023 that provided further detail and then went on to summarise the current situation.

The Council had published its accounts by the deadline, however, audits for 2020/21 and 2021/22 were still ongoing. It was on track to complete the 2020/21 audit over the summer period and the 2021/22 audit in early autumn. The delays were due to a number of complex contributing factors, not least the challenges in the audit market nationally, which in turn had led to an increase in audit fees. The Public Sector Audit Appointments (PSAA) who set the audit fees had indicated a likely increase of 150% which will further pressure the budget. She advised the Committee that from 2022/23 the new Council auditors KPMG would take over from Deloitte LLP and in conclusion referenced a letter received, since publication of the report, from the Department for Housing and Local Government, that detailed work being undertaken with organisations to develop proposals to address the audit backlog and explore sustainable solutions for the future.

The Chairperson then moved the recommendation which was duly seconded and opened the discussion.

In response to issues raised Officers advised that whilst the original aspiration was to have the 2020/21 audit completed by March 2023, outstanding information around asset valuations and, as outlined in paragraph 4.3 of the 19 January Committee report, further material adjustments required to the published accounts e.g. Covid Grants (£28m) had extended the delays in completion. A link to the 19 January 2023 report would be circulated outside of the meeting and it was hoped that the statement of accounts for 2020/21 would be signed-off by August 2023.

There being no further discussion the Chairperson put the recommendation to the Committee and it was agreed by assent.

RESOLVED that Members considered the report.

190. INTERNAL AUDIT REPORT

The Committee considered the report of the Interim Chief Finance Officer and associated Internal Audit reports from BDO LLP, attached on the agenda at 8a to 8g, *Annual Report and Annual Statement of Assurance- 2022/23; Progress Report; Follow-up of Recommendations; Budget and Performance Management Final Report; Main Financial Systems; Local Development Plan Final Report and HMRC Employment Status Final Report.*

The Chairperson introduced the reports and deferred to Mr Rubins, the Head of Internal Audit from BDO to present the detail. He commenced by advising that there would be a change to the Council's Head of Internal Audit role and that as of next year he would be handing over the role to his colleague, Mr Winter, who would also co-present the reports on the agenda. He drew Members' attention to the *Annual Report and Annual Statement of Assurance- 2022/23* which was a summary of the work completed in the year. The overall opinion level was moderate assurance, BDO's second highest level of assurance which reflected the majority of reports throughout the year. The *Progress Report* covered the remaining audits for 2022/23 together with progress made on the 2023/24 internal audit plan. The outstanding draft *Cyber Security* audit was with management for clearance. For 2023/24 good progress had been made on three audits; *Licensing, S106 Review and Sickness and Absence Management.* The

draft *Equality, Diversity and Inclusion* (EDI) report was also with management for clearance and scoping was underway on the *Fraud Review* report.

The *Follow-up of Recommendations* report covered sign-off of seven outstanding recommendations, including two relating to flood management. Those still outstanding were being acted on and progress was being made, however, some were still outstanding response from managers. As a result of this work was ongoing with management to ensure timeframes were realistic. The *Budget and Performance Management Final Report* attained an opinion of moderate assurance on both design and effectiveness of controls. A lot of good practice was in evidence, the only finding was ensuring budgets and service plans were properly aligned and work was ongoing to address this. The *Main Financial Systems Report* attained substantial assurance for design and moderate assurance for effectiveness of controls, confirming strong arrangements were in place around invoicing and write-offs. The only finding was ensuring debts were chased on a timely basis to ensure best practice going forward.

The *Local Development Plan Final Report* had a positive outcome with a substantial opinion level on both design and effectiveness of controls with very good processes and structures in place ensuring strong Member engagement. The *HMRC Employment Status Final Report* had been requested by management and was advisory in nature so there was no opinion attributed to it because of the specific nature of the work. However it outlined the positive culture around how the Council managed payroll arrangements. The only comment was to ensure that the training currently being rolled out was attended by all.

The Chairperson then moved the recommendations which were duly seconded and opened the discussion.

In response to issues raised Officers provided the following information:

- That in order to address the cause of delays or lack of response from Managers to Auditors on outstanding recommendations the Director of Service Delivery would review the detail/individual instances and provide a response outside of the meeting.
- That the Local Development Plan budget had been reported to both Strategy & Resources Committee and Council which included a full plan of commitments against the budget allocation. A link to the report would be circulated outside of the meeting.
- That Officers were looking at asset management to determine the best option going forward. The Council may need to look at seeking external support to develop a strategy or additional internal funding and resources to manage this area.
- That in respect of flood risk management the Operational Group, consisting of Anglian Water, Essex County Council, Environment Agency and Council Officers, was scheduled to meet mid-August to review the Action Plan. The outcome would be reported to the Maldon Flood Coastal Group meeting in September 2023. Position statements had been sought from the Environment Agency on a number of areas of concern including modelling of watercourses and deposits of green waste on the bank side. A business case was currently being prepared by the Environment Agency to access additional funding for the North Heybridge Flood Alleviation Scheme and outcomes from the aforementioned meetings would be reported back.

- That in respect of Safeguarding a contractor and volunteers list had been completed, supported by the procurement officer and published on the performance website. Work was also in train with the Maldon & District Community Voluntary Service (CVS) on volunteer policy as they were skilled experts in that field.

Councillor K M H Lagan wished it noted that he did not assent to *Recommendation 2 (iii) Follow-Up of Recommendations Report – July 2023 – at 8c* as they were too many areas showing as overdue, however, he was content to assent to the remaining six recommendations.

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

RESOLVED that the Committee considered, commented, and approved the following:

- (i) Annual Report and Annual Statement of Assurance – 22/23 at 8a;
- (ii) Progress Report – July 2023 – at 8b;
- (iii) Follow-Up of Recommendations Report – July 2023 – at 8c
- (iv) Budget and Performance Management Final Report – May 2023 –at 8d;
- (v) Main Financial Systems Final Report – June 2023 – at 8e;
- (vi) Local Development Plan (LDP) Final Report – July 2023 at 8j;
- (vii) HMRC Employment Status Final Report – June 2023 at 8g.

191. ANNUAL GOVERNANCE STATEMENT REPORT - 2022/23

The Committee considered the report of the Director of Strategy and Resources together with the Annual Governance Statement (AGS) attached at appendix 1 for review and adoption by the Committee.

The Chairperson introduced the report and deferred to the Director of Strategy and Resources to present the detail. He advised that the AGS attached at appendix 1 followed the 2020/21 template to reflect the Chartered Institute of Public Finance and Accountancy (CIPFA) best practice advice. It was provided as a separate item to the statement of accounts to highlight the importance of governance and Maldon District Council's (MDC) analysis of its governance arrangements over the 2022/23 financial year. It was noted that the report commented on MDC's position against the seven principles of good governance identified by CIPFA and the Society of Local Authority Chief Executives and Senior Managers (SOLACE) in 2016.

The first page of the appendix highlighted the achievements of the 2022/23 financial year in terms of governance arrangements. Overall, the Council performed well against the criteria for good governance, which was also highlighted by the internal audit statement from BDO. A 2023/24 action plan was included in the report to address those areas of challenge identified in the BDO report.

The Chairperson then moved the recommendations which were duly seconded and opened the discussion. In response to a query on the review period for the Whistleblowing Policy the Director of Strategy and Resources said it was normally a five year cycle but would confirm outside of the meeting.

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

RESOLVED

- (i) The approval of the Annual Governance Statement appendix A and that this be appended to the statement of accounts.
- (ii) That the Performance, Governance and Audit committee (PGA) monitored the progress of the action plan.
- (iii) That a quarterly report of Annual Governance actions be provided for Performance, Governance and Audit committee review.

192. INFRASTRUCTURE FUNDING STATEMENT AND SECTION 106 SIX MONTHLY UPDATE

The Committee considered the report of the Director of Strategy and Resources that provided Members with an update on Section 106 infrastructure projects. The report also presented the Maldon District Council Infrastructure Funding Statement (IFS) for the financial year 2022 – 2023 to be published on the Council's website.

The Chairperson introduced the report and deferred to the Head of Service-Planning, Policy and Implementation to present the detail. She advised the Committee that the Infrastructure Funding Statement (IFS) was an annual statement the Council was required to publish on its website by December of each year and the Council had decided to coincide publication with the end of the financial year. The IFS set out the progress on section 106 projects delivery by Maldon District Council (MDC), NHS England and Essex County Council (ECC) detailing how much money has been received and how much allocated to funding projects. Last year monies received was £1.1million and this related to the following funding streams: Affordable Housing; Youth Facilities; Monitoring and Health Services. A project group will be set up to deliver the project spend. The funds already spent of approximately £415k related to projects around Affordable Housing; Youth Facilities; Open Spaces and Health.

The Chairperson then moved the recommendations which were duly seconded and opened the discussion.

Councillor K M H Lagan congratulated the Officer on her excellent report and this was echoed by the Chairperson. Councillor Lagan, referring to the aforementioned project group, requested that where possible internal expertise be used to project manage the funds in question as opposed to consultants.

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

RESOLVED

- (iv) That the Committee considered the update on Section 106 planning obligations.
- (v) That the Committee approved the Maldon District Council Infrastructure Funding Statement for the financial year 2022 - 2023 for publication as set out in appendix 1.

193. APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES

The Chairperson drew Members' attention to the outstanding vacancy on the Maldon Museum in the Park Liaison Committee deferred at the Committee on 15 June 2023, (Minute 98 referred).

The Chairperson introduced this item and there being no nominations from the floor offered to nominate herself to the vacancy. This was agreed by assent.

RESOLVED that Councillor V J Bell be appointed to the remaining vacancy on the Museum in the Park Liaison Committee.

194. ANY OTHER ITEMS OF BUSINESS THAT THE CHAIRPERSON OF THE COMMITTEE DECIDES ARE URGENT

There being no other items of business the Chairperson closed the meeting at 9.00 pm.

V J BELL
CHAIRPERSON

PERFORMANCE GOVERNANCE AND AUDIT COMMITTEE – 27 JULY 2023

MATTERS ARISING FROM THE MINUTES

Minute Number	Minute Title	Request	Action By	Completion Date/Update
189	External Audit Update Report	<ul style="list-style-type: none">To circulate the link to the previous External Audit Update report taken to PGA Committee in January 2023, outside of the meeting.	Interim Chief Finance Officer	Emailed to PGA Members on 28/07/23
190	Internal Audit Report	<ul style="list-style-type: none">To circulate the links to the respective Local Development Plan budget reports to both Strategy and Resources Committee (22 June 2023) and Council (13 July 2023), outside of the meeting.	Interim Chief Finance Officer	Emailed to PGA Members on 28/07/23
190	Internal Audit – Follow-Up of Recommendations Report	<ul style="list-style-type: none">To review those recommendations still outstanding response and advise the committee members outside of the meeting.	Director of Service Delivery	Emailed to PGA Members on 20/09/23.
191	Annual Governance Statement Report – 2022/23	<ul style="list-style-type: none">To confirm the review period for the Whistleblowing Policy outside of the meeting.	Director of Strategy and Resources	Emailed to PGA Members on 20/09/23.

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REPORT of DIRECTOR OF STRATEGY AND RESOURCES

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
28 SEPTEMBER 2023

REVIEW OF CORPORATE PERFORMANCE – QUARTER 1

1. PURPOSE OF THE REPORT

- 1.1 The Corporate Performance framework requires this Committee to undertake a quarterly review of the Strategic Priorities performance as assurance that performance is being managed effectively to achieve the corporate priorities as set out in the Council's Corporate Plan 2023 – 2027.
- 1.2 **APPENDIX 1** to this report provides an overview of the Corporate Plan as of the end of Quarter 4 (January 2023 to March 2023).
- 1.3 Online versions of all previous performance reports are available to view on the Members' SharePoint site.

2. RECOMMENDATIONS

- (i) That Members review the information as set out in this report and **APPENDIX 1** with priority focus given to the Strategic Priority level performance;
- (ii) That Members confirm they are assured through this review that corporate performance is being managed effectively.

3. SUMMARY OF KEY ISSUES

- 3.1 Any concerns affecting the corporate priorities are set out in **APPENDIX 1**. To summarise:

Overall: Work is progressing positively, the performance delivery of the corporate plan is on-track, there are some conditional elements identified which are not currently a concern.

Priority	Overview	Concerns	Indicators at risk
Supporting our communities	On Track – Conditional Elements	N/A	
Enhancing & connecting place	On Track – Conditional Elements	N/A	• Progress of Local Development review
Helping the economy to thrive	On Track	N/A	
Smarter finances	On Track – Conditional Elements	N/A	

A greener future	On Track	N/A	
Provide good quality services	On Track	N/A	

4. CONCLUSION

- 4.1 Most of the reported performance measures at Q1 are on track despite varying influences and resource re-allocation due to conflicting priorities.
- 4.2 Where negative impacts of performance are seen, priority and focused recovery work will continue to progress to bring measures back on track.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

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

6. IMPLICATIONS

- (i) **Impact on Customers** – Performance management covers the monitoring of corporate priorities. 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 priorities 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.

Background Papers: None.

Enquiries to: Paul Dodson, Director of Strategy and Resources.

Corporate Performance Report Q1

Year: 2023/2024

Report Generated: August 2023



Priority & KPI overview

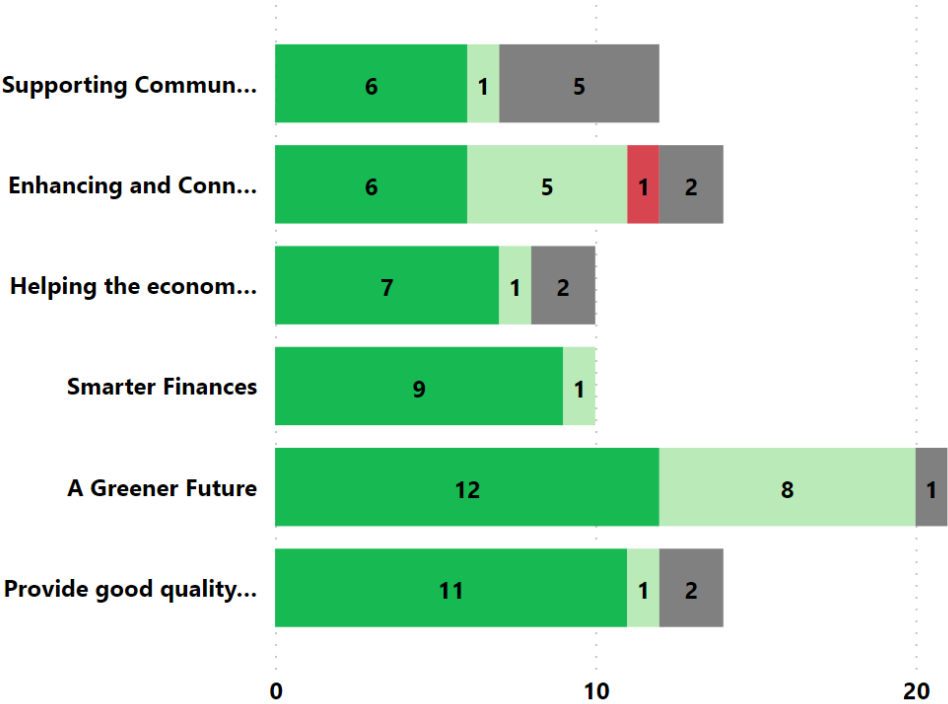
APPENDIX 1

Supporting Communities	Enhancing and Connecting Place	Helping the economy to thrive	Smarter Finances	A Greener Future	Provide good quality services
On Track - Conditional Elements	On Track - Conditional Elements	On Track	On Track - Conditional Elements	On Track	On Track

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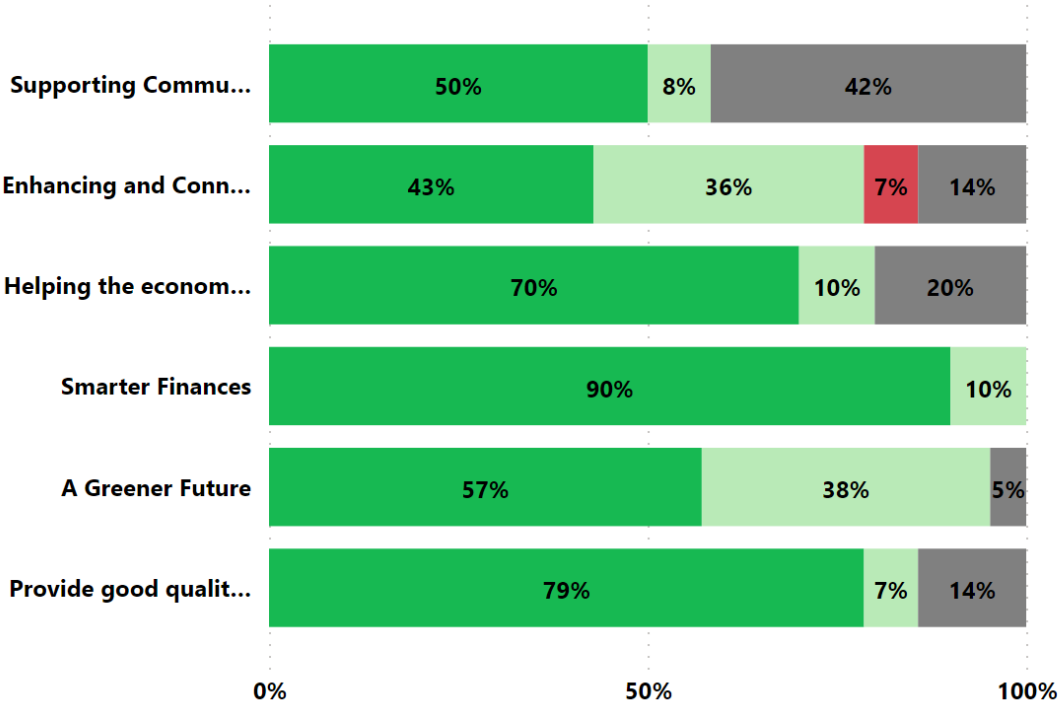
KPI status summary - Count

Complete Ontrack On Track Conditional Elem... Under review At Risk Not started



KPI status summary - %

Complete Ontrack On Track Conditional El... Under review At Risk Not started



Supporting our Communities

Supporting our communities

RAG

Q1 23/24

On Track - Conditional Elements

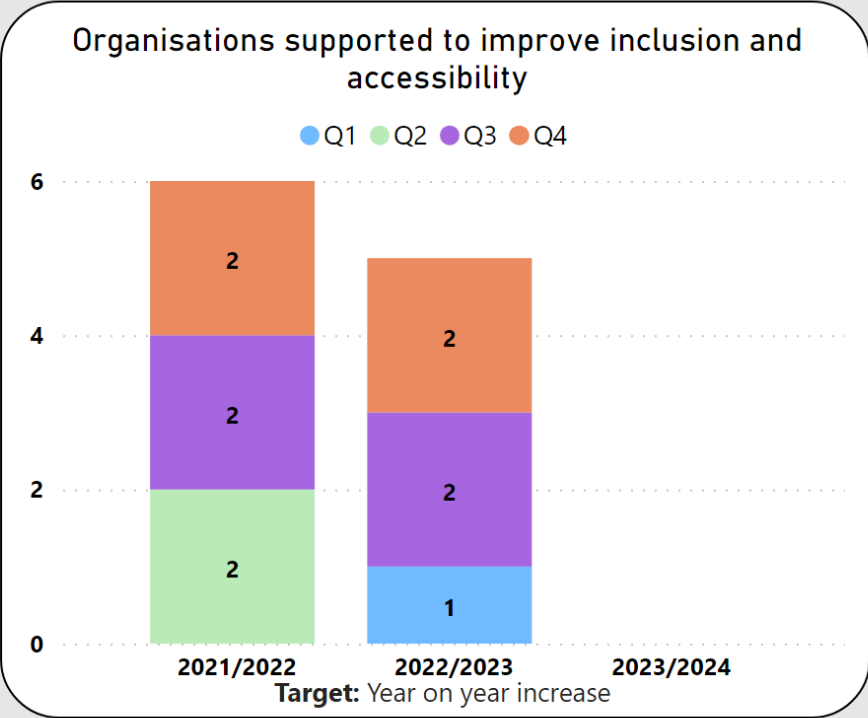
Overall the delivery of the priority progressing well and on track. Some KPIs are still to be started plans however plans are in place to progress in line with targets. No concerns at this stage.

What we want to achieve

- Better quality of life
- Keep people safe
- Improve health, inclusion, happiness and reduce isolation
 - Give our younger people a voice
- Improve access to services and housing
- Be a social value champion

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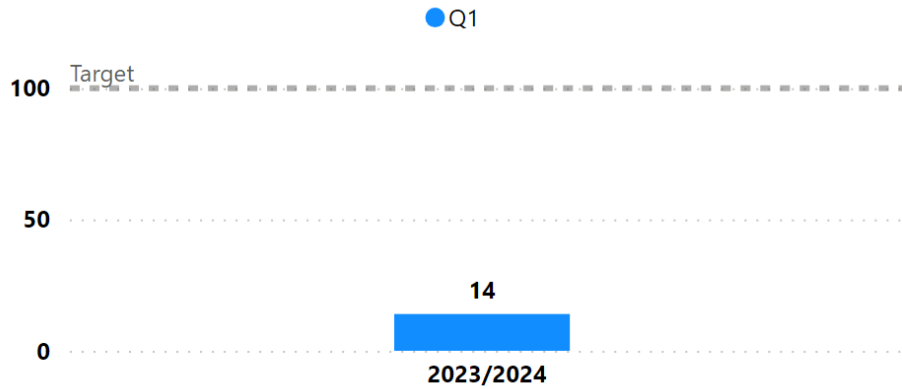
KPI	RAG	Q1 23/24	Target
Develop and launch of Maldon's youth engagement programme	Not Started	This will be started in September when the students come back from summer holidays.	Support & adoption from secondary schools in the district
Develop and adopt Maldon District Councils social value policy	Not Started	This activity is planned to commence in September.	Adoption by Q4 2023/2024



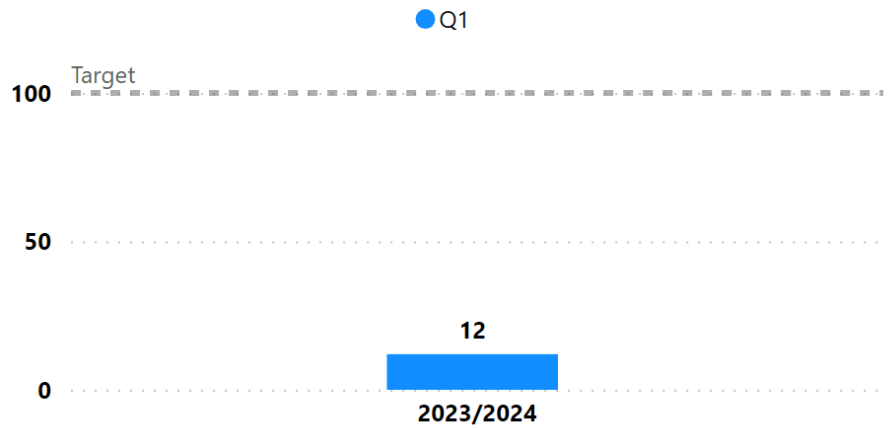
KPI	RAG	Q1 23/24	Target
Number of organisations supported to improve inclusion and accessibility	Not Started	There are no updates for this quarter.	Year on Year increase
Health and wellbeing initiative satisfaction	Not Started	This KPI will be started in Q2 following the employment of MDC Health Improvement Officer.	Establish a baseline.

APPENDIX 1

Organisations supported to deliver mental health & social isolation initiatives



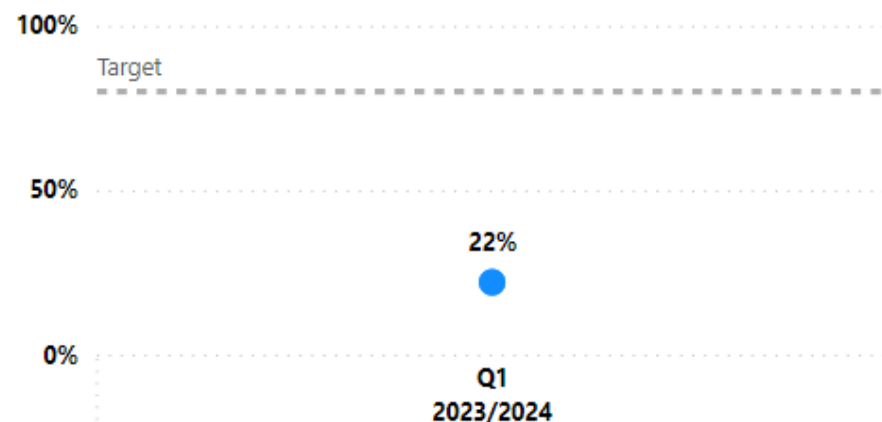
Organisations supported to deliver obesity initiatives



KPI	RAG	Q1 23/24	Target
Number of organisations supported to deliver health & wellbeing initiatives - Mental Health & isolation	On Track	14 promotions across social media and through community networks Grant funding: Maldon CVS – £1000 to support the Power of Gaming project and £995 to support Arts Therapy sessions. Maldon Festival - £500 to for art workshops for children and young people	100pa
Number of organisations supported to deliver health & wellbeing initiatives - Obesity	On Track	12 promotions across social media and through community networks Grant funding: MOAT Housing – £1000 to run Knightswood Dance Group within communal lounge of a retirement living scheme in Southminster. Maldon Pioneers - £1000 to develop an exercise programme devised for adults with a range of physical needs and abilities. Tollesbury Cycling Project - £3000 to support Cycle maintenance, led rides and train residents in bike maintenance. Paddle Sports – £2500 to provide residents with the opportunity to try paddle sports in the district. Tollesbury FC - £300 to support U17 team to progress into mens football Park Drive school engagement sessions – £960 to Park Drive to deliver squash and gym sessions to schools in district. Bradwell FC – £1000 to fund equipment.	100pa

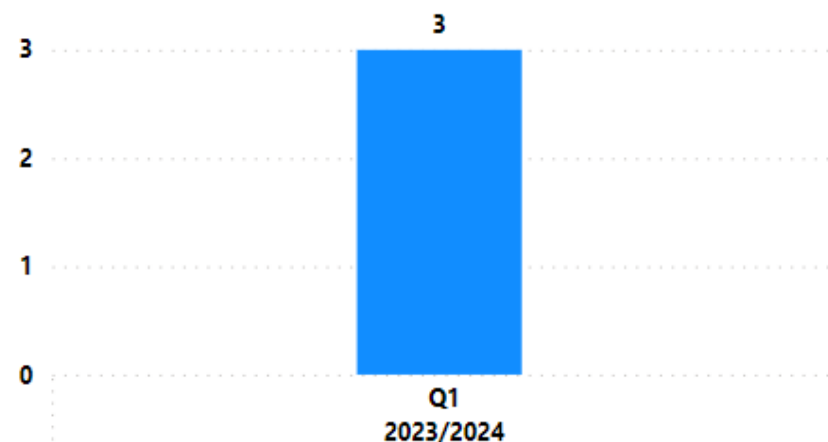
APPENDIX 1

% of One Maldon District, multi-agency partnership action plan completed to timescales



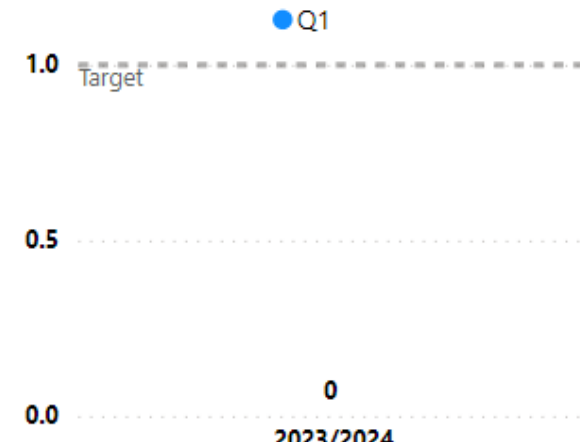
Dependency on partnerships delivery

Community opportunities delivered



Target: 20pa

Inter-generational projects delivered



KPI	RAG	Q1 23/24	Target
Deliver One Maldon District, multi-agency partnership action plan	On Track	One Maldon District Action Plan agreed earlier this year. It is a working document so changes will be made to the document accordingly. The action plan has 4 key objectives, these are: 1) Supporting Maldon District residents 2) Colocation of One Maldon District representatives 3) Raising awareness of One Maldon District's impact 4) Influencing Action Against Agreed Priorities. Multiple actions have been completed in support of these priorities, with a detailed update on each priority progress being shared with Members as a back ground document to the Q1 performance report	Quarterly Progress
Number of community opportunities delivered	On Track	The Community Engagement Team completed a day of 'Safe and Well' visits with the Tri-Service Officer this quarter. Additionally, for Street Week, the Community Engagement Team worked with Community Policing Team on 30th May. Maldon District Council officers led the delivery of the RideLondon activation zone at Promenade Park, this was an opportunity for residents to interact and access community services.	20pa
Number of inter-generational projects delivered in the district	Not Started	Intergenerational activity will commence in September.	1pa

APPENDIX 1

Extra Care

Geared towards elderly people with higher needs

Supported Living

vulnerable adults and children who are working with support partners

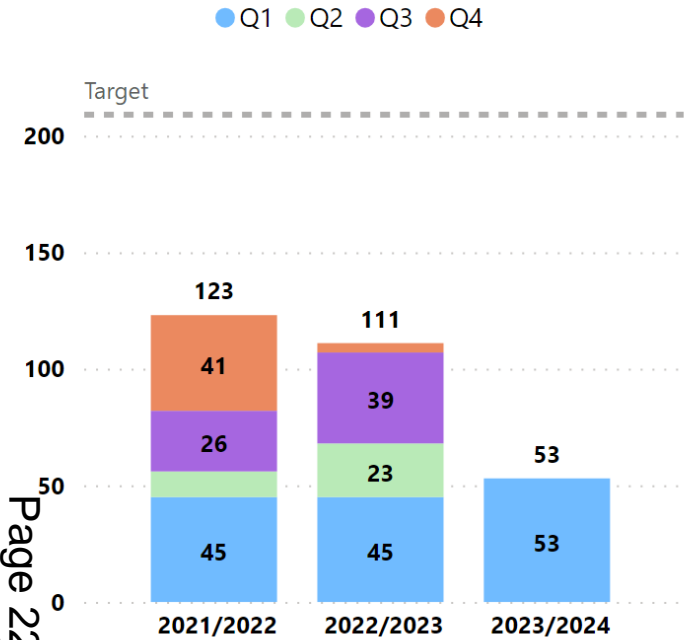
Temporary Accommodation

homeless approaches or those with short term housing issues

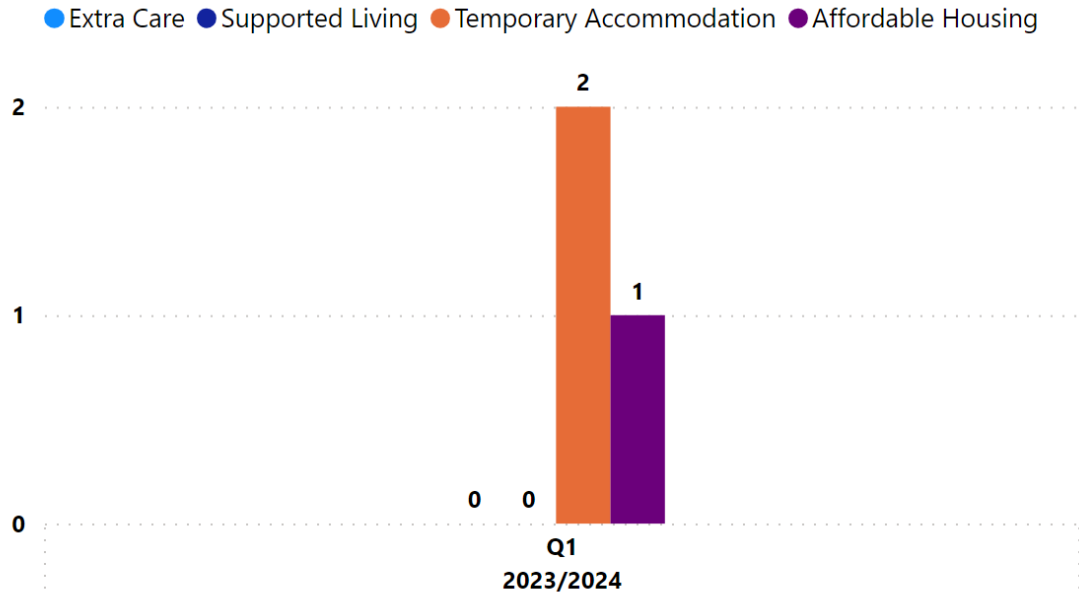
Affordable Accommodation

general needs, stock for those requiring social rented accommodation

Number of affordable homes delivered



Active housing projects being progressed via commuted sums, grants and scheme



KPI	RAG	Q1 23/24	Target
Involvement in the strategic housing board initiatives	On Track	The Strategic Housing Board convened on the 29/06/23. New Members were welcomed to the meeting. Members advised they preferred the Board to be Officer led. We will request Members to identify Chair and Vice Chair to act as Housing champions for other Members. Officers will continue to lead on the meeting with reference to any specific concerns/topics Members may identify. Key topics discussed in this meeting were: Rent Plus (Presentation), Update on Migrant/Refugee situation, Temporary Accommodation Update and Homeless Strategy Update	Quarterly progress (4 meetings pa)
Number of affordable homes delivered	On Track	Total Affordable 53 - (Shared Ownership - 18 and Affordable Rented - 35)	209pa

Enhancing & Connecting Place

Enhancing & Connecting place

RAG

Q1 23/24

On Track - Conditional Elements

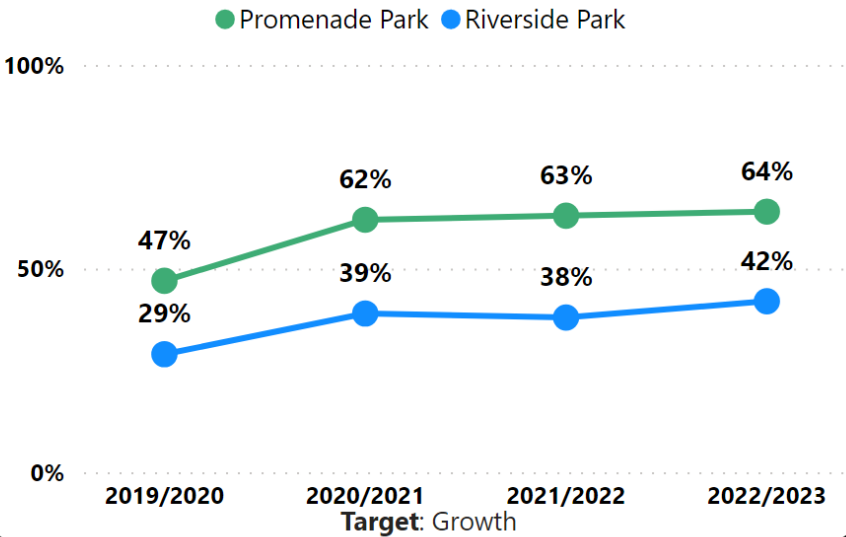
KPI targets for projects with identified funding progressing or soon to progress to support the priority and what we want to achieve. Continued engagement at national, regional, county and district level to ensure sustainable transport options remain the focus of the KPI targets and the overall priority and what we want to achieve. The LDP Review is progressing with evidence gathering, refining growth options for necessary modelling and appraisal plus the associated work programmes and statutory timetables being prepared.

What we want to achieve

- Making our assets work better for us
- Sustainable growth and development
 - Deliver housing need
- Improve ways to travel sustainably
- Leveling up fund as priority 1 authority
 - Actively lobby for infrastructure
- Improve digital connectivity & inclusion

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Resident satisfaction to our flag ship open spaces (Promenade Park & Riverside)



*Excludes those who responded as 'unaware of the facility'

KPI

RAG

Q1 23/24

Target

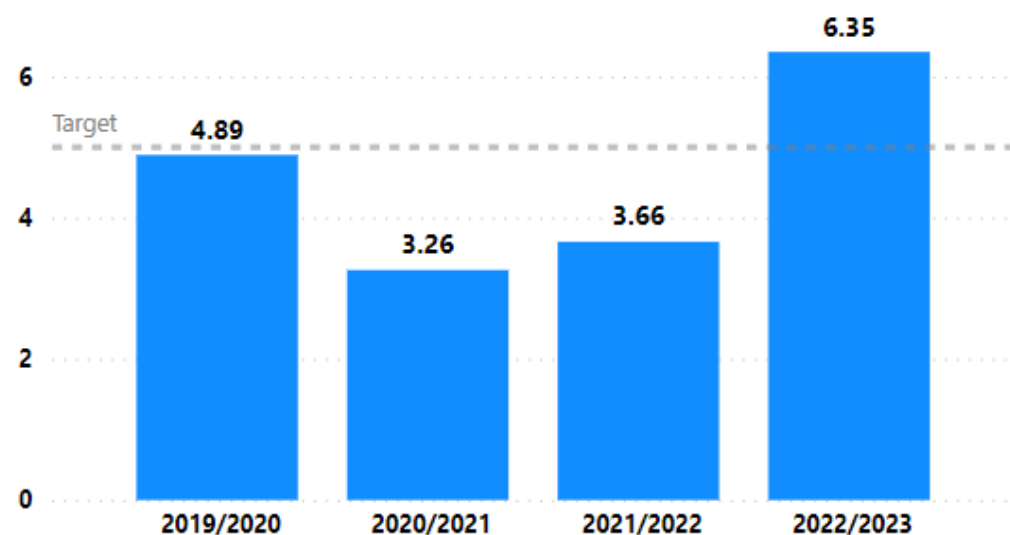
Delivery of Promenade Park management plan with a view of adopting for all Maldon District Council owned public open spaces

On Track - Conditional Elements

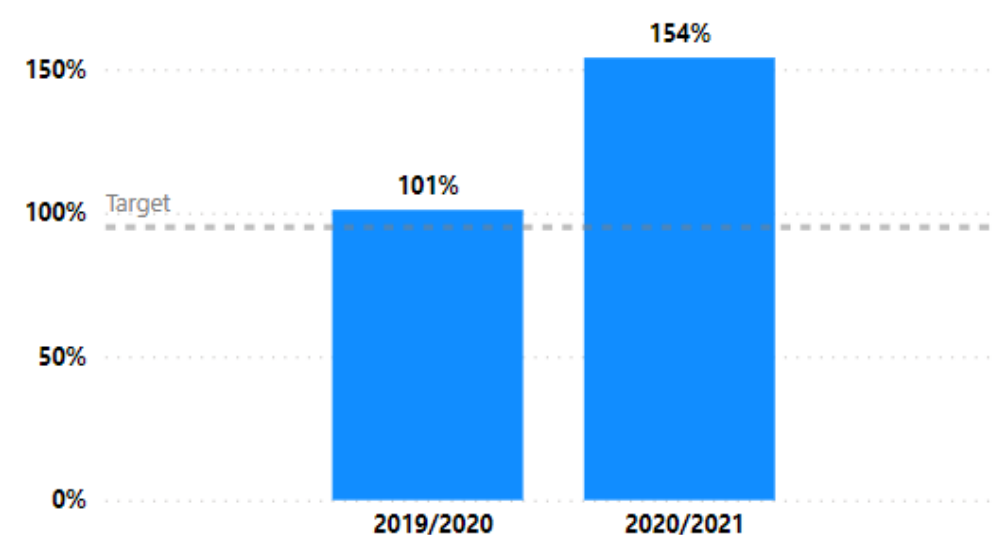
Asset Management Work Group meeting on 19 July to discuss and agree key principles of the PPMP. Provisional timeline for the PPMP is: Launch tender process in September Appoint consultant/associate October/November 2023 Stakeholder engagement November 2023 First draft Feb 2024 Second draft March 2024 Final draft presented to committee Spring 2024 The Plan will act as a template which will then be applied to other open spaces it is anticipated to be undertaken in the 24/25 financial year

Delivered by Q4 23/24

Five year housing land supply



Housing delivery test (HDT)

**KPI****RAG****Q1 23/24****Target**

Progress of Local Development Plan review

At Risk

The Local Development Plan Review remains underway with work nearing completion on key baseline evidence for Nature Conservation, Strategic Flood Risk, Employment Land and Premises and Gypsy & Traveller Accommodation Needs. Work is due to start in Summer 2023 with All Members on refining the Growth Options down to three which can then be subject to detailed traffic modelling, environmental and infrastructure appraisals. A Work Plan is being prepared for the Planning Policy Working Group to support the Review's development. A new Local Development Scheme (the statutory timetable) will be presented to Council once this work is concluded.

Quarterly progress

Number of funding/grants secured

Data will be available
from Q2

Target: Establish a baseline

Value of funding/grants secured

Data will be available
from Q2

Target: Establish a baseline

KPI	RAG	Q1 23/24	Target
Delivery of UK shared prosperity fund investments plan (Bi annual)	On Track - Conditional Elements	The Department of Levelling Up, Housing and Communities (DLUHC) confirmed on 13 April Maldon District's allocation of £1,000,000 to be spent by March 2025. The funding is tapered as per the issued guidance with agreement for 6% of the revenue to be used for management and administration. As approved by Strategy and Resources Committee on 14 July 2022, delegated authority was given to the Corporate Leadership Team for the development and submission of the authority's investment plan by August 2022. This investment plan was developed through a review of existing strategies and consultation with the nominated Local Partnership Group, One Maldon District. Lead Local authorities expected to receive approval of the submissions in October 2022, however this was delayed until December, through no fault of their own, with the first funding payments made in January 2023. Despite these delays, progress has been made to ensure the authority defrays its allocation. The required sixth monthly return confirmed expenditure of £8,853.20 up to 31 March 2023. A request has been submitted to DLUHC to reprofile £50,165.80 underspend from 2022 / 2023 acknowledging that Government delays has meant a delay to delivery. Work continues at pace to deliver the approved investment plan for the benefit of the District.	Delivery of plan to timescale

APPENDIX 1

KPI	RAG	Q1 23/24	Target
Projects delivered in partnership as part of the `kick the car habit` pledge	On Track	35% of the actions under the Kick the Car Habit pledge are actively being worked on. This includes work on: <ul style="list-style-type: none"> • Staff Travel Plan – staff survey is being prepared • EV charge Points- Charge My Street activity across the district • EV trail of Parks vehicle – vehicle purchased and is being used • Walkable Neighbours-Landscaped led development and Walk it Local • Wayfinder signage – signage, maps and local information to help people explore Maldon town centre by foot. Partnership working including a 6-week public consultation on the ECC MDFTS and the ECC EV charging strategy 	1per year
Monitor all S106 agreements including any delivery, and publication of the infrastructure delivery statement	On Track	Agreements are being monitored and the Infrastructure Funding Statement is written and waiting to go to PG&A Committee	100% implementation and publish yearly
Review and prioritisation of Green Infrastructure projects set out within the Green Infrastructure Strategy.	Not Started	The Council adopted the Green Infrastructure Strategy and Projects as a Supplementary Planning Document (SPD) in 2019 supporting Policies N1, N2, N3 in the Local Development Plan (LDP). The Green Infrastructure Projects support delivery of off road walking and cycling infrastructure, climate action pledges and biodiversity. Work is in plan to arrange a review and prioritisation projects in Q2.	Set out achievable project delivery timescales and governance
Implement Air Quality Management Area (AQMA) action plan 2020-2025	On Track - Conditional Elements	With the recent completion of Stage 1 in the Council's restructure. Work has been ongoing to identify a staffing resource to assist in completing the actions stated in the Grant given by DEFRA.	To AQMA Action Plan Timetable

APPENDIX 1

KPI	RAG	Q1 23/24	Target
Progress of Levelling up funding	On Track - Conditional Elements	A third round of the Levelling Up Fund will proceed as planned later in 2023 with a further £1 billion to level up places across the UK. Further updates will be provided as and when information is released.	Align to government timelines
Work in partnership with Digital Essex to achieve `excellent digital connectivity`	On Track	An Officer attended June's Digital Steering Group. The entire agenda was focused on Care TEC pilots. Our Community Strategy Lead is following up with Ross Chipperfield from ECC who leads on Care TEC to see if we can work more closely with his team and bring them into the One Maldon District partnership. This way we can link them to our health partners and encourage pilots to take place in the district as currently these seem to be in Braintree, Colchester and Tendring. No Members attended this meeting.	MDC attendance to ensure maximum benefit for residents business and community.
Support delivery of ECCs District Future Transport strategy	On Track - Conditional Elements	The ECC-led MDFTS is out to public consultation for 6 weeks from 12 June 2023. MDC Members briefed to promote to parishes and wards to respond. ECC held an event associated with the Strategy launch and public consultation in Maldon Town Centre on 3 July. ECC feedback from the event was 'in general supportive' for the delivery of the strategy. A consultation report will be written by Jacobs and available by the end of July 2023.	Endorsing Future Transport Strategy

**Helping the economy_
thrive**

Help the economy to thrive

APPENDIX 1

RAG

Q1 23/24

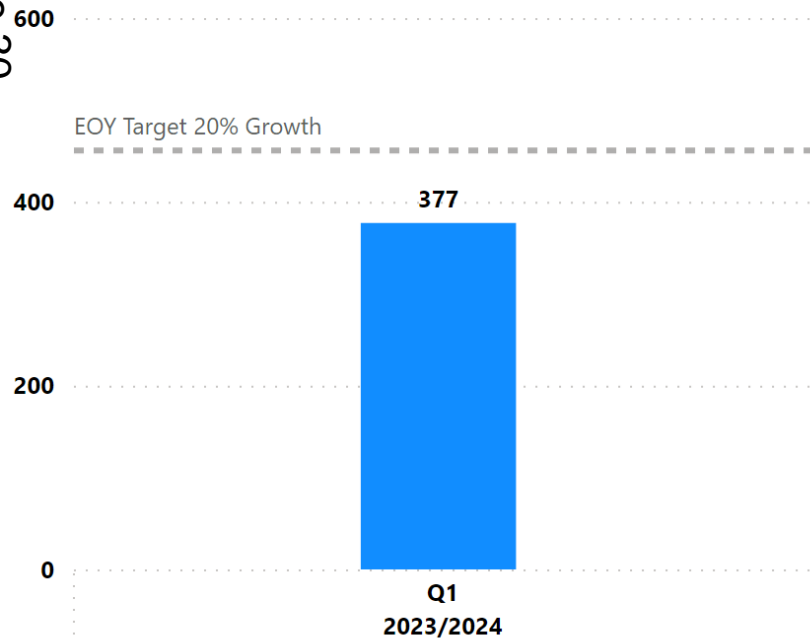
On Track

Delivery of the priority and KPIs are on track as evidenced by the statistical data provided. Work is continuing to deliver the Supporting Local Business Programme and appointment of an external support organisation is progressing as planned. The T23 tourism group has successfully secured funding to deliver an initial project later this year. This activity will see significant promotion via the Visit Maldon District channels.

What we want to achieve

- Support growth, sustainability and skills generation
- Attract new businesses to locate, grow and thrive across the district
- Help high growth and rural businesses to adapt to challenges
- Promote the district as a quality and inclusive tourism

Total number of subscribers to business communications channels



Business engagement activities - 4pa

1

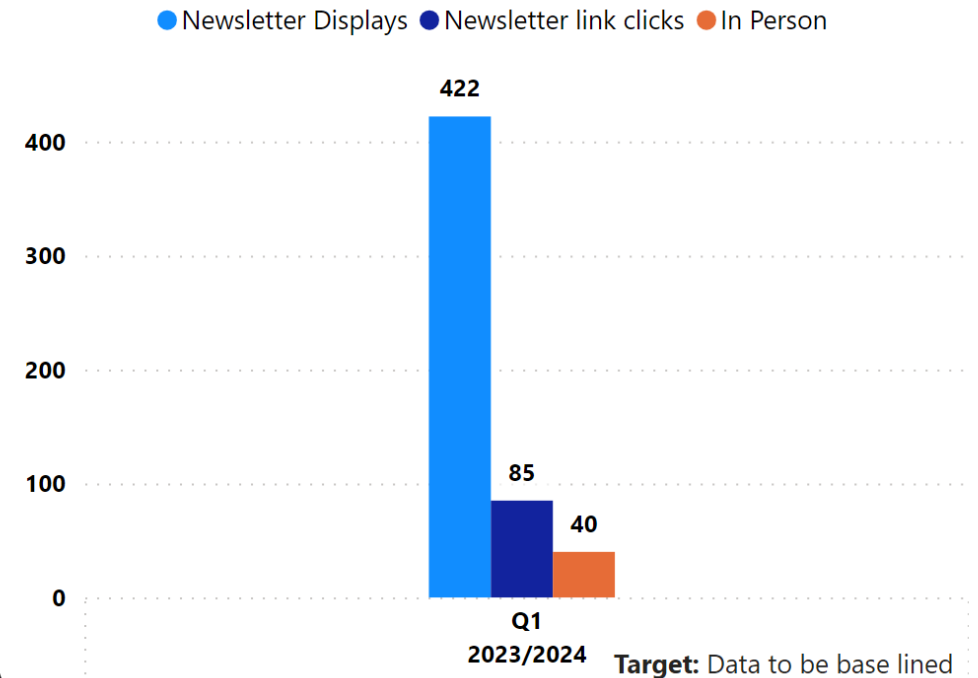
Opportunities within the Business newsletter - 48pa

13

Business newsletters shared - 12pa

3

Total number of businesses 'reached' by each activity

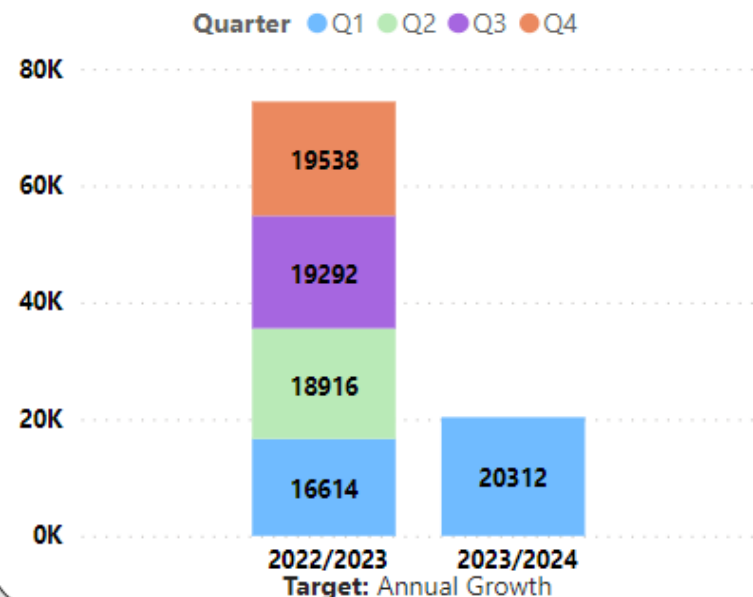


APPENDIX 1

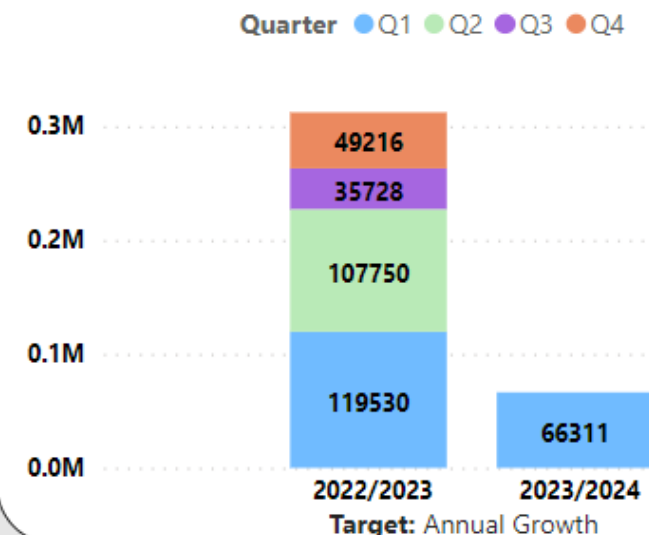
Digital reach of 'Locate Maldon District' website

System restraints
prevented data
reporting for Q1

Number of followers on tourism social media platforms (Facebook & Instagram)



Digital reach of Visit Maldon District



Online data is subject to cookies being accepted by the customer & also a change in platform means slightly different metric being used to calculate data, care when comparing year on year

Frequency

KPI

RAG

Q1 23/24

Target

Quarterly

Engagement with campaigns

On Track

This first quarter saw a big rise in engagement with social media content, compared to QTR1 in 2022 2022 saw engagement of 7384 compared with 24,703 in 2023 Significant efforts were put into promoting local info for RideLondon and the events in Prom Park Engagement (likes, comments, shares etc) saw conversion into followers of a combined growth of 774 across Facebook and Insta for Qtr1 Total followers =20,312

Establish a baseline

Quarterly

Opportunities within the direct to business engagement (business newsletter)

On Track

The most popular link – Gov Find a Grant Service

48 Opportunities per annum

APPENDIX 1

Frequency	KPI	RAG	Q1 23/24	Target
Bi - Annual	Economical value of events		This is a biannual indicator, update due in Q2	Establish a baseline
Bi - Annual	Delivery of UK shared prosperity fund investments plan	On Track - Conditional Elements	The Department of Levelling Up, Housing and Communities (DLUHC) confirmed on 13 April Maldon District's allocation of £1,000,000 to be spent by March 2025. The funding is tapered as per the issued guidance with agreement for 6% of the revenue to be used for management and administration. As approved by Strategy and Resources Committee on 14 July 2022, delegated authority was given to the Corporate Leadership Team for the development and submission of the authority's investment plan by August 2022. This investment plan was developed through a review of existing strategies and consultation with the nominated Local Partnership Group, One Maldon District. Lead Local authorities expected to receive approval of the submissions in October 2022, however this was delayed until December, through no fault of their own, with the first funding payments made in January 2023. Despite these delays, progress has been made to ensure the authority defrays its allocation. The required sixth monthly return confirmed expenditure of £8,853.20 up to 31 March 2023. A request has been submitted to DLUHC to reprofile £50,165.80 underspend from 2022 / 2023 acknowledging that Government delays has meant a delay to delivery. Work continues at pace to deliver the approved investment plan for the benefit of the District.	Delivery of plan to timescale

Smarter Finances

Smarter Finances

APPENDIX 1

RAG

On Track -
Conditional
Elements

Overall performance against the Smarter Finances corporate objective is on track, but challenges remain around setting a robust Medium Term Financial Strategy (MTFS). Work has commenced on the 2024/25 budget, with a paper agreed by Council on 13th setting out the revised funding assumptions and expected gap position. Consideration of options for closing the gap will be ongoing with the Finance Member Group over the summer/autumn, including delivery of projects within the Commercial Strategy. The current year financial position will be presented to Strategy & Resources Committee in September, and will continue to be closely monitored over the year.

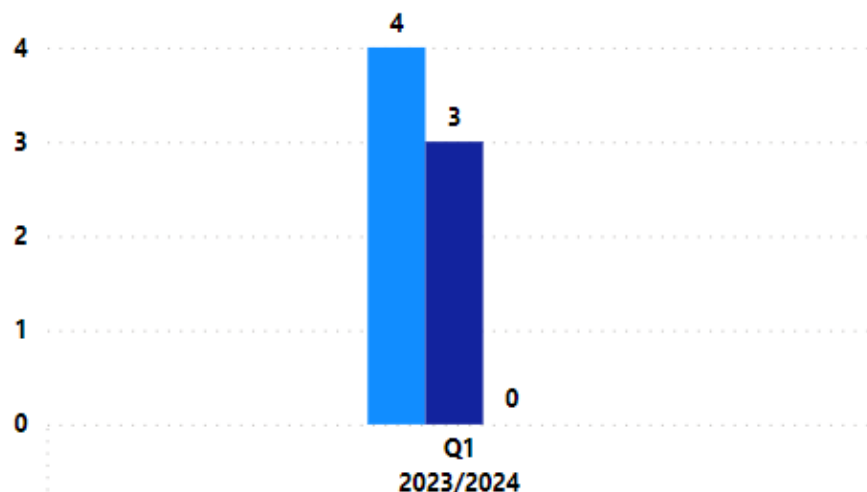
Q1 23/24

What we want to achieve

- Set out a robust Medium Term Finance Strategy
- Deliver projects in the Commercial Strategy
 - Sustainable expenditure
 - Make prudent investments
 - Be digitally efficient
- Modern and effective procurement

Commercial projects

Status ● Active ● Inactive ● Delivered

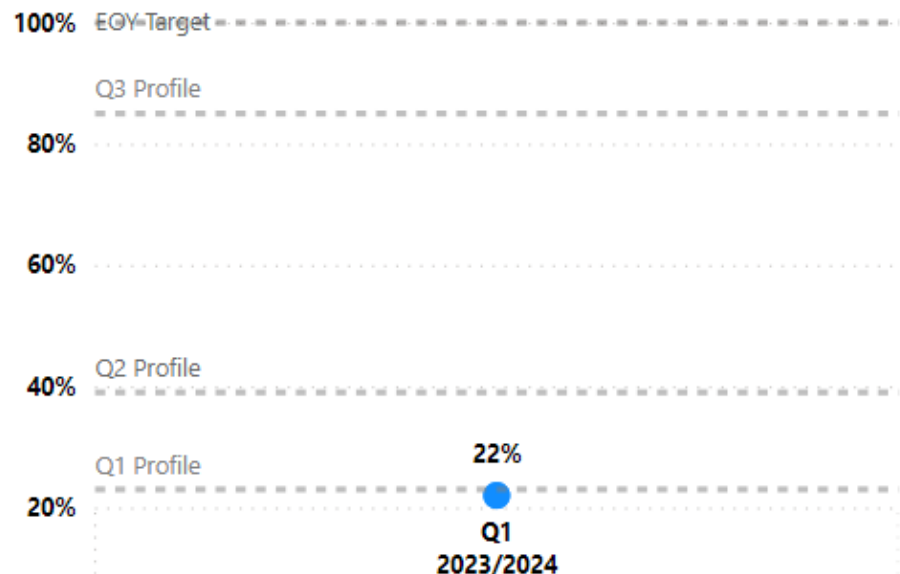


Commercial Active Projects

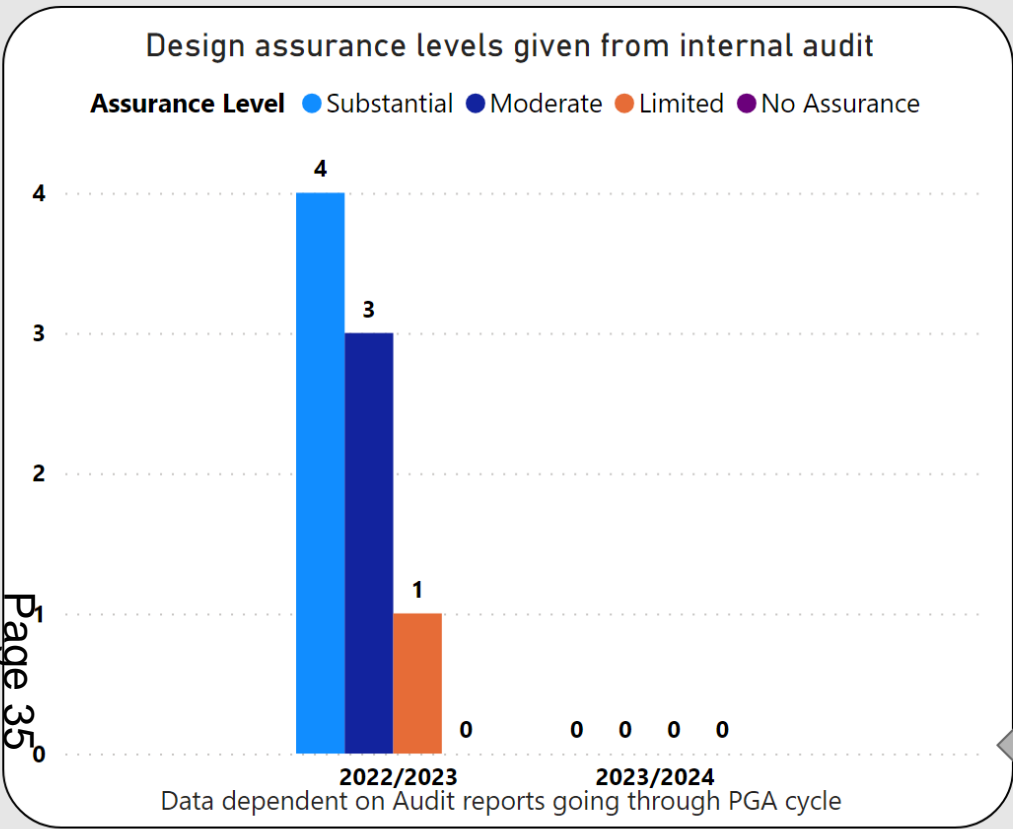
- Burnham houseboats
- Land Acquisition
- Elms farm park hard standing
- Princes Road Development

Income that has generated year to end of reporting quarter.
Quarterly profiling calculated using previous years income behaviour, considering seasonality impact

% of forecasted commercial income generated



APPENDIX 1

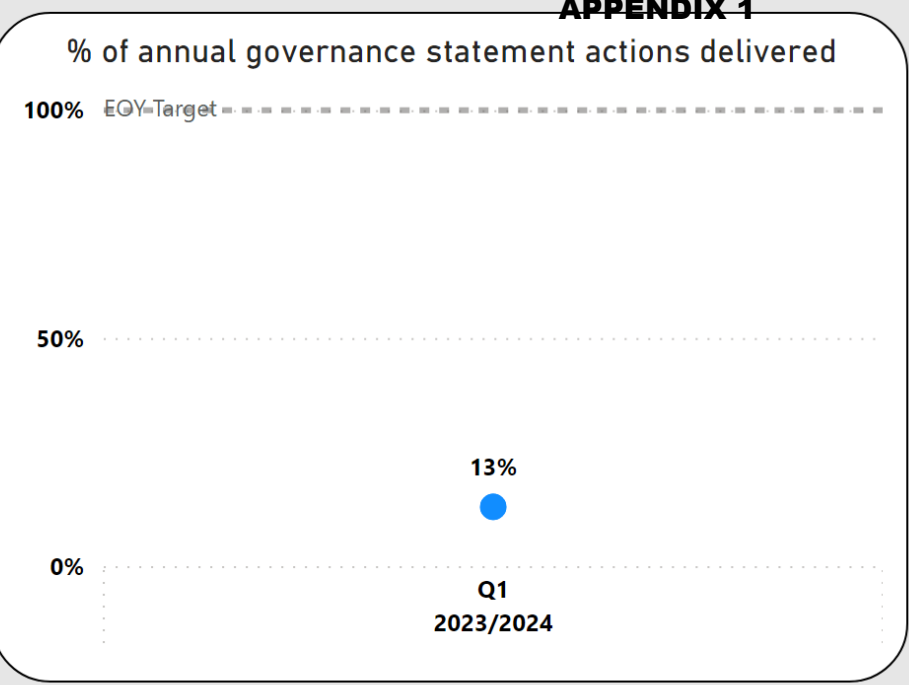


Design assurance definition is where there is a sound system of internal control designed to achieve system objectives.

Number of 'no assurance' ratings given on internal audit reports

0

Target: Zero 'No assurance' ratings.



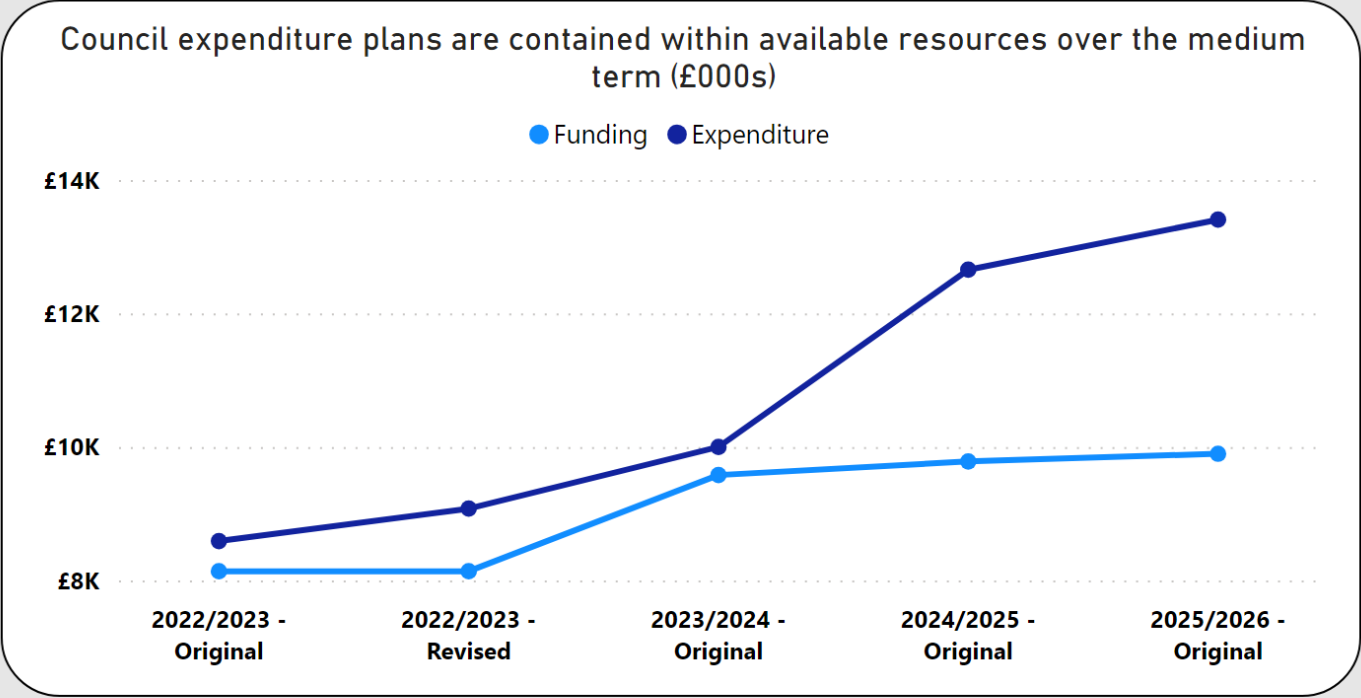
There are 8 actions committed to being delivered in 2023/2024.

KPI	RAG	Q1 23/24	Target
Delivery of agreed internal audit plan	On Track	Audit plan is progressing on course. One audit is already finalised (HMRC) with another two at draft report stage (Licensing and EDI). Resources have been assigned to ensure we complete and report all audits by the July 2024 PGA.	Completion of agreed internal audit plan by year-end

APPENDIX 1
Target

KPI	RAG	Q1 23/24	
Budget monitoring report is regularly reported to S&R highlighting key variances.	On Track	Q1 position will be reported to S&R Committee in the autumn' rather than 'half-year	Reviewed and reported to S&R (x3)
MTFS assumptions are regularly reviewed and reported throughout the year as part of the budget setting process	On Track	High level MTFS Update Report being taken to Full Council on 13th July, with further work to commence over the summer	Budget update reports are presented to S&R Committee during the year, ahead of the MTFS being agreed by Council in February
Financial risks are managed through the Corporate Risk Management framework	On Track	Finance risk is reported on the Corporate Risk Register and will be updated to reflect the latest position when next presented to PGA Committee. The financial risk position remains unchanged for Q1, with an overall risk rating of 20 which is outside of the councils risk tolerance levels. Work continues to control the risk likelihood and impact.	Reviewed and reported to PGA (4x)

Target: To reduce the projected funding gap over the next 4 years compared to the position reported in the 2023/24 MTFS



Supplementary reports to S&R could impact this data in year. KPI is updated at year end.

KPI	RAG	Annual update	Target
Annual setting of MTFS to align with corporate priorities (Annual KPI)	On Track	High level MTFS Update Report being taken to Full Council on 13th July, with further work to commence over the summer	MTFS agreed by full council (by statutory deadline of 11th March)

A Greener Future

RAG

Q1 23/24

On Track

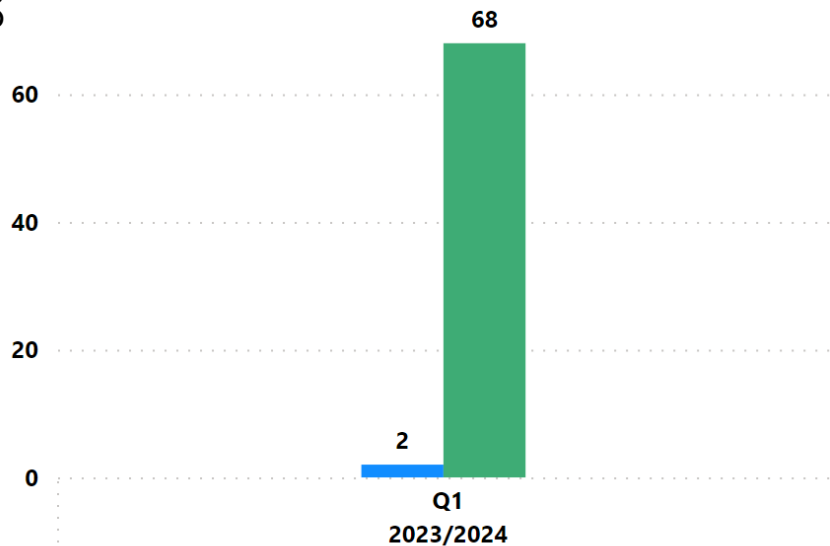
The majority of KPI targets are on track and progressing well. Climate action community engagement figures are growing. We continue to engage with ECC to push forward on our Transport related KPI's. On a local level, 6 Parish Council's applied through the Community Interest Company, Charge My Street for installation of EV charge points; we are waiting to see if any of the applications were successful. Work is progressing on the Council's Road Map to Net Zero. This exercise will allow the Council to identify and prioritise areas for carbon reduction across the Council estate and the Maldon District.

What we want to achieve

- To show nature we care
- Help people kick the car habit
 - Create less waste
- Be an authority that leads by example
- Develop a strong commitment to climate action

Number of climate action friends

● Staff ● Public



Local EV charging points installed (in partnership)

0

Target: Establish a baseline

Trees planted within the District in partnership

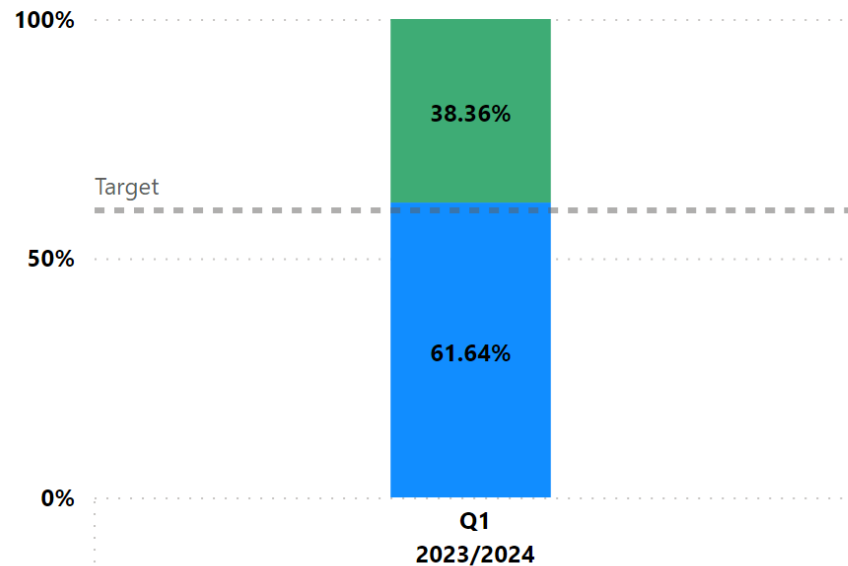
0

Target: Establish a baseline

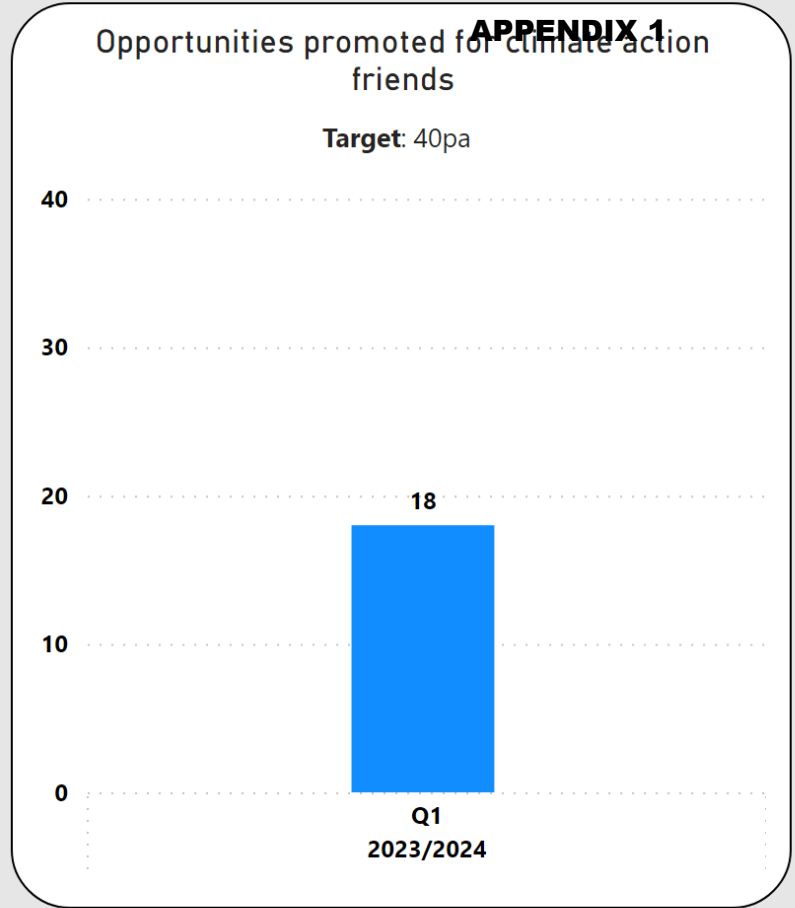
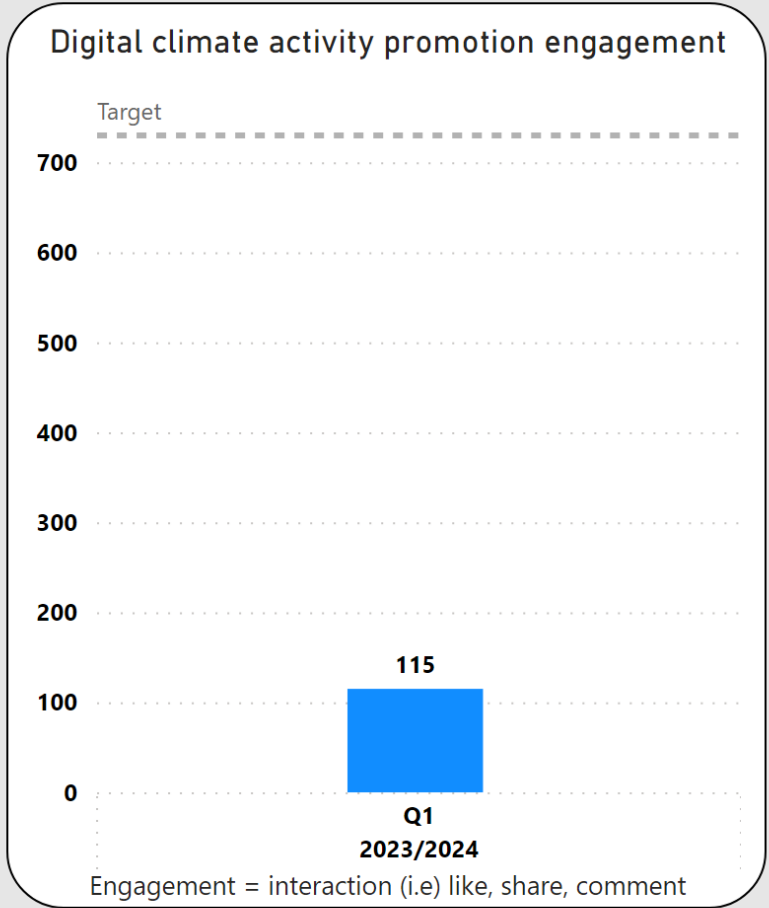
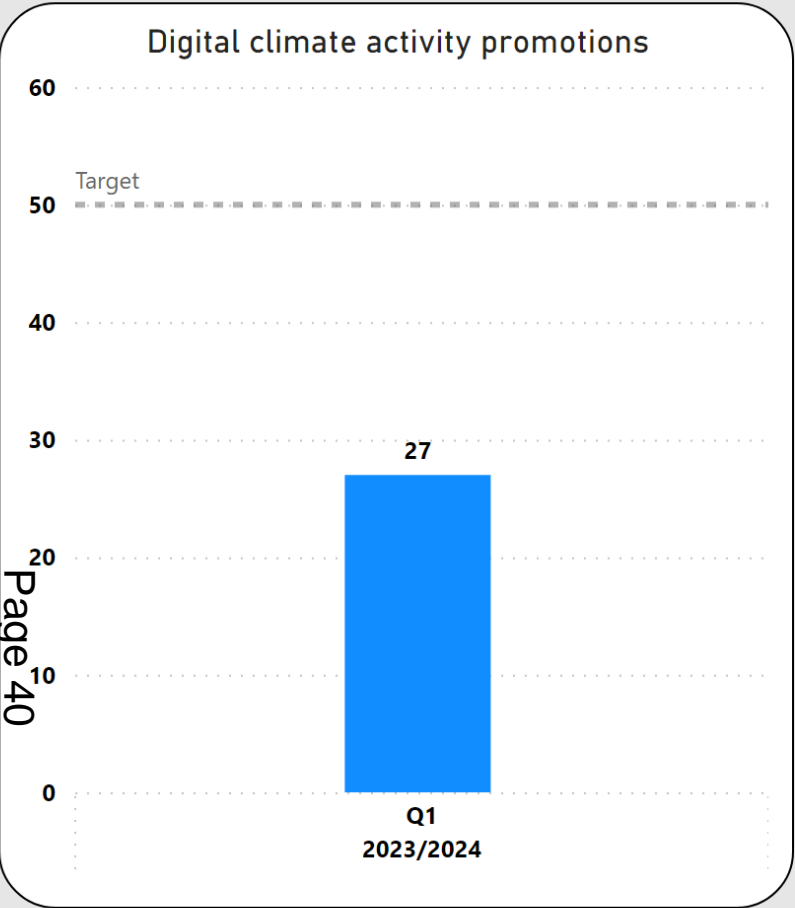
Tree planting season is Q2 & Q3

% breakdown of residual and recyclable waste

● % recyclable waste ● % residual waste



APPENDIX 1



Climate actions
actions/initiatives

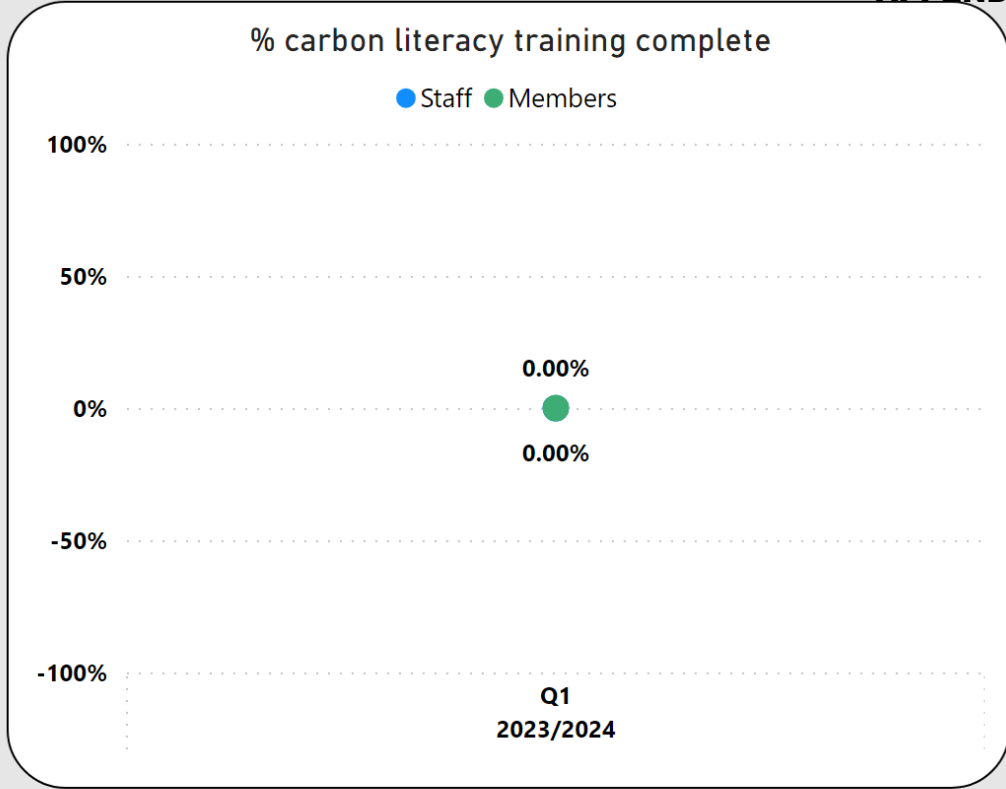
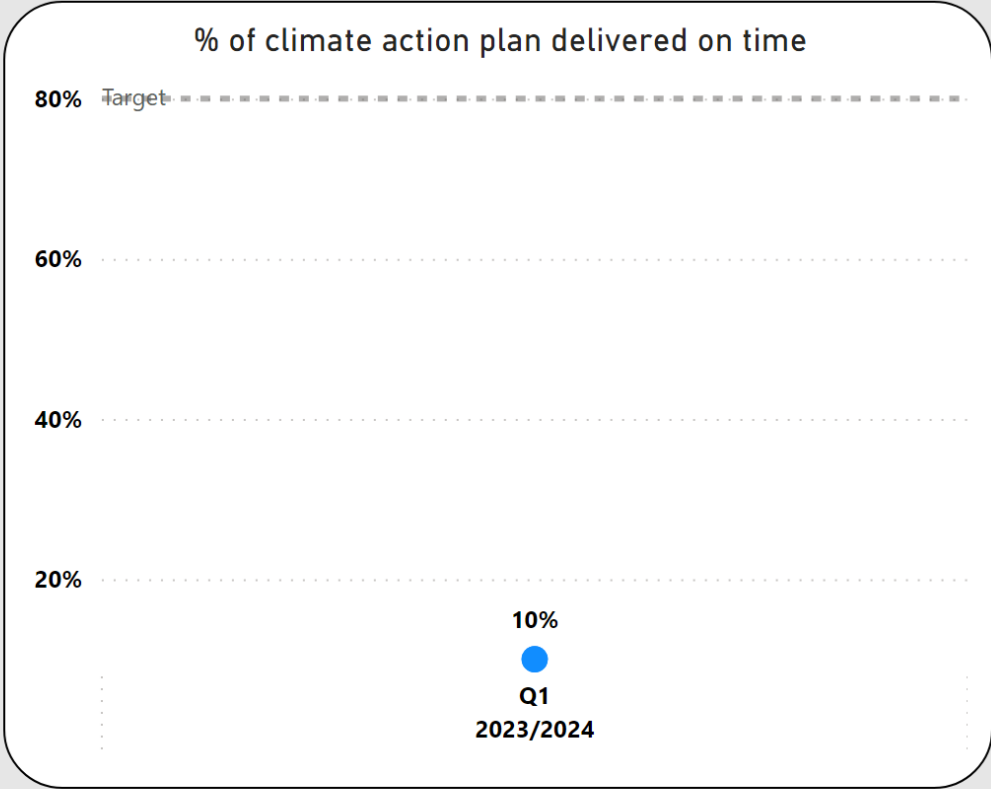
9

KPI	RAG	Q1 23/24	Target
Number of climate action initiatives and activities delivered.	On Track	6 Activities and Initiatives: Let’s Talk Trash- anti littering event Othona Green Weekend - Climate Action Friends 3 climate action partnership meetings with guest speakers	Establish a baseline

APPENDIX 1

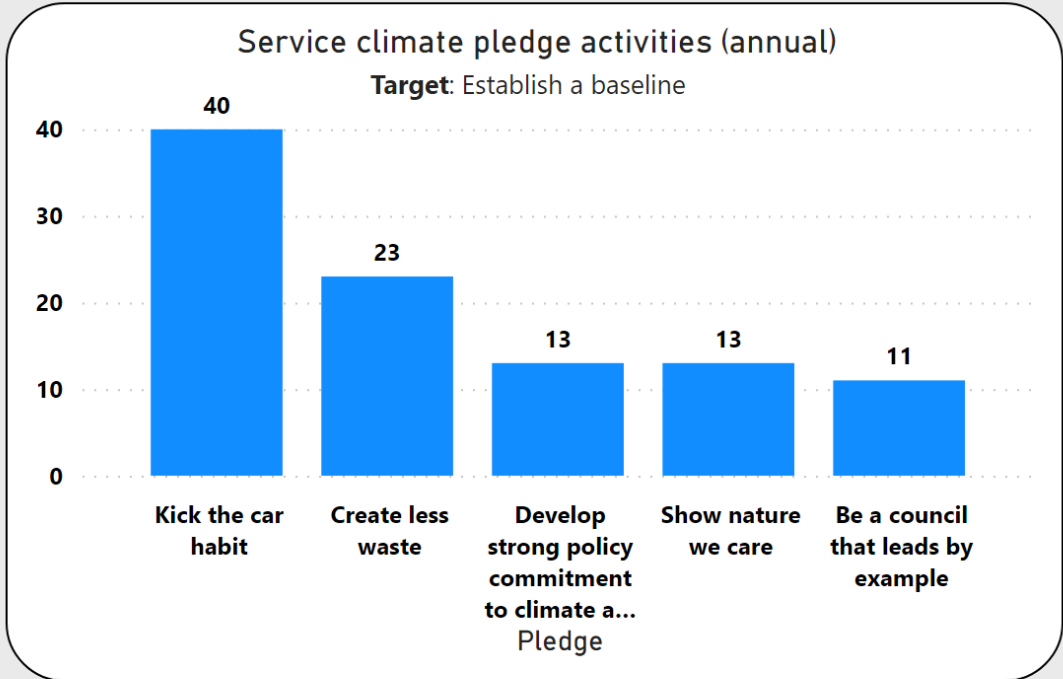
KPI	RAG	Q1 23/24	Target
Launch community feedback method	On Track	Launch of Climate Action Friends Newsletter- First issue of the Climate Action Friends newsletter sent to Climate Action Friends, Members, Parish and Town Councils. To be issued quarterly and supported by social media update	Launch by Q2
How many opportunities promoted for climate action friends	On Track	<p>Launch of Climate Action Friends Newsletter- First issue of the Climate Action Friends newsletter sent to Climate Action Friends, Members, Parish and Town Councils. To be issued quarterly and supported by social media update. The following 18 initiatives were shared with the Climate Action friends via email and through the Climate Action Newsletter during Q1.</p> <ul style="list-style-type: none"> • The Essex Green Weekend • Heybridge Litter Pick • The Tollesbury Climate Partnership community share offer • The Maldon and Heybridge Climate action partnership Meeting dates, agendas and minutes • Essex Climate Action App Launch • Event information about UFEST 2023! • Love Essex, Love food. • Chelmer and Blackwater BioBlitz • Essex Carbon Cutting app • Little Earthlings Climate Cafe • Maldon District Future Transport Consultation • ECC EV charging strategy • Volunteering opportunities at MDCcemeteries • Volunteering opportunities at the Blackwater Navigation • Tips on how to tackle climate action that will make a difference • 22 June - Free Energy Champion Webinar • 23 June - Essex Secondary Science Festival, Anglia Ruskin University, Chelmsford • 28 June - Essex Schools Food and Farming Day, Writtle University College 	48pa

APPENDIX 1



KPI	RAG	Q1 23/24	Target
Launch of staff & members training completed for carbon literacy (including % trained)	On Track	The carbon literacy training is currently being developed into a e-learning module.	Launch training by Q3

Climate action plan update	On Track	<p>Work is underway on the actions within the 2023/2024 climate action plan. 50% of the actions are actively being worked on. Quarterly progress</p> <p>Highlights from this quarter include:</p> <ul style="list-style-type: none">• Essex Green Weekend – representing Climate Action at the Othona Village Green Weekend.• Let's Talk Trash- working in partnership with Braxted Park and The Plume Academy on the 'Let's Talk Trash' Festival, which aims to engage young people through exciting and participatory experiences to raise awareness of the impact of littering and waste on present climate change.• Launch of Climate Action Friends Newsletter- First issue of the Climate Action Friends newsletter sent to Climate Action Friends, Members, Parish and Town Councils.• Air Quality Management Area Project Manager – providing budget support for the recruitment of a temporary project manager for the AQMA project on Market Hill.• Green Events Code of conduct. We submitted a EOI in partnership with Colchester CC and Colchester Amphora to be part of a national project to develop a Green Events Code of conduct. This project managed and funded by an organisation called Vision25. The project aims to produce a code of conduct that is intended to provide clear and robust voluntary minimum standards for sustainability practices for all stakeholders across the outdoor festivals and events industry.• Washington Close Community Garden- working with the Heybridge and Maldon Climate Action Partnership to develop a piece of rough land off Washington Close into a community garden/orchard.• Burnham Climate Action Partnership – Initial planning session to discuss setting up a climate action Partnership meeting in Burnham on Crouch.• Love Essex, Love Food- Climate Action has been actively promoting the Love Essex, Love Food Campaign through social media and climate action groups• Climate Action Partnerships- supporting the existing climate action partnerships meeting and helping with the development of projects including the scoping of a residents pack, Little Earthlings Climate Café and the eArth environmental art group• Little Earthlings Climate Café- working with the Community team to provide support to the development of the Little Earthlings Climate Café - Heybridge and Maldon's new eco-parent group providing a gentler way for parents to join the climate action movement.
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Awareness rates to 'I am aware of the community climate activities happening in the District' (annual)

Target: Establish a baseline

Data will be available from this years survey in Q4

KPI	RAG	Q1 23/24	Target
Adaption of procurement framework to enable greener options	On Track - Conditional Elements	This is currently being reviewed within the procurement process, How we evaluate our supply chain by looking at where products come from that we buy, encouraging more greener/sustainable options, through our selection of suppliers. Through our one of our low spend suppliers (Amazon), we have the ability to see that 6% of our purchases so far have been green & sustainable. This is something we will monitor going forward to support and evidence our climate pledges.	Enabling greener option considerations for purchases, contracts & tenders

APPENDIX 1

KPI	RAG	Q1 23/24	Target
Initiation of a Maldon District net zero road map	On Track	An internal planning session for the Roadmap has taken place. Contact has been made with the Carbon Trust and APSE Energy to discuss a baseline carbon assessment and building surveys. Next step in Q2 is to commission the baseline assessment.	Quarterly progress
Maldon District Council working to become STEN accredited	On Track - Conditional Elements	Draft Staff Travel Plan prepared pre-Climate Action Strategy and 'kick the car habit pledge'. ECC Staff Travel Survey commenced 19 June 2023 on the Modeshift Stars platform issues (accreditation) to assess MDC staff travel patterns post Covid and with hybrid working.	Quarterly progress
Quarterly attendance to ECC Climate action commission group	On Track	One attended in Q2	Quarterly progress
Support delivery of ECCs District Future Transport strategy	On Track - Conditional Elements	The ECC-led MDFTS is out to public consultation for 6 weeks from 12 June 2023. MDC Members briefed to promote to parishes and wards to respond. ECC held an event associated with the Strategy launch and public consultation in Maldon Town Centre on 3 July. ECC feedback from the event was 'in general supportive' for the delivery of the strategy. A consultation report will be written by Jacobs and available by the end of July 2023.	Quarterly progress
Support roll-out of ECCs electric vehicle strategy	On Track - Conditional Elements	MDC is a stakeholder in preparation of the ECC-led EV Charging Strategy subtitled: 'right charger, right place'. The Strategy was published by ECC for public consultation on 15 June 2023 for a 6 weeks. The publication was launched to coincide with Clean Air Day on 15 June. MDC will continue to attend stakeholder workshops to support rollout of the strategy and work with ECC to bid for funding EV charging infrastructure. ECC are to confirm set up of an Essex-wide LA working group for this purpose by end of July.	Quarterly progress

**Providing good quality
Services**

Provide good quality services

RAG

Q1 23/24

On Track

Overall delivery of the priority is progressing well and on track. Process improvements have been evident this quarter, along with progress of the customer strategy and community hub. Where KPIs are still to be started plans are in place to progress inline with targets. Some pressures have been seen in certain service areas which are being managed, no concerns at this stage.

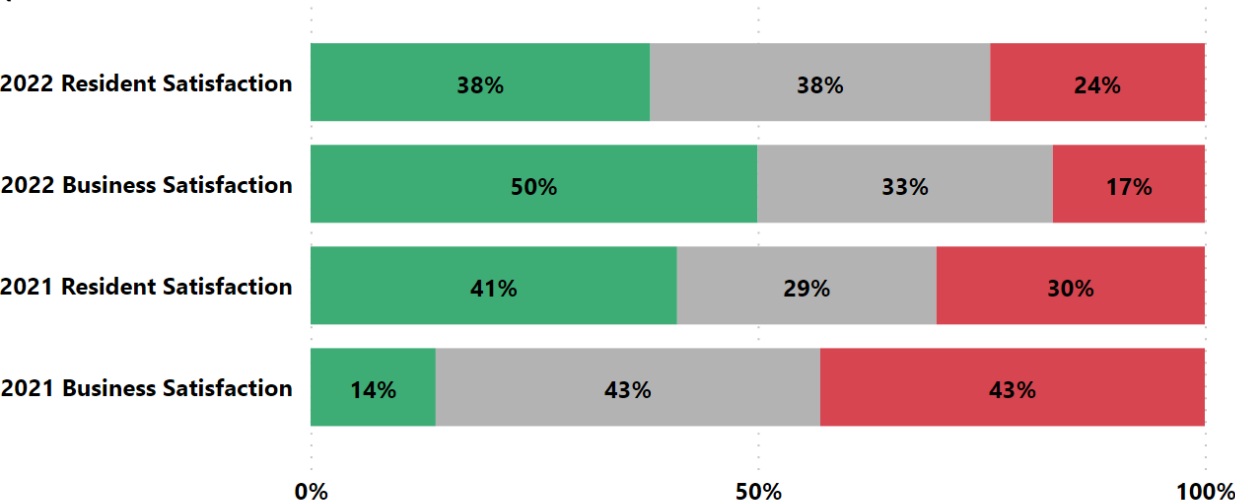
What we want to achieve

- An updated customer strategy
- Deliver accessible services
- Early intervention for our most vulnerable people
 - To be fair and inclusive
 - Get things right, first time
- Improved processes that improve efficiency
- Ensure value for money

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Resident and Business survey satisfaction rates to 'I am satisfied with the Maldon District Council services I received'

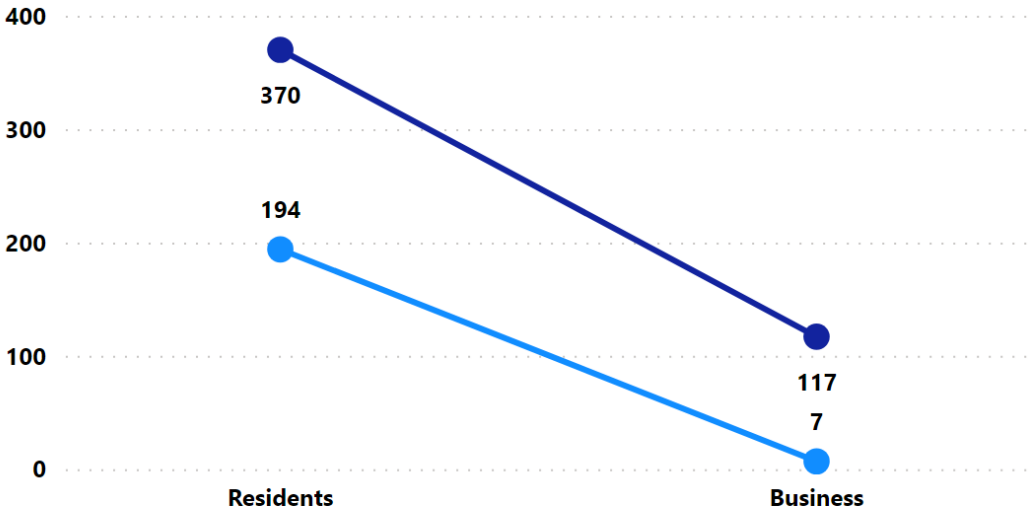
● Strongly Agree & Agree ● Neutral ● Disagreed & Strongly Disagreed

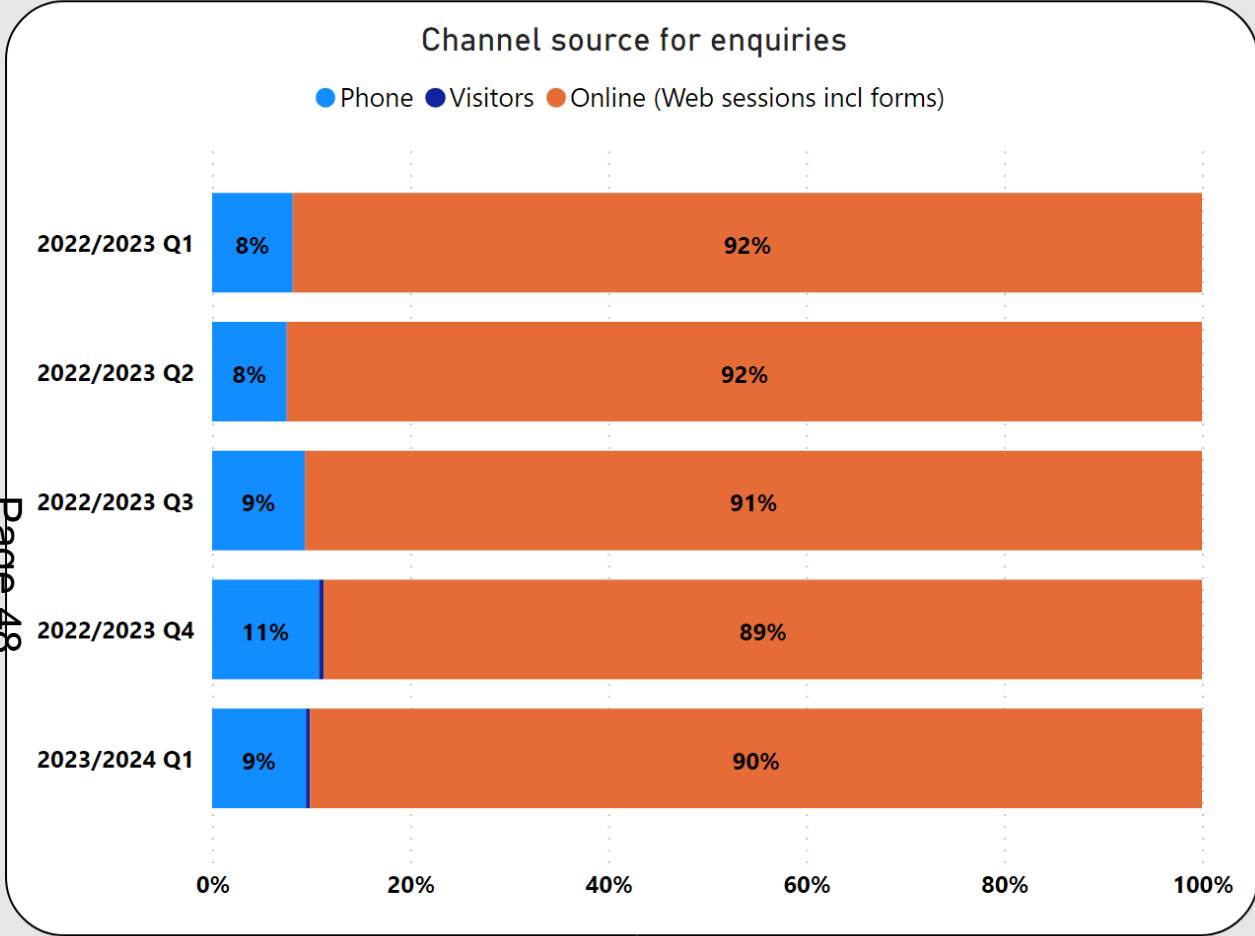


*Excludes those who responded as 'do not know'

Resident & Business survey participation

● 2021 ● 2022





26248

Q1 Phone

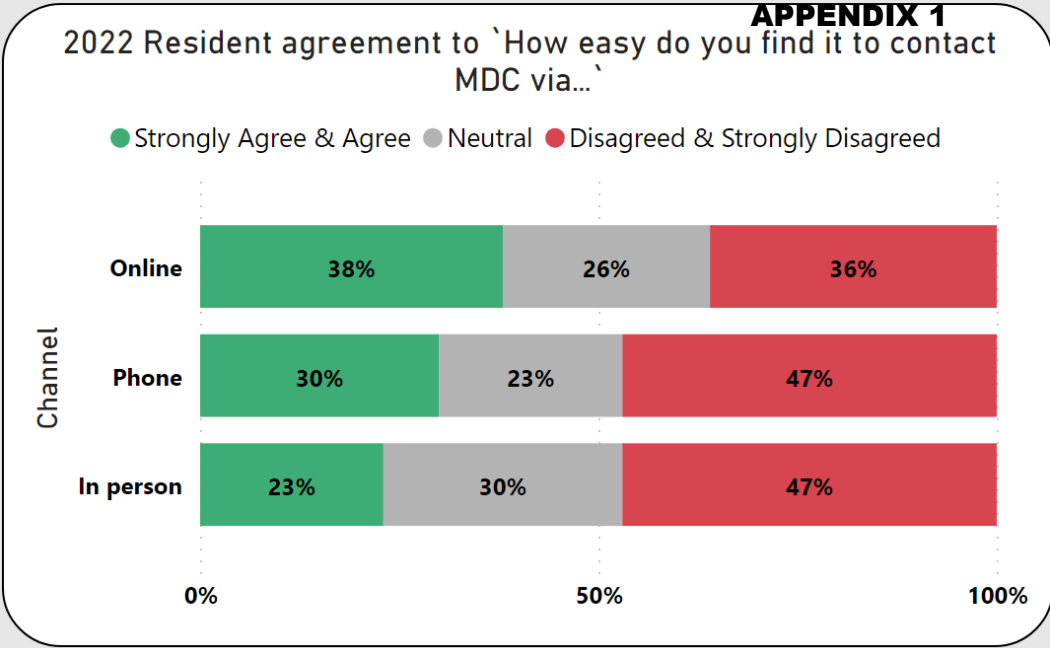
580

Q1 Visitors

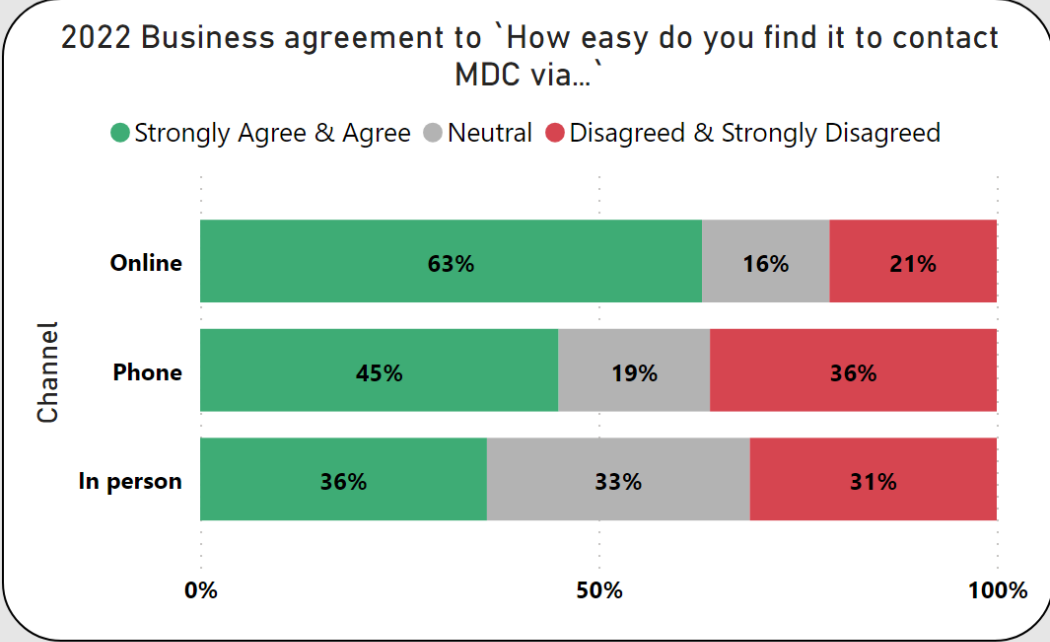
272417

Q1 Online

Online data is subject to cookies being accepted by the customer

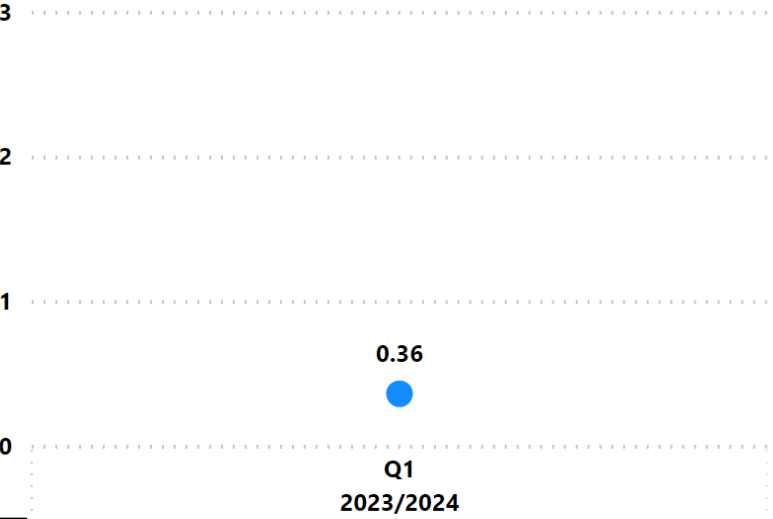


*Excludes those who responded as 'Do not use this service'

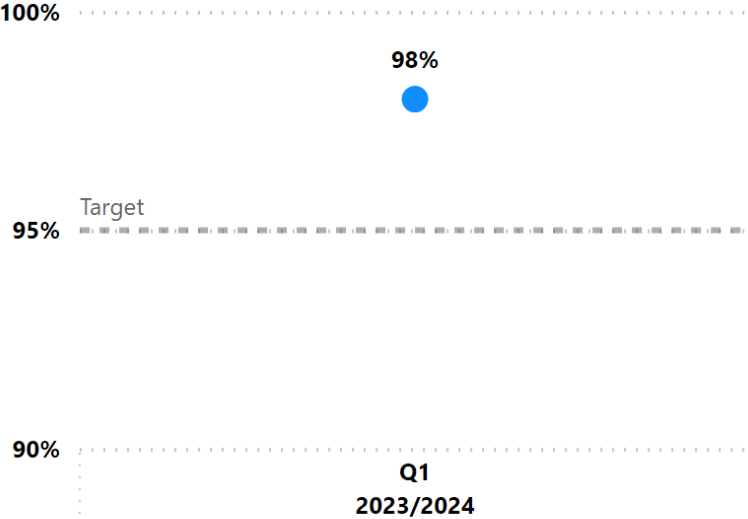


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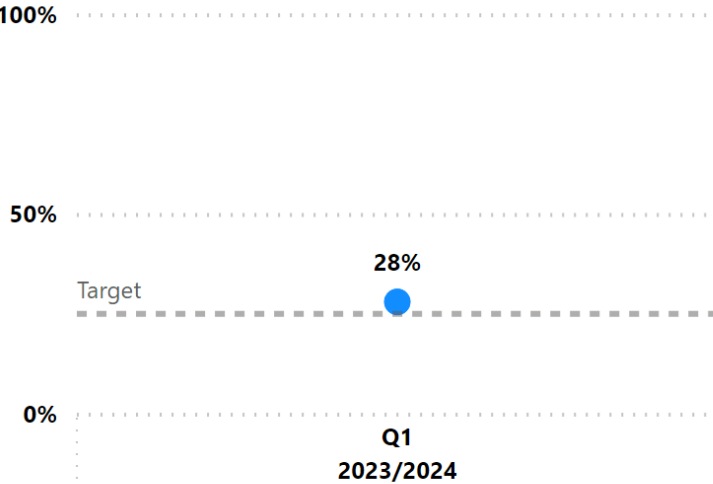
Average call wait time (m:s)



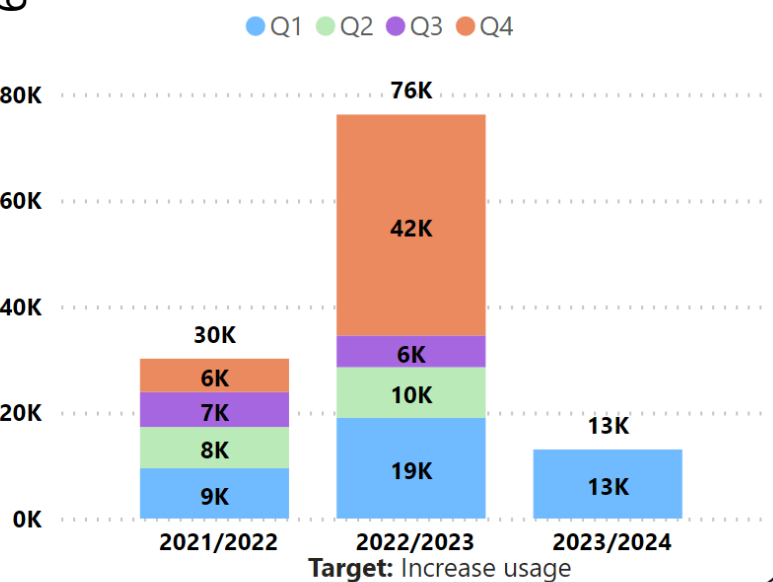
Calls handled (%)



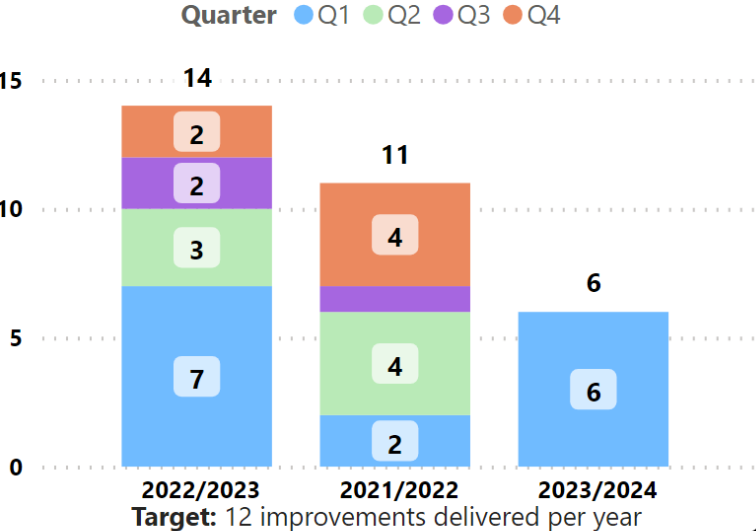
Online contact us enquiries responded to at first point of contact (contact us form)



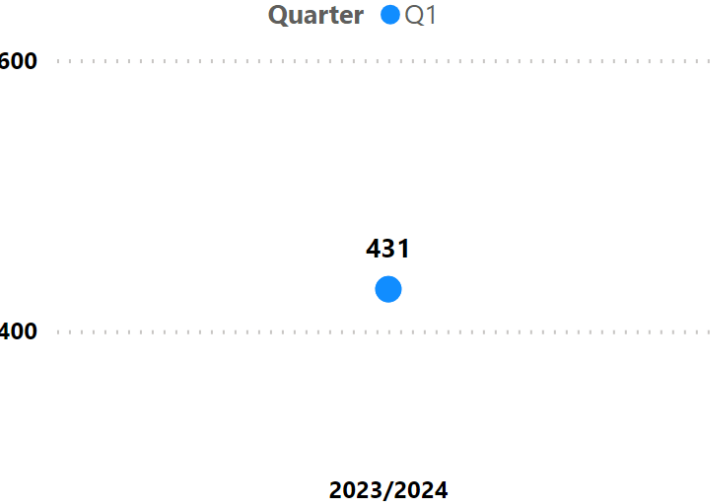
Online form usage



Number of process improvements delivered & time saved



Time saved through delivered process improvements (hrs)

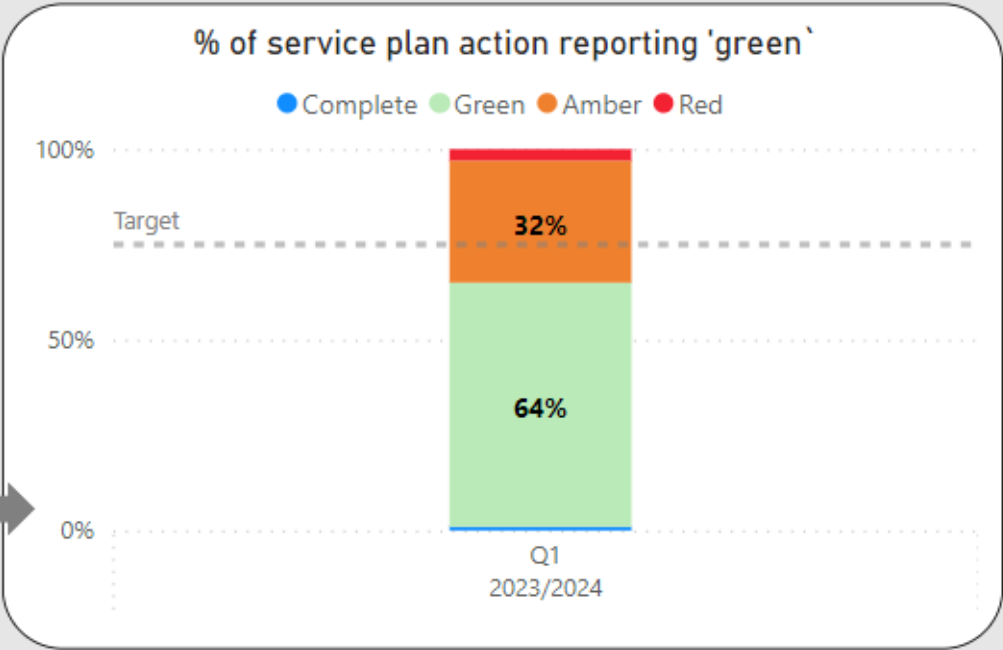


APPENDIX 1

Service plans reviewed
(annually)

100%

Target: 75% positive landscape



Service area performance overview

Asset, Coast & Countryside	Community Engagement	Customer Services	Development Management	Enforcement & Building Control	Environmental Health
Green	Green	Green	Amber	Amber	Green

Please note: Where there are individual service concerns these will be reported through the Balance Scorecard Exceptions Report

Service area performance overview

Housing	Planning Policy & Implementation	Programmes, Performance & Governance	Resources	Revenues & Benefits	Strategy, Partnerships & Communications
Amber/Green	Amber	Green	Green	Amber	Green

APPENDIX 1

	KPI	RAG	Q1 23/24	Target
Page 51	Deliver and adopt the customer strategy including the customer promise.	On Track	Customer Strategy Document substantially completed date identified for Member Workshop to progress Consultation. Member workshop date 24 Aug 2023. Public Consultation planned for Sept - Oct	Adopted customer strategy by Q4 2023/2024
	Delivery of a published 'you said we did'	Not Started	This will follow the work will be delivered alongside our review of our Corporate Feedback process	Implement by Q4 2023/2024
	Delivery of the Community Hub	On Track	Creation of One Maldon District Community Hub. Actions completed: Creation of a sub-group consisting of One Maldon District representatives and community partners to help form the Community Hub. Sub-group agreed that One Maldon District Community Hub will be situated at MDC offices in reception. The Community Hub will provide themed support to tackle inequalities. The themes will include Cost of Living and Housing, Employment, Mental Wellbeing, Physical Health and Climate Action. The Hub will run on a monthly-basis to complement the existing provision across the district (which run on a weekly-basis).	Delivery of community hub by Q2 with functional monitoring until Q3.
	Develop a memorandum of understanding with our key partners, with supporting partnership reviews	Not Started	This work has not yet started.	Delivery by Q4 2023/2024
	Digital exclusion opportunities delivered with partners.	On Track	This activity is a requirement of the contract with Maldon Citizens Advice and is monitored through an agreed performance reporting process. Members are appointed to attend a 6 monthly contract liaison meeting with Maldon Citizens Advice at which performance and activity of the contract is reported and discussed. Levels of digital inclusion support remain at a good level and are reported 6 monthly, so will be included in Q2 performance reporting	TBC

End of report



REPORT of DIRECTOR OF STRATEGY AND RESOURCES

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
28 SEPTEMBER 2023

REVIEW OF CORPORATE RISK – QUARTER 1

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.
- 1.2 Online versions of all previous risk reports are available to view on the Members' SharePoint site.

2. RECOMMENDATIONS

- (i) That Members review the Corporate Risk Register in **APPENDIX 1** and provide comment and feedback for consideration.
- (ii) That Members review progress of the Corporate Risk Mitigating actions in **APPENDIX 2** and provide comment and feedback for consideration.
- (iii) That Members are assured through this review that corporate risk is being managed effectively.
- (iv) That Members challenge risk where the Committee feels that the Council's Corporate Plan may not be achieved.

3. SUMMARY OF KEY ISSUES

- 3.1 **APPENDIX 1** shows a summary and detailed table of the Corporate Risk Register, the latest ratings and officer commentary. The control strength of each risk is also included as well if there are any active mitigating actions. **APPENDIX 2** shows progress on all active mitigating actions. The criteria for this are set out in the updated Risk Management Framework.

3.2 New Risks/Change in Rating since last quarter

- There is 1 risk which has had a rating **decrease** since Q4
 - **R7 - Failure to maintain a 5-year supply of Housing Land**
- There is 1 risk where **closure** is recommended.
 - **R29 - Failure to deliver services as a result of COVID- 19**
- 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. The economic situation may have an impact on corporate risk and the Council will work to mitigate this. Work continues to ensure all risks are mitigated, and where possible, working towards their closure.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

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

6. IMPLICATIONS

- (i) **Impact on Customers** – Those risks in the Corporate Risk Register 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 pre-defined 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 pre-defined resource.

Background Papers: None.

Enquiries to: Paul Dodson, Director of Strategy and Resources.

Corporate Risk Overview

2023/2024 Q1

Active Corporate Risks

16

Risks with active mitigating actions

2

Risk Category

Compliance Financial Financial,Economic,Strategic Operational Strategic



Affected Strategy

Connecting & Enhancing ... Helping the economy ... Provide Good Qual... Smarter Finances Supporting Com...

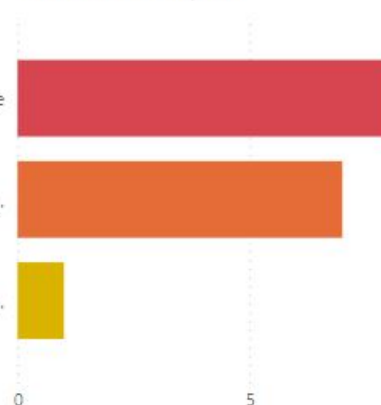


Tolerance Split

Red Tolerance

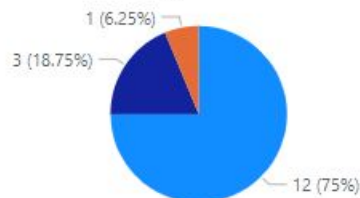
Amber Tolera...

Yellow Tolera...

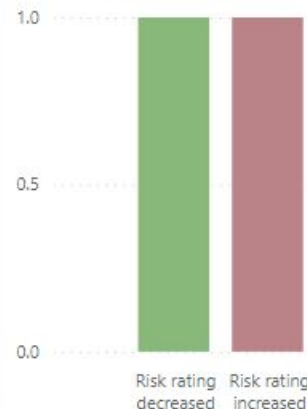


Risk Control Strength

Good - controls in plac...
Fair - some controls in ...
Excellent - effective con...



Risk Direction



Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2023/2024 Commentary	Control Strength	Additional Mitigating Action
R8	Failure to meet the affordable housing need	5	4	20	Risk rating unchanged	Q1 - The Council is continuing in the process of delivering of non-allocated sites with significant commuted sums have been agreed via S.106. Projects with potential for significant additional affordable housing units within district are being reviewed with Members and key partners. The number of Affordable new homes delivered in 2023/24 is - 35 (Affordable Rented) – 18 (Shared Ownership)	Fair - some controls in place and some reduction in risk but still not adequate	Yes

R15	Failure to plan and deliver balanced budgets over the medium term	5	4	20	Risk rating unchanged	Q1 – Following the LGA Finance Peer Challenge recommendations a refresh of MTFS assumptions has been undertaken and an updated position for 2024/25 and 2025/26 reported back to Council in July setting out the revised budget gap over the next two years. The Council has committed to an ambition of addressing the budget gap in 2024/25 without drawing on General Fund balances. Further work is being undertaken to refine the MTFS position and this will be reported back to Members over the autumn. A review of possible options to close the budget gap has commenced for consideration by the revised Finance Member Group, who will lead on this work. The outcomes of this exercise will be incorporated into a Savings Strategy which brings together all the Council's activity around its plan to close the budget gap, which will be reported to Strategy and Resources Committee and Council for consideration as part of the overall budget process.	Good - controls in place are considered adequate and reduce the risk	None Required
R5	Failure to deliver the required infrastructure to support development arising from the LDP 2017	4	4	16	Risk rating unchanged	Q1 - As reported in previous quarters, the Council is not responsible for delivering and/or providing much of the infrastructure needed to support the delivery of the LDP; instead it must seek to use its position to influence and hold other organisations that are responsible to account for delivery. It does have a very important role however in securing developer contributions from relevant schemes where a likely impact on infrastructure can be evidenced, to justify mitigation where a grant of	Good - controls in place are considered adequate and reduce the risk	None Required

permission could then be possible. Despite annual policy targets, the LDP housing trajectory remains behind where it was forecast to be in 2017 when the LDP was approved; whilst not all in the Council's control, it does have a knock-on effect on when S106 monies to be paid are legally due to the Council or others; affecting payment triggers which can slow infrastructure delivery on the ground and publicly seem as though development in the District is not providing infrastructure when it is needed, despite the lawful process being followed. S106 continues to be accrued from development sites allocated in the LDP 2017 (as well as all other permissions) as required by planning policy and legal agreements. The Council is robustly monitoring its S106 agreements 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/ take their financial 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 in Q1/Q2 of each financial year. The Infrastructure Delivery Plan remains under review (as part of the LDP Review) and officers are proactively engaging with infrastructure providers frequently (e.g. ECC Highways, Education and NHS) to keep track of projects

					(such as the Maldon Health Hub/ Southminster Medical Centre/ Burnham Surgery/ South Maldon Relief Road, Limebrook Way Primary School, etc.) that are expected to be delivered during 2014-2029 (the LDP plan period) so work can start through their organisation's capital investment business case procedures to programme works to improve local services or facilities as quickly as possible. Officers continue to remain alert to national spending reviews that could impact on budgets of third parties and therefore their priorities and possible Government funding and will remain in discussions with Homes England and other partners about other funding opportunities and options that could help fund or bring forward expect.		
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Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2023/2024 Commentary	Control Strength	Additional Mitigating Action
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	Q1 - Phase One of the changes to the structure within service delivery are complete. Heads of Service posts have been created and existing staff following consultation have taken up their respective roles. Following interview the Assistant Director, Planning and Implementation role has been appointed to and the post holder took up the role in early July. The Heads of Service and Assistant Directors are now finalising the structure for consultation with staff in Phase Two of the changes. Work continues with the Local Government Association on a regional planning project which aims for local authorities to work together to support the recruitment of planning professionals. A presentation has been made to a recent meeting of Essex Chief Executives which gained support and praise. Maldon through its Human Resources Team is leading this important regional work.	Good - controls in place are considered adequate and reduce the risk	None Required

R31	Inadequate staffing structure and resource for resilience	4	4	16	Risk rating unchanged	Q1 - Phase One of the changes to the structure within service delivery are complete. Heads of Service posts have been created and existing staff following consultation have taken up their respective roles. Following interview the Assistant Director, Planning and Implementation role has been appointed to and the post holder took up the role in early July. The Heads of Service and Assistant Directors are now finalising the structure for consultation with staff in Phase Two of the changes over the summer period.	Fair - some controls in place and some reduction in risk but still not adequate	Under Review
R33	Lack of Temporary Accommodation & Social Housing to cope with demand	4	4	16	Risk rating unchanged	Q1 - Given the ongoing challenges around rehousing of asylum seekers into the local community, a growing housing register and a lack of affordable Housing availability being faced nationally, this risk is being closely monitored and does have the potential to increase. In the short term the Housing team have secured extra Temporary Accommodation units in the Colchester area and have recently completed a partnership project which brought a SAHA unit back into use for vulnerable clients with low level support needs. Housing continue to progress discussions with Housing Partners regarding the potential purchase of a local social housing asset. The potential of additional central government funding streams delayed some of the due diligence work while Officers considered the impact. However, this work is almost complete with the prospect of additional funds being	Fair - some controls in place and some reduction in risk but still not adequate	Under Review

					<p>made available which could significantly reduce the Council's funding requirements. Medium term, further negotiations have begun in relation to 2 other social Housing assets. However, this has not yet reached the stage where we are able to enter into detailed discussions with Housing Partners. Due to staff resource, work on Modular Homes has paused in favour of the projects above. However, this will be revisited soon. The biggest barrier to effective consideration is the lack of suitable land (with connected and local infrastructure services) to site the units on</p>		
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Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2023/2024 Commentary	Control Strength	Additional Mitigating Action
R7	Failure to maintain a 5 year supply of Housing Land	5	3	15	Risk rating decreased	Q1 - On 18 May 2023, a report was presented to Council concerning the Maldon District Five Year Housing Land Supply. This confirmed that following a Council appointed Working Group and a review by a barrister, Maldon District 5YHLS could be confirmed as being 6.35 years; an increase from the previously published position in 2022 of 3.66. Progress had continued to reduce this risk, which has been aided by the application of the National Standard Methodology for the assessment of housing need, which is a lower number than that previously present in the approved Local Development Plan, however with the Plan being older than 5 years, the NSM is required to be used instead by national policy. Whilst the supply is once again positive, the Council needs to continue to monitor the situation as the land supply will change as development takes place annually; hence why the likelihood for this risk has changed whilst the impact has not changed.	Good - controls in place are considered adequate and reduce the risk	None Required

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2023/2024 Commentary	Control Strength	Additional Mitigating Action
R10	Failure to develop jobs to support the growing population	4	3	12	Risk rating unchanged	Q1 - (Nomis) statistics Jan- Dec 2022 (latest data available) show the percentage of people economically active in the District's as 75.9%, which is lower than the East (80.6%) and Great Britain (78.5%) averages. The underlaying data for the reasoning of this is unavailable due to the sample size being too small or the sample size is disclosive. Economic international/national issues continue to cause considerable uncertainty and pressures still exist from rising costs. Aligned with the Council's new Corporate Plan for 2023-27, the Supporting Local Business Programme has been developed to ensure businesses have access to grants, training and support schemes. This will also be supported via our collaborative work with NEEB and ECC.	Fair - some controls in place and some reduction in risk but still not adequate	Under Review
R11	Failure to protect personal or commercially sensitive data	4	3	12	Risk rating unchanged	Q1 - Egress is working across the Council. Training is planned for all managers in new structure to train them on their responsibilities for their areas for Data Security.	Good - controls in place are considered adequate and reduce the risk	None Required

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2023/2024 Commentary	Control Strength	Additional Mitigating Action
R1	Failure to safeguard children and vulnerable adults	5	2	10	Risk rating unchanged	Q1 - Safeguarding risks managed satisfactorily via Freshserve. Main point of concern is ensuring Tickets/Entries are closed as per system requirements. Safeguarding Forum met on the 06/06/23 and a new draft list of DSOs was agreed. This will be implemented for the next MDC safeguarding forum. Work continues to action the recommendations from the Safeguarding audit moving them into BAU	Good - controls in place are considered adequate and reduce the risk	None Required
R9	Failure to have a coordinated approach to supporting inward investment and maximising business rate growth	5	2	10	Risk rating unchanged	Q1 - The Maldon District Investment Prospectus (LocateMaldonDistrict.co.uk) is now live providing a co-ordinated approach to supporting inward investment. The website has been shared widely among partners and stakeholders, with key local businesses working with us to showcase the district's offer. A marketing campaign will be delivered as part of the Supporting Local Business programme under our Corporate Plan priority of helping the economy to thrive. We continue to work with partners, particularly the NEEB and ECC, and we are engaged with their multiple workstreams. In particular, the draft revised NEEB strategy identifies a priority of the area as 'a dynamic and connected region' which encourages inward investment in a coordinated approach. ECC are progressing Extraordinary Essex, which again seeks to collaborative activities on inward investment.	Fair - some controls in place and some reduction in risk but still not adequate	Under Review

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2023/2024 Commentary	Control Strength	Additional Mitigating Action
R32	Uncertainty of the cost of living crisis impacts	3	3	9	Risk rating unchanged	Q1 - The Council has recently issued communications to the public on services and support on offer to help with the ongoing cost of living crisis. The release highlights the ongoing partnership work in the district through the One Maldon Partnership. (https://www.maldonandburnhamstandard.co.uk/news/23635290.maldon-district-council-leader-highlights-support-services/) The situation remains under review and officers will update advice as and when required.	Good - controls in place are considered adequate and reduce the risk	None Required
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	Q1 - The risk rating remains unchanged due to the relationships we have built with statutory, private and voluntary sector partners. Work continues to progress with partners to support vulnerable residents with Mid Essex Alliance, One Maldon District, Maldon District Community Forum and Maldon District Community Support Network (previously Food Support Network). One risk to flag is the restructure of the Mid Essex Integrated Care System. However, this is currently an ongoing process so subsequent changes have yet to be made.	Good - controls in place are considered adequate and reduce the risk	Yes

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2023/2024 Commentary	Control Strength	Additional Mitigating Action
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	2	8	Risk rating unchanged	Q1 - No change. Previous update: The Audit of the Community Safety Partnership has been completed and given scores of substantial design and moderate effectiveness. The areas for improvement relate to updating the Terms of reference and partner attendance at RAG meetings. The work of the partnership continues. The likelihood score has been reduced following the audit.	Good - controls in place are considered adequate and reduce the risk	None Required
R29	Failure to deliver services as a result of COVID- 19	4	2	8	Risk rating unchanged	Q1 - The situation remains unchanged and sickness levels continue to be monitored as part of BAU. Recommendation to close	Good - controls in place are considered adequate and reduce the risk	None Required

Title	Risk Description	Impact	Likelihood	Overall Risk Rating	Rating direction	Q1 2023/2024 Commentary	Control Strength	Additional Mitigating Action
R3	Failure to target services/influence partners effectively to support identified housing needs of increasing aging population	4	1	4	Risk rating unchanged	Q1 - Discussions are ongoing with partners to see if they will be willing to take on Extra Care accommodation units within the District, sites which are confidential at this stage. The Housing Allocations policy (which is administered and maintained by Gateway Homechoice) allows Housing to deliver its obligations in relation to Housing Allocations. The Housing Register functions continue to run smoothly. However, there is increased demand to Housing due to a general lack of affordable social rented properties and lack of development schemes across the district to deliver such. The number of people on the Councils Housing Register continues to increase each month, and has seen an overall increase of 17% since January 2023. (The register has 1,077 cases/people as of the end of Q1) The number of affordable new homes delivered in 2023/24 is - 35 (Affordable Rented) – 18 (Shared Ownership)	Good - controls in place are considered adequate and reduce the risk	None Required

Corporate Risk Mitigating Actions 23/24

Associated Risk	Mitigating action	Status	Q1 Updates	Completion date
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	Develop Livewell Strategy and formal action plan.	Not Started	Q1 - MDC has recently employed Health Improvement Officer. This will enable resource to support the development of the Livewell Strategy. This will be a key workstream between Strategy Theme Lead - Community and the Health Improvement Officer.	December 2023
R8 - Failure to meet the affordable housing need	Establish a programme of community led housing	On Track	Q1 - Following S&R approval for the use of £20k for the purposes of Community Led Housing projects, we have asked Eastern Community Homes to revisit their original specification of projects and provide a revised specification which goes up to the value of £20k. Eastern Community Homes (ECH) have now agreed a scope of works and signed an agreement to deliver such. However, a Member decision at June S&R has restricted access to the funding pot for this work. This will hopefully be rectified at a future S&R meeting and should not impact the delivery of the project.	September 2023

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REPORT of DIRECTOR OF STRATEGY AND RESOURCES

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
28 SEPTEMBER 2023

ANNUAL GOVERNANCE STATEMENT ACTIONS UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To update the Committee on the actions identified in the 2023/2024 Annual Governance Statement.

2. RECOMMENDATION

That the Committee reviews the Annual Governance Statements table and updates below and challenges where necessary.

3. SUMMARY OF KEY ISSUES

- 3.1 The Annual Governance Statement in its current format was approved by the Performance, Governance and Audit Committee (PGA) on 10 June 2021. In line with the Chartered Institute of Public Finance and Accountancy (CIPFA) best practice, it is reflective of governance matters, and forward looking about where we could make improvements.
- 3.2 The report has an updated 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 our policies and their objectives through a review of the Local Development Plan (LDP) (e.g. Corporate plan, climate change)	Assistant Director: Planning & Implementation	Ongoing	31/12/2023	Q1 - Work remains ongoing in the LDP Review to update the planning policy framework for the district that will cascade national, regional, and local policies and any new legal requirements as required. Working Groups and Workshops restarting with Members

Title	Owner	Status	Target Completion	Commentary
				Summer 2023 to progress.
Build engagement and information sharing with Parish Councils as part of the LDP review work through the new Parish and Town Council Engagement Forum	Assistant Director: Planning & Implementation	Ongoing	31/12/2023	Q1 - Awaiting new schedule of meetings to ensure adequate representation can be provided.
Build on member induction process and training plan in collaboration with the member training and development working group.	Assistant Director- Programmes, Performance and Governance	Ongoing	29/02/2024	Q1 - Member survey to gather feedback for onboarding programme took place in June. In July, the member training and development working group will be meeting to review feedback and help plan further member training and development
Review governance housekeeping matters through the Performance, Governance and Audit working group.	Director of Strategy and Resources	Ongoing		Q1 - The working group has been set up as part of the statutory annual process, and we expect it is likely to sit to review some areas following a recent finance peer review which was considered by Council on 13 July 2023.
Roll out new service plan template and sharepoint structure and monthly highlight reports to underpin 23-27 Corporate plan.	Assistant Director- Programmes, Performance and Governance	Ongoing	30/10/2023	Q1 – A specific sharepoint site has been built for the leadership team to store and track their service plans. Monthly highlight reports are required by the Extended Leadership Team (ELT) for their service plan delivery, and these have been scheduled to be reviewed by the Corporate Leadership Team (CLT) throughout the year. Key extracts from these reports will also be included in corporate performance

Title	Owner	Status	Target Completion	Commentary
				reporting and the Balance Scorecard reporting.
Launch Risk Management e-learning to staff and members.	Specialist: Performance	Ongoing	31/12/2023	Q1 – the Risk E learning module is live for all staff to complete as part of their annual training. Currently only 13% of staff have completed this, a communication is being scheduled to remind all staff of the need to complete. Rates will be tracked quarterly.
Review and redesign corporate performance reporting to align to the 23-27 Corporate plan.	Assistant Director- Programmes, Performance and Governance/ Specialist: Performance	Ongoing	01/10/2023	Q1 - A complete review exercise has taken place with Key Performance Indicators (KPIs), and service owners and new corporate performance reporting developed as a result. This has been shared with PGA committee members in a session in June 2023, with a view to revised corporate performance reporting going to committee in autumn.
Use staff priority party feedback to identify further work and development around 'our values and feed this to the 'Corporate action planning' group.	Assistant Director - Strategy, Partnerships and Communications/ Assistant Director – Resources	Completed	31/12/2023	Q1 - the priority parties took place and 104 staff attended. No feedback from parties related to values so will progress values work separately via the One Team Champions.
Build on member/ officer code of conduct with training and support and increase positive working relationships.	Director of Strategy & Resources	Completed	31/03/2023	Q1 - Member onboarding day 9th May covered member/ officer protocol introduction, and we are hoping that the wider programme of onboarding will also build networking / relationships that will help foster positive working relationships. Code of conduct training also delivered and followed up to all members May/ June 23.

4. CONCLUSION

- 4.1 The information provided gives progress updates against the key actions defined in the 2022/23 Annual Governance Statement.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

- 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.
Impact on Resources (financial) – The monitoring and delivery of this item is provided within existing resources.
- (iv) **Impact on Resources (human)** – The monitoring and delivery of this item is provided within existing resources.

Background Papers: None.

Enquiries to: Cheryl Hughes, Assistant Director - Programmes, Performance and Governance.



REPORT of DIRECTOR OF STRATEGY AND RESOURCES

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
28 SEPTEMBER 2023

BALANCE SCORECARD EXCEPTIONS REPORT

1. PURPOSE OF THE REPORT

- 1.1 To report exceptions to operational service reporting for Committee review and discussion.
- 1.2 The Corporate Performance and Governance framework requires this Committee to be given visibility of any identified Balance Scorecard Key Performance Indicators (KPI) that have met their threshold, supported by an action plan to ensure targets are met. This gives assurance that Operational performance is being managed proactively and effectively.

2. RECOMMENDATIONS

- (i) That the Committee review and comment on exceptions to service reporting provided in this report.
- (ii) That Members note the additional performance in **APPENDIX 1**.
- (iii) That Members confirm they are assured through this review that Operational performance is being managed effectively.

3. SUMMARY OF KEY ISSUES

- 3.1 Services have been monitoring performance data, and officers have centralised this into an internal 'Balance Scorecard' that is reviewed monthly by the Extended Leadership Team (ELT) to operationally track our performance.
- 3.2 It was agreed that this Committee would receive a bi-annual exceptions report where operational KPIs are under/over performing to give Members oversight alongside the Corporate Plan Measures.
- 3.3 Online versions of the full Balance Scorecard report are available to view on the Members' SharePoint site.
- 3.4 Exceptions cover the period of January 2023 to June 2023, the following KPIs are underperforming:

Measure	Current Data	Target	Explanation	Action
Revenues & Benefits (Revs & Bens): Time Taken(days) to process	8.9 days	End of financial year	Although a decrease seen in processing time	Review any additional resource needed for this area &/ task

Measure	Current Data	Target	Explanation	Action
benefit change of circumstances		target: 7.5 days	in May, previous months saw a steady time increase due to system issues which have since been resolved.	allocations.
New KPI Homelessness: Temporary Accommodation (TA) cases that breach government timescales (6weeks+).	6 months breached.	0 breaches	<p>New indicator being monitored since September 2022, due to the increase in housing pressures.</p> <p>There are presently 2 families in TA for over 6 months. While this is in breach of Government timescales MDC are not alone in lack of suitable settled family accommodation.</p>	Currently reviewing ways to increase emergency supplies of accommodation in the district and increasing partner output. Additionally review the long-term approach for provision of housing in the district, including housing solutions being bought forward.
Human Resources (HR) Sickness Data.	10.52	8 days	<p>Sickness levels have exceeded the 8days target as well as an increase in comparison to the previous year.</p> <p>National sickness levels are noted to be higher than 'normal' in the current climate. Sickness levels dropped during covid as staff were isolated and covid was agreed at a national level to not be categorized as sick days for statistical purposes but were monitored separately by Government.</p>	<p>The HR team have worked consistently with managers and staff to reduce levels. Over the last few months, they have achieved positive outcomes to get back long-term sickness cases back into work.</p> <p>Short term sickness is monitored monthly by triggers through the Bradford score reporting system and any staff member hitting triggers have focused HR interventions with their manager</p>

Measure	Current Data	Target	Explanation	Action
			With the Gov removal of restrictions, more social mixing, and their decision to start recording covid as sickness meant national and MDC levels increased. There have also been some increases in mental health issues nationally and in Maldon.	
Missed Bins exceeding Service Level Agreement (SLA).	360 missed (234 of those justified)	60 per week	<p>Exceeding contractor SLA, due to operational absences, collection issues & national skills gap.</p> <p>Waste was also the top visited page of the MDC Website for the last 12 months+.</p> <p>Overall, this is <0.05% of all bins collected.</p>	<p>Work ongoing with contractor to discuss issues and issuing clear communications to residents.</p> <p>Continue to sign post customers to relevant service forms and share regular service updates.</p>
Areas of `contact us` overdue cases.	164 Cases as of 30 June 2023	To reduce overdue cases	<p>Whilst a decrease of overdue cases has been seen in the last 6months, approx. 50% of those outstanding are cases pre-2023.</p> <p>Housekeeping work has continued to progress, and overall cases have dropped dramatically.</p> <p>Areas with the most overdue cases have started focused work to reduce</p>	<p>Areas are working on backlog of existing cases; this continues to be monitored by ELT (Extended Leadership Team) and respective areas. Areas are included in the process improvement/redesign schedule and resource gaps are being addressed in key areas.</p>

Measure	Current Data	Target	Explanation	Action
			these, Coast & Countryside, Casework Coordinators. Areas where effective housekeeping has been undertaken Development Management & Revs and Bens.	

3.5 The following KPIs are overperforming:

Measure	Current Data	Target	Explanation	Action
Data Protection breaches.	0	None	Continued decrease seen in reported data protection breaches, none seen for the last 3 months.	Implementation of (EGRES), which will help prevent email data breaches. Ongoing support for staff & Members to maintain Data Protection awareness.
Fresh Services tickets within SLA.	95%	90%	Continued increase since each month.	Ongoing reviews of SLA data and task management for each fresh service process.

3.6 The following KPI has been noted for closer monitoring:

Measure	Current Data	Target	Explanation	Action
Percentage of Freedom Of Information (FOI) actioned within SLA (20days).	98%	95%	Continued increase of cases being worked within SLA.	Housekeeping work is ongoing to focus activity on overdue cases, and address system constraints.

4. CONCLUSION

- 4.1 The exceptions reported in this paper are provided for Member review. Where thresholds have been met, the supporting action plan will be executed to enable KPIs to be brought back on track.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

- 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 key operational performance indicators to support customer service and delivery of the Corporate Plan which 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.

Background Papers: None

Enquiries to: Cheryl Hughes, Assistant Director, Programmes, Performance and Governance.

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Planning Performance Report

Q4 2022/2023

Q1 2023/2024

PS1 Delta Essex Local Authority Summary APPENDIX 1

2022 Q4

Page 82

Local planning authority	Apps received	Apps decided	Apps withdrawn	Apps decisions delegated	Apps decisions delegated %	Apps given an extension of time
Chelmsford	358	368	5	366	99%	57
Brentwood	223	152	10	150	99%	87
Colchester	314	338	37	332	98%	127
Castle Point	125	133	3	130	98%	9
Rochford	152	189	8	184	97%	44
Thurrock	178	208	12	201	97%	110
Braintree	342	365	32	350	96%	148
Basildon	219	230	16	220	96%	80
Tendring	234	208	6	198	95%	75
Uttlesford	341	328	20	309	94%	147
Southend-on-Sea	323	316	12	297	94%	119
Maldon	171	172	6	158	92%	42
Harlow	67	110	4	101	92%	33

This data set provides a summary of information for a range of applications types.

The overall delegated decision rate was 96% for England and 96% for the East of England for Q4

PS1 Delta Essex Local Authority Summary

2023 Q1

APPENDIX 1

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Local planning authority	Apps received	Apps decided	Apps withdrawn	Apps decisions delegated	Apps decisions delegated %	Apps given an extension of time
Chelmsford	442	363	7	361	99%	63
Brentwood	236	224	14	221	99%	121
Uttlesford	373	337	20	330	98%	151
Basildon	226	213	11	208	98%	60
Thurrock	191	206	9	200	97%	72
Colchester	403	304	17	295	97%	121
Castle Point	131	131	0	125	95%	10
Braintree	355	270	32	257	95%	124
Southend-on-Sea	295	284	9	269	95%	109
Tendring	251	276	15	261	95%	100
Harlow	102	51	5	48	94%	10
Rochford	161	143	7	134	94%	48
Maldon	235	160	11	139	87%	58

This data set provides a summary of information for a range of applications types.

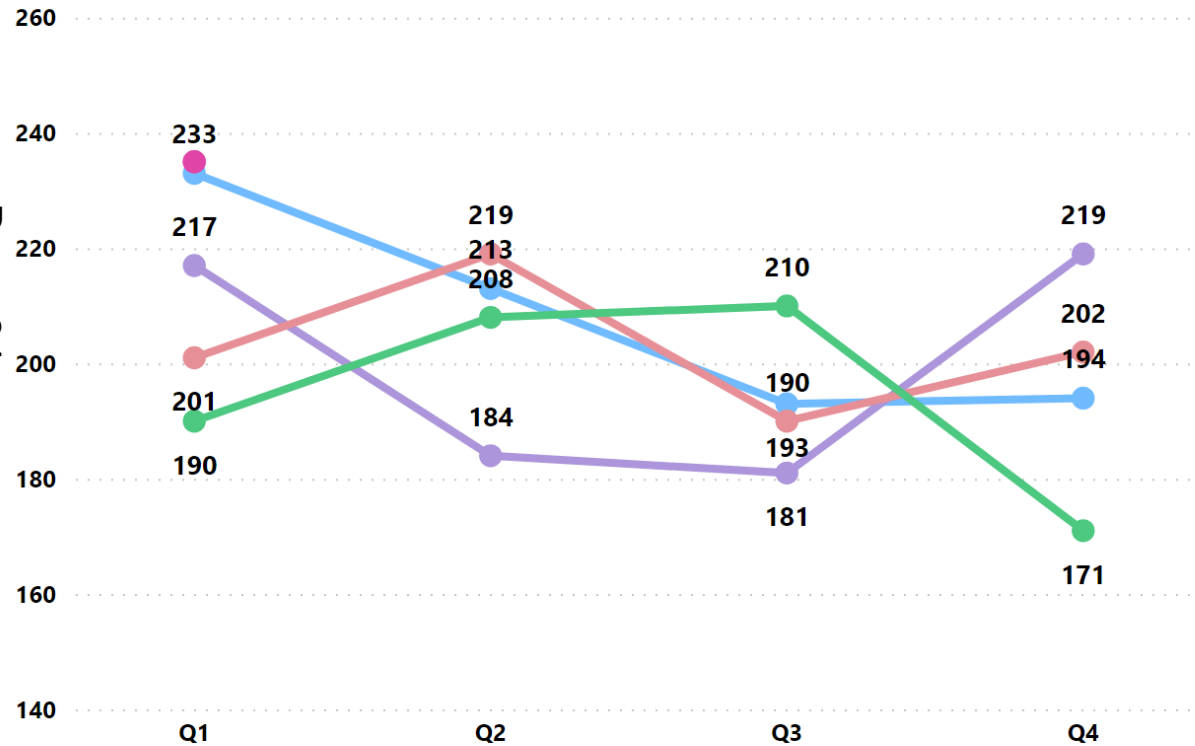
The overall delegated decision rate was 96% for England and 95% for the East of England for Q1

PS1 Delta Maldon

APPENDIX 1

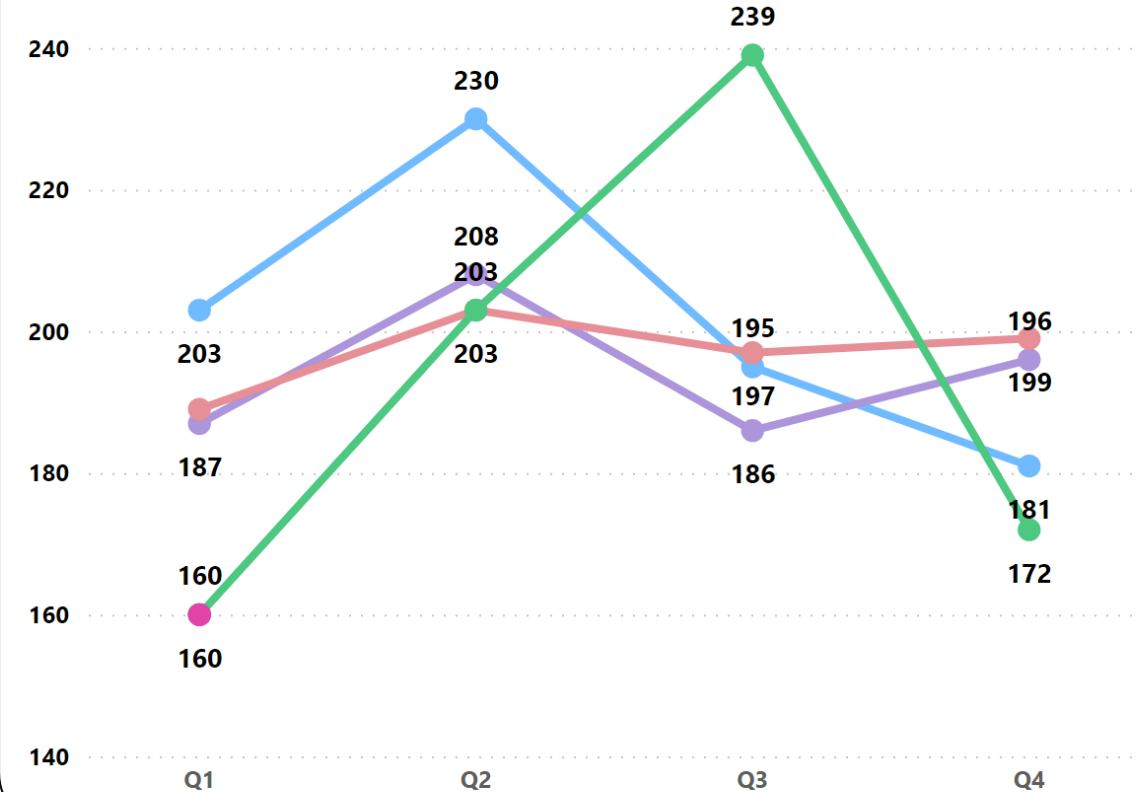
Number of Applications Received

—●— 2019 —●— 2020 —●— 2021 —●— 2022 —●— 2023



Number of Applications Decided

—●— 2019 —●— 2020 —●— 2021 —●— 2022 —●— 2023




This data set provides a Maldon ONLY overview for a range of applications received and decided

PS2 Delta Essex Local Authority Summary

APPENDIX 1

2022 Q4

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Local planning authority	Total decisions grand total (all)	Total granted grand total (all)	% Granted (all)	Total decided in time	% Decided in time (all)
Braintree	365	307	84%	331	91%
Colchester	338	290	86%	326	96%
Southend-on-Sea	316	222	70%	311	98%
Chelmsford	368	284	77%	299	81%
Uttlesford	328	251	77%	287	88%
Thurrock	208	164	79%	206	99%
Basildon	230	163	71%	181	79%
Tendring	208	179	86%	170	82%
Rochford	189	151	80%	168	89%
Brentwood	152	131	86%	152	100%
Maldon	172	103	60%	152	88% 
Harlow	110	86	78%	107	97%
Castle Point	133	108	81%	77	58%

This data set covers applications decided, granted & whether they were decided in time for a range of applications, including residential & commercial applications.

The UK percentage granted rate was 87%, and for decisions made in time was 86% for Q4

The East of England was 90% for both percentage granted and for decisions made in time was 84% for Q4

Maldon District Council Operational Target - >90%

PS2 Delta Essex Local Authority Summary

APPENDIX 1

2023 Q1

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Local planning authority	Total decisions grand total (all)	Total granted grand total (all)	% Granted (all)	Total decided in time	% Decided in time (all)
Chelmsford	363	289	80%	296	82%
Colchester	304	258	85%	291	96%
Uttlesford	337	245	73%	287	85%
Southend-on-Sea	284	211	74%	282	99%
Braintree	270	201	74%	247	91%
Tendring	276	237	86%	226	82%
Brentwood	224	175	78%	219	98%
Thurrock	206	176	85%	204	99%
Basildon	213	151	71%	159	75%
Maldon	160	122	76%	135	84%
Rochford	143	110	77%	128	90%
Castle Point	131	85	65%	88	67%
Harlow	51	41	80%	49	96%

This data set covers applications decided, granted & whether they were decided in time for a range of applications, including residential & commercial applications.

The UK percentage granted rate was 86%, and for decisions made in time was 86% for Q1

The East of England was 84% for both percentage granted and for decisions made in time was 86% for Q1

Maldon District Council Operational Target - >90%

PS2 Delta Essex Local Authority Summary

2022 Q4 - Granted % for Minor/Major/Other

APPENDIX 1

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Local planning authority	Total decision s major	Total granted major	% Granted (major)
Colchester	9	9	100%
Rochford	5	5	100%
Southend-on-Sea	3	3	100%
Braintree	17	14	82%
Thurrock	11	9	82%
Chelmsford	5	4	80%
Brentwood	4	3	75%
Maldon	11	8	73%
Basildon	6	4	67%
Tendring	9	6	67%
Uttlesford	15	10	67%
Harlow	5	3	60%
Castle Point	1	0	0%

Local planning authority	Total decisions minor	Total granted minor	% Granted (Minor)
Brentwood	40	32	80%
Colchester	62	48	77%
Braintree	109	80	73%
Harlow	41	30	73%
Thurrock	49	34	69%
Uttlesford	111	76	68%
Tendring	65	43	66%
Chelmsford	100	66	66%
Rochford	37	24	65%
Southend-on-Sea	95	60	63%
Castle Point	18	11	61%
Basildon	47	27	57%
Maldon	65	37	57%

Local planning authority	Total decisions (other)	Total granted (other)	% Granted (Other)
Tendring	134	130	97%
Braintree	239	213	89%
Brentwood	108	96	89%
Colchester	267	233	87%
Castle Point	114	97	85%
Rochford	147	122	83%
Harlow	64	53	83%
Thurrock	148	121	82%
Uttlesford	202	165	82%
Chelmsford	263	214	81%
Basildon	177	132	75%
Southend-on-Sea	218	159	73%
Maldon	96	58	60%

This data set covers a split or Minor, Major or Other applications decided & granted

PS2 Delta Essex Local Authority Summary

APPENDIX 1

2023 Q1- Granted % for Minor/Major/Other

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Local planning authority	Total decisions major	Total granted major	% Granted (major)
Colchester	6	6	100%
Harlow	3	3	100%
Maldon	10	10	100%
Southend-on-Sea	4	4	100%
Thurrock	6	6	100%
Braintree	13	12	92%
Tendring	9	8	89%
Brentwood	8	7	88%
Basildon	5	4	80%
Chelmsford	5	4	80%
Uttlesford	6	4	67%
Rochford	4	2	50%
Castle Point	1	0	0%

Local planning authority	Total decisions minor	Total granted minor	% Granted (Minor)
Harlow	9	8	89%
Thurrock	47	38	81%
Brentwood	39	30	77%
Tendring	90	69	77%
Colchester	80	61	76%
Maldon	62	45	73%
Chelmsford	105	70	67%
Castle Point	34	22	65%
Braintree	78	50	64%
Uttlesford	124	79	64%
Southend-on-Sea	73	46	63%
Rochford	34	21	62%
Basildon	33	20	61%

Local planning authority	Total decisions (other)	Total granted (other)	% Granted (Other)
Tendring	177	160	90%
Colchester	218	191	88%
Thurrock	153	132	86%
Chelmsford	253	215	85%
Rochford	105	87	83%
Uttlesford	207	162	78%
Brentwood	177	138	78%
Southend-on-Sea	207	161	78%
Braintree	179	139	78%
Harlow	39	30	77%
Maldon	88	67	76%
Basildon	175	127	73%
Castle Point	96	63	66%

This data set covers a split or Minor, Major or Other applications decided & granted

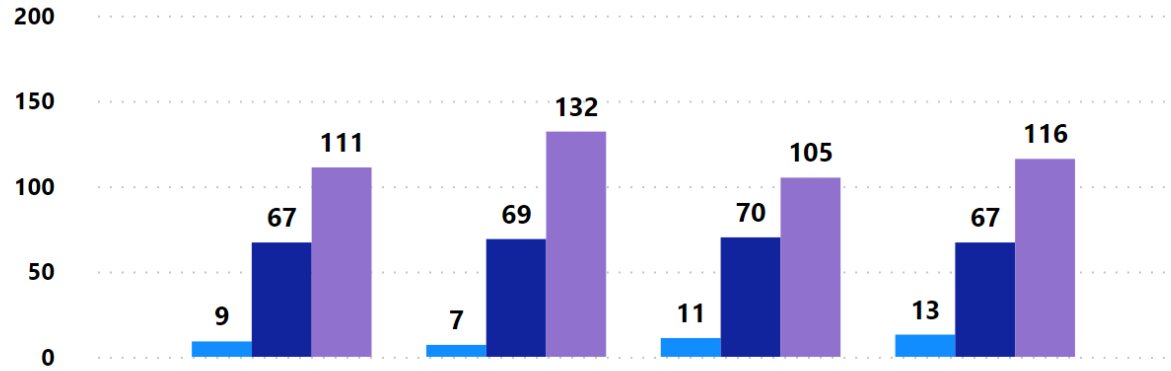
PS2 Delta - Maldon

APPENDIX 1

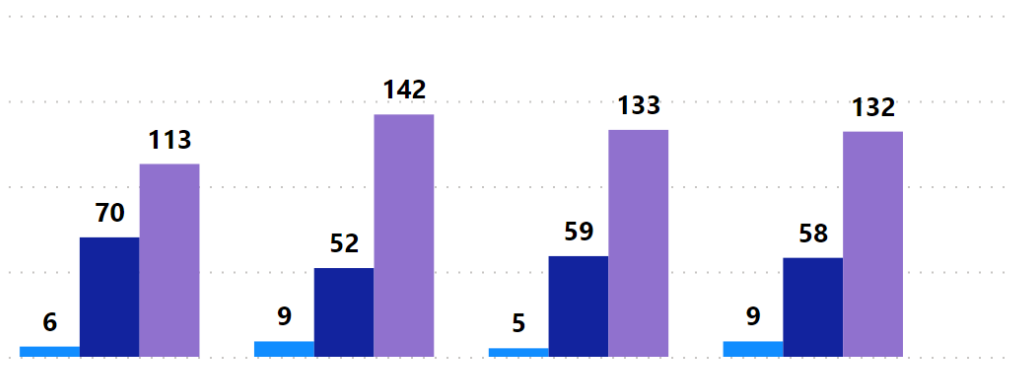
Number of applications decided

● Total decisions major ● Total decisions minor ● Total decisions other

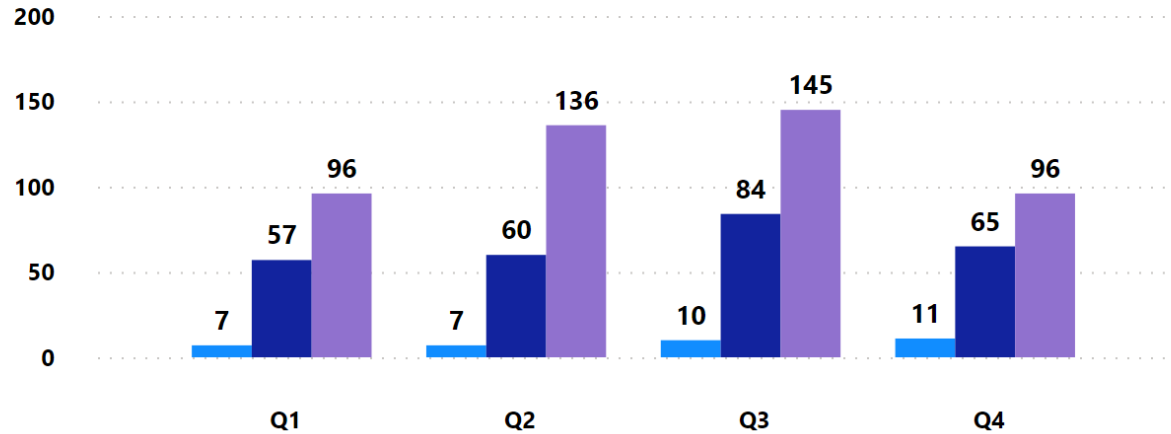
2020



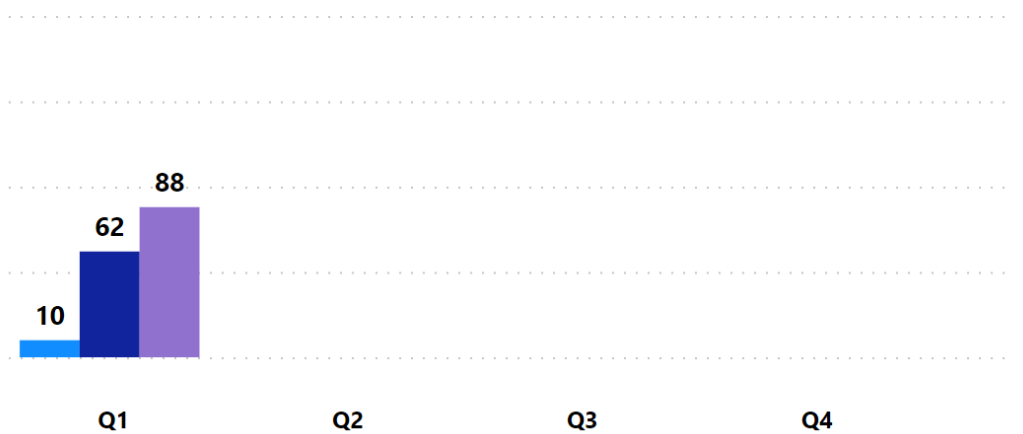
2021



2022



2023





PS2 Delta Essex Local Authority Summary


APPENDIX 1

2022 Q4 - In time % for Minor/Major/Other

Page 90

Local planning authority	Total decisions minor	Total Decided in time Minor	in time % Minor
Brentwood	40	40	100%
Southend-on-Sea	95	94	99%
Thurrock	49	48	98%
Colchester	62	60	97%
Harlow	41	38	93%
Rochford	37	33	89%
Braintree	109	95	87%
Uttlesford	111	96	86%
Maldon	65	50	77% 
Tendring	65	45	69%
Chelmsford	100	64	64%
Basildon	47	26	55%
Castle Point	18	9	50%

Local planning authority	Total decision s major	Total decided in time Major	in time % Major
Brentwood	4	4	100%
Castle Point	1	1	100%
Colchester	9	9	100%
Harlow	5	5	100%
Rochford	5	5	100%
Southend-on-Sea	3	3	100%
Tendring	9	9	100%
Maldon	11	10	91% 
Thurrock	11	10	91%
Braintree	17	15	88%
Chelmsford	5	4	80%
Uttlesford	15	12	80%
Basildon	6	4	67%

Local planning authority	Total decisions (other)	Total Decided in time Other	in time % Other
Brentwood	108	108	100%
Harlow	64	64	100%
Thurrock	148	148	100%
Southend-on-Sea	218	214	98%
Colchester	267	257	96%
Maldon	96	92	96% 
Braintree	239	221	92%
Uttlesford	202	179	89%
Rochford	147	130	88%
Chelmsford	263	231	88%
Tendring	134	116	87%
Basildon	177	151	85%
Castle Point	114	67	59%

This data set covers a split or Minor, Major or Other applications decided & whether they were in time

PS2 Delta Essex Local Authority Summary

APPENDIX 1

2023 Q1 - In time % for Minor/Major/Other

Page 9

Local planning authority	Total decisions minor	Total Decided in time Minor	in time % Minor
Southend-on-Sea	73	73	100%
Thurrock	47	46	98%
Colchester	80	76	95%
Brentwood	39	36	92%
Braintree	78	70	90%
Harlow	9	8	89%
Rochford	34	29	85%
Uttlesford	124	98	79%
Maldon	62	48	77%
Chelmsford	105	76	72%
Tendring	90	64	71%
Basildon	33	18	55%
Castle Point	34	12	35%

Local planning authority	Total decisions major	Total decided in time Major	in time % Major
Basildon	5	5	100%
Brentwood	8	8	100%
Chelmsford	5	5	100%
Colchester	6	6	100%
Harlow	3	3	100%
Rochford	4	4	100%
Southend-on-Sea	4	4	100%
Thurrock	6	6	100%
Uttlesford	6	6	100%
Braintree	13	12	92%
Tendring	9	7	78%
Maldon	10	6	60%
Castle Point	1	0	0%

Local planning authority	Total decisions (other)	Total Decided in time Other	in time % Other
Thurrock	153	152	99%
Southend-on-Sea	207	205	99%
Brentwood	177	175	99%
Harlow	39	38	97%
Colchester	218	209	96%
Braintree	179	165	92%
Maldon	88	81	92%
Rochford	105	95	90%
Uttlesford	207	183	88%
Tendring	177	155	88%
Chelmsford	253	215	85%
Castle Point	96	76	79%
Basildon	175	136	78%

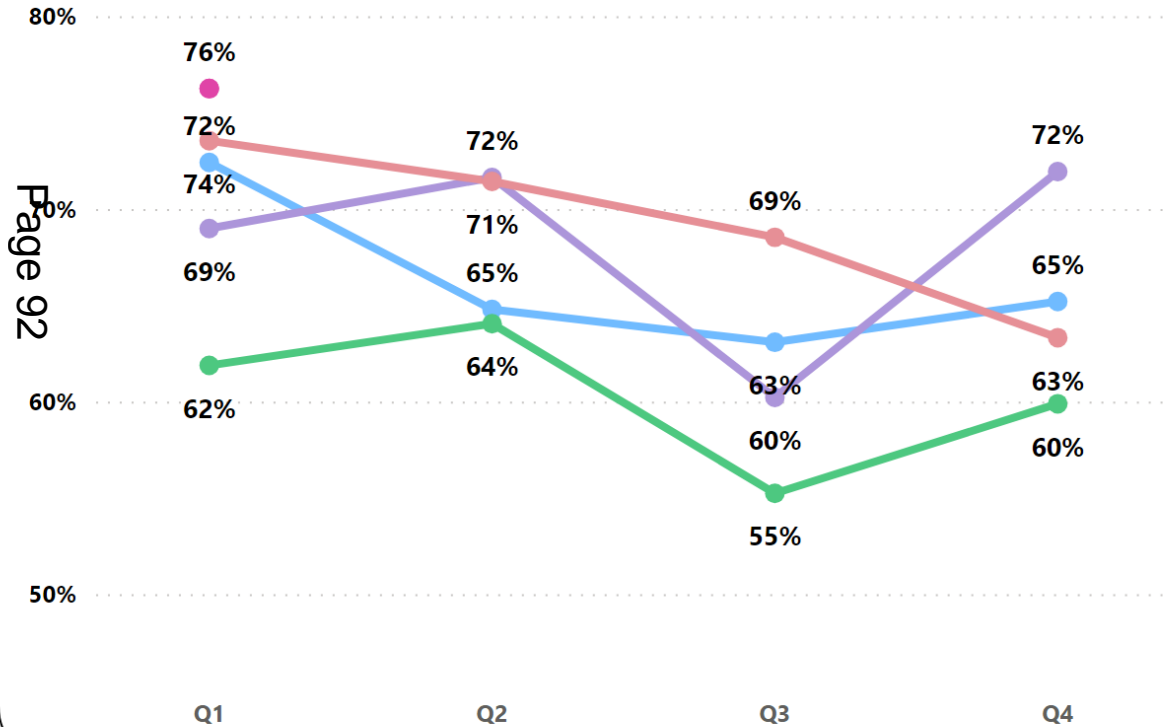
This data set covers a split or Minor, Major or Other applications decided & whether they were in time

PS2 Delta - Maldon

APPENDIX 1

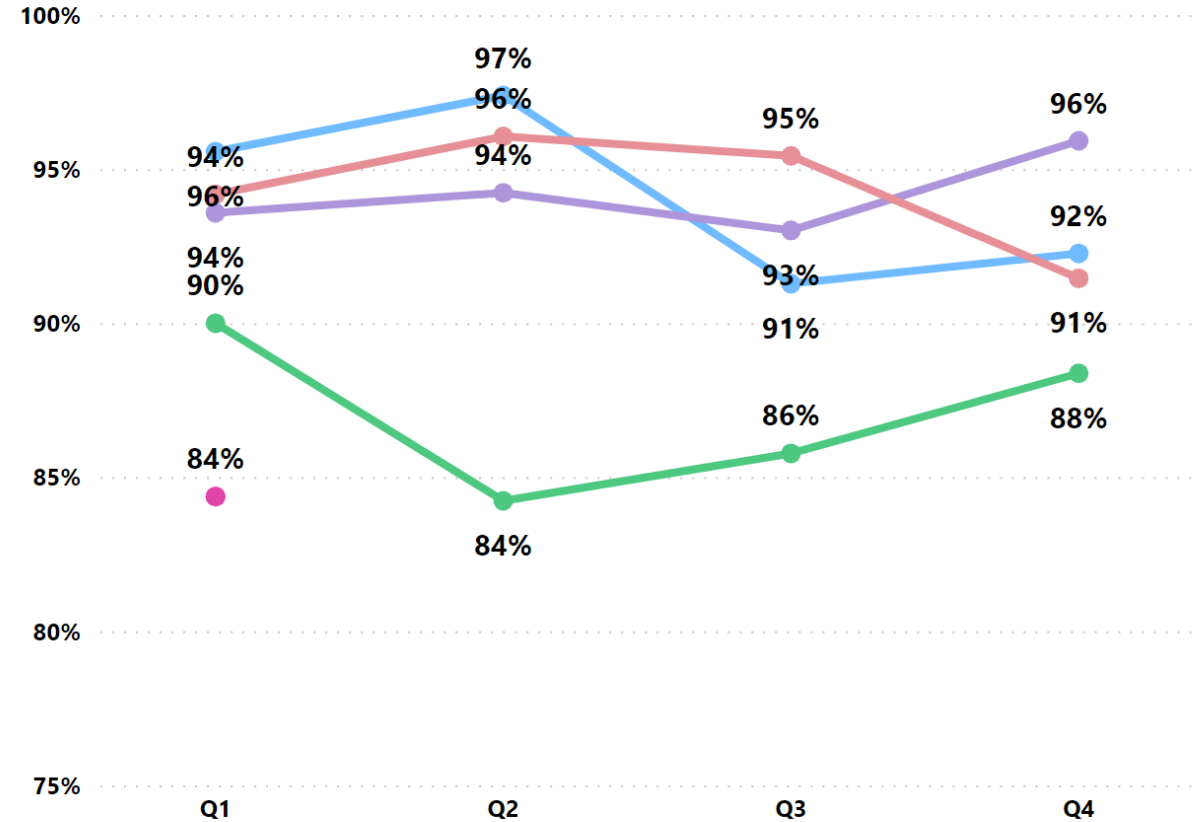
% of applications granted

2019 2020 2021 2022 2023



% of applications decided on time

2019 2020 2021 2022 2023

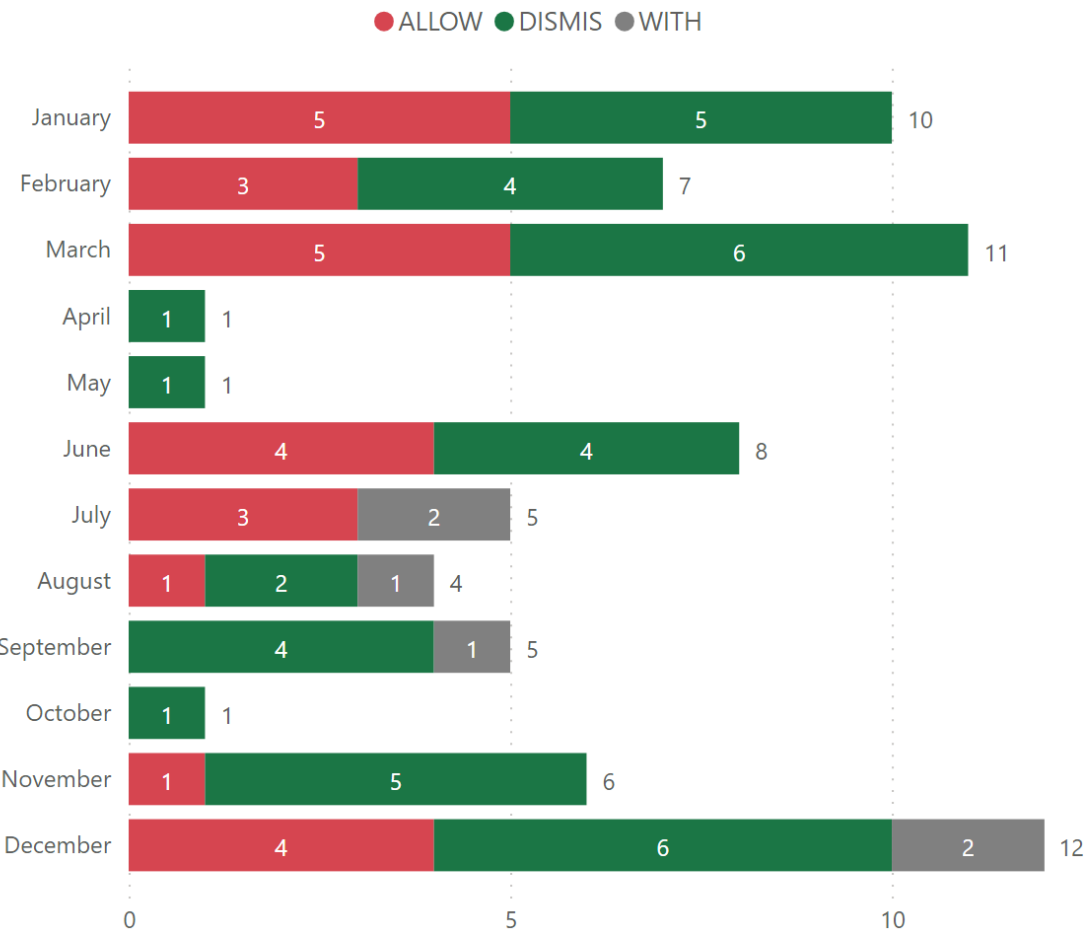


This data set covers Maldon ONLY applications decided split by Minor, Major or Other, along with granted % & decided in time % rates

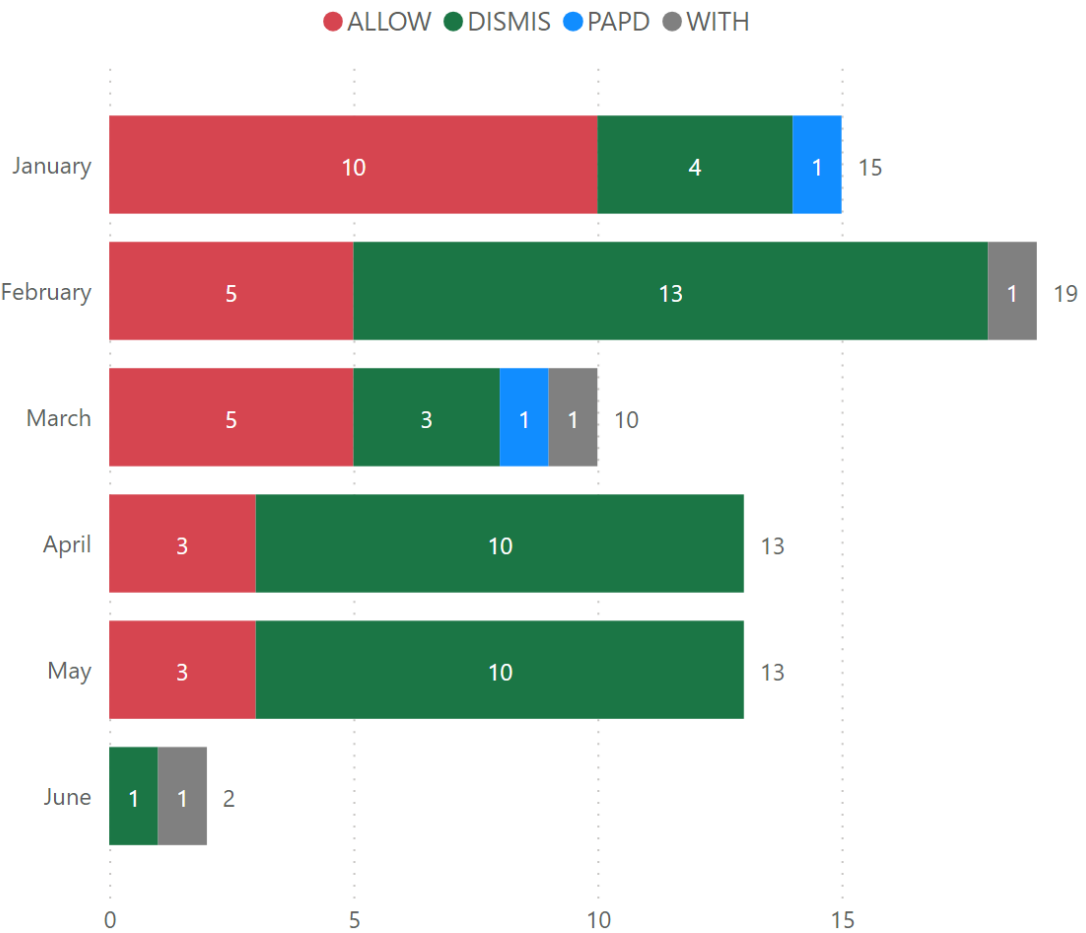
Appeals

This section of the report covers appeal decisions received, any award costs & decisions source of recommendation

2022 - Total Appeal Decisions by Outcome



2023 - Total Appeal Decisions by Outcome



Appeal Decisions Dismissed.- 39

- **34** were delegated decisions
- **1** was a decision to **overturn** at committee the officer's recommendation to approve (the committee was **Maldon North**)
- **2** was a decision where the officer's and the committee (**Central**) agreed to refuse
- **2** was a decision where the officer's and the committee (**North West**) agreed to refuse

Costs for the dismissed appeal decisions

Of the **34** dismissed and delegated decisions

- **1** appeal had an application for a **full award of costs** by the appellant against MDC **allowed (Appeal 1)**
- **2** appeal had an application for a **full award of costs** by the appellant against MDC **refused**

Of the **1** dismissed and overturned decision

- **1** appeal had an application for a **full award of costs** by the appellant against MDC **refused**

Appeal Decisions Allowed -26

- **22** were delegated decisions
- **4** were decisions to **overturn** at committee the officer's recommendation to approve (**1x SE. 1x NW, 1x District 1x Central**)

Costs for the allowed appeal decisions

Of the **22** allowed and delegated decisions

- **2** appeals had an application for a **full award of costs** by the appellant against MDC **refused**
- **2** appeal had an application for a **full award of costs** by the appellant against MDC **allowed (Appeal 2 & 5)**

Of the **4** allowed and overturned decisions

- **2** appeal had an application for a **full award of costs** by the appellant against MDC **refused**
- **2** appeals had an application for a **full award of costs** by the appellant against MDC **allowed (Appeal's 3 and 4)**

2022 Calendar Year

Appeals Cost

Appeal 1

Delegated refusal and **dismissed** at appeal – full award cost allowed for appellant

20/01005/OUT - Land Adjacent Caxton Pride, Hackmans Lane, Purleigh

Amount £3824

Appeal 2

Delegated refusal and **allowed** at appeal – full award of costs allowed for appellant

20/01211/FUL – Highfields, Maldon Road, Bradwell

Amount: *Awaiting Confirmation*

Appeal 3

SE committee Overturned officer recommendation to approve and **allowed** at appeal - full award of costs allowed for appellant

21/00075/OUTM – Land 250m North of 16a Maldon Road, BOC

Amount: £213,374.65 exc VAT

Appeal 4

District committee Overturned officer recommendation to approve and **allowed** at appeal - full award of costs allowed for appellant

20/01166/FUL – Land South of Charwood & East of Orchard House, Stoney Hills, BOC

Amount: £6457.50 exc VAT

Appeal 5

Delegated refusal and **allowed** at appeal – full award of costs allowed for appellant

21/00712/COUPA - Hackmans Lane, Puleigh

Amount: *Awaiting Confirmation*

2023 Jan - June Appeals - Further Information

APPENDIX 1

Appeal Decisions Dismissed.- 41

- **38** were delegated decisions
- **1** was non determined
- **1** was declined to determine
- **1** was appeal lodged which prevented decision being issued

Costs for the dismissed appeal decisions

Page 96
Of the **38** dismissed and delegated decisions

- **3** appeal had an application for a **full award of costs** by the appellant against MDC **refused**
- **1** appeal had an application for a **partial award of costs** by the appellant against MDC **refused**

Appeals withdrawn -3

- **2** were delegated decisions
- **1** was non determined

Appeal Decisions Allowed -26

- **24** were delegated decisions
- **1** was a decision to **overturn** at committee the officer's recommendation to approve (the committee was **South East**)
- **1** was a decision where the officer's and the committee (**North West**) agreed to refuse

Costs for the allowed appeal decisions

Of the **24** allowed and delegated decisions

- **2** appeals had an application for a **full award of costs** by the appellants against MDC **refused**

Appeal Decisions Part Allowed Part Dismissed -2

- **2** were delegated decisions

Costs for the allowed appeal decisions

- **N/A**



REPORT of DIRECTOR OF SERVICE DELIVERY

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
28 SEPTEMBER 2023

REVIEW OF HEALTH AND SAFETY - QUARTER 1 2023/24

1. PURPOSE OF THE REPORT

- 1.1 To provide an update on health and safety statistics and activity during quarter 1 (1 April 2023 to 31 June 2023)

2. RECOMMENDATIONS

- (i) That Members consider the accident and incident statistics;
- (ii) That Members consider progress of key health and safety themes (as per Section 3.2);
- (iii) That Members consider additional health and safety improvements being implemented in addition to those identified in the main health and safety themes.

3. SUMMARY OF KEY ISSUES

3.1 Quarter 1 2023/24

- 3.1.1 There were 3 reported accidents and/or incidents and 1 near miss reported during quarter 1. One accident, which was unsubstantiated was reported by a member of the public.

ACCIDENT/ INCIDENT REPORTS Q1 2023			
Event	Action	Note	Person
12-5-2023 (Accident). Member of the public reported twisting their ankle in Maldon Cemetery due to overgrown vegetation. <u>Unsubstantiated report.</u>	Hazard deemed to be acceptable considering nature of the site. Member of the public advised.	Vegetation cutting that was scheduled soon after the event, was completed. However due to nature of site, longer vegetation and undulating ground will remain in places.	Public
8-6-2023 (Accident). Whilst loading a hedge cutter into the works vehicle the guard slipped causing the blade to contact with the hand and cutting it. First aid administered.	Risk assessment modified to be clearer on use of gloves and guard of tool modified.		Employee
12-6-2023 (Accident). Whilst	None. To monitor for	No slips or trips or	Employee

cleaning the main offices, member of cleaning team made contact between their eye and the end of a mop handle. Eyewash administered.	reoccurrence.	chemicals involved. No injury.	
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NEAR MISS/HAZARD REPORTS Q1 2023			
Event	Action	Note	Person
25-5-2023 (Near Miss). Whilst at the Maintenance depot, staff member seen reversing vehicle, with trailer unaided out of the main entrance way	Issue raised with managers and addressed with staff. No reversing with trailers attached without a banksman instruction issued.	Improved signage at depots and training advised.	Employee

3.1.2 There were 5 Incidents of unacceptable behaviour, one of which was a referral from a partner organisation (logged in order to ensure safety of our staff): -

UNACCEPTABLE BEHAVIOUR REPORTS Q1 2023			
Incident	Action	Note	Method
8-4-2023 A Member of the Waste Crew (from Contractor Suez) was threatened with violence by a resident after a bin collection was refused	Contractor referred matter to the Police. Council wrote to offender warning restriction of service.		In Person
13-4-2023 Resident swore at a member of the customer services team when they were informed that waste teams could not return to their property.	Warning letter sent.		Telephone
9-6-2023 Resident became abusive and swore at a member of the waste team after they disputed that an officer had visited their property.	Warning letter sent.	An e-mail constituting unacceptable behaviour was also sent to the officer following telephone conversation.	Telephone
22-6-2023 Customer Services Team member was sworn at by a member of the public and threatened when the officer they wanted to speak to (regarding housing) was not available	No Action Possible, No known address. Name of offender logged.	Noted that offender called back and similarly threatened another officer.	Telephone
29-6-2023 During their investigations Officers received information that a resident they were dealing with had dangerous animals at their property.	Information logged on Council systems. No visits advised.	Further incidents of this at the property have been reported. .	Referral

3.2 Health and Safety Actions

A number of actions have been set out, such as those concerning Unacceptable Behaviour, Lone Working and Fire & Emergency, however work continues to progress these. The commencement of the Managers' Forum (planned autumn/winter 2023) will be invaluable to their completion.

Subject	Action	Update/Progress
Emergency Procedures	(i) To revise and improve the fire an evacuation procedure (and supporting hardware) at main MDC locations. (ii) To revise corporate policy on First aid. (iii) To develop a Procedure on Personal Evacuation Plans.	In progress. Hardware for MDC offices awaiting implementation. (ii) Draft for comment. (iii) Draft for comment.
Communication	(i) To devise terms of reference and establish forums for the discussion and formal consideration of H&S matters.	(i) Terms of Reference complete. (ii) Initial forum/discussion scheduled.
Unacceptable Behaviour	(i) To revise the policy. (ii) To improve system for reporting Unacceptable behaviour.	(i) Draft in progress (workshop held). (ii) In Progress.
H&S Training	(i) To determine H&S training requirements (Corporate & Teams).	(i) Training matrix template completed (requires data collation).
Risk Assessment	(i) To produce a new risk matrix. (ii) To implement a new risk assessment register.	(i) Complete. (ii) Template complete. (requires data collation)
Lone Working	(i) To revise lone working procedure and to ensure implementation of appropriate hardware to support these measures.	(i) Radio Policy drafted. In consultation with supplier regarding optional features.
Audit/Inspection	(i) To ensure service teams and work locations across MDC are in compliance with H&S Legislation.	(i) Mini-audits of Parks and Maintenance depots complete (action plans established). (ii) Inspections of managed assets/services in progress. (iii) Observation of working practices to be established.

3.3 Health and Safety Groups

3.3.1 No updates. To be established.

3.4 Staff Resource

3.4.1 No updates.

3.5 System Resources

- 3.5.1 A new risk assessment template for new and expectant mothers has been devised and is available to staff on the H&S intranet. This specific template aims to guide managers as to the issues that must be addressed when staff fall under its remit.
- 3.5.2 Work has commenced on new electric forms to capture instances of unacceptable behaviour, which it is anticipated will support a new policy on the issue, once completed.

3.6 Fire Risk Assessments

- 3.6.1 Fire Marshals have been trained for Council offices and depots in order to close actions from the fire risk assessments. Work continues on a system that will track occupancy of the main offices. A solution has been devised but not yet implemented. A revised Fire and Evacuation Procedure is in preparation.

3.7 Policies and Procedures

- 3.7.1 New Policies on First Aid and Personal Emergency Evacuation have been prepared and are with relevant staff for consultation. Work is still in progress on revising the current Unacceptable Behaviour Policy. A workshop was held with staff to ensure a wide range of scenarios are captured.

3.8 Health & Safety Inspections

- 3.8.1 Mini-audits of Council depots have been completed and action plans prepared. Efforts are due to be made to ensure these are tackled in line with an appropriate schedule. An inspection of the Blackwater Leisure centre has been completed (in-line with a new schedule), along with the waste depot. Inspections of water safety assets (such as life-rings) have commenced, conducted routinely by the Council's River Bailiff. A tour of wider Council assets is awaited.

3.9 Legionella

- 3.9.1 In light of an incident where extremely hot water temperatures were reported at some outlets, thermostatic mixing valves have been installed in the publicly accessible toilets at Maldon District Council (MDC) offices. This ensures that the growth of legionella and the risk of scalding are reduced.

3.10 Training

- 3.10.1 A H&S training matrix and plan has been devised and is currently in discussion. Records for Service Delivery teams have been transferred. Funding and resources required to achieve the plan and manage the records are under review, and will be subject to a growth request.

3.11 Accident-Near Miss Reporting

- 3.11.1 No particular trends have been detected in the accident and incident reporting data. A future campaign on hazard/near miss reporting is proposed. Incorrect reporting of Unacceptable Behaviour as near-miss incidents have been determined and guidance is planned.

3.12 Priorities going forward

- 3.12.1 The priorities for the next quarter remain as per the previous report: To implement the revised Unacceptable Behaviour Policy, draft policies for Lone Working and Contractor Control, commence with the Health and Safety Managers' Meeting and the Health and Safety Committee.

4. CONCLUSION

- 4.1 Accidents, near misses and incidents of unacceptable behaviour during quarter 1 2023/24 have been set out within this report.
- 4.2 Proactive work on the main health and safety themes continues. Additional health and safety improvements are continuing to be made. Improvements for Q1 are highlighted in this report.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

- 5.1 Robust management of Health and Safety supports our Corporate Priorities as follows: Supporting our communities through ensuring safe practices and site management. Enabling us to provide safe good quality services.

6. IMPLICATIONS

- (i) **Impact on Customers** – Good health and safety management reduces the number of accidents and injuries to both customers and employees alike. Reduced staff absence resulting from work related injuries or ill health ensures a better service is provided to customers.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – Poor management of health and safety can lead to accidents, injuries, occupational ill health or dangerous occurrences. This may result in avoidable sickness absence and these incidents may be investigated by the Health and Safety Executive (HSE). This could result in prosecution with fines or custodial sentences and an award of costs if found guilty by the courts. In addition, the HSE has adopted a “Fee for Fault” policy in which it recharges the cost of investigations if liability is identified. Civil claims by individuals could lead to significant cost to the Council, both financial and resources to manage. These could in turn lead to increased insurance premiums. It can also lead to poor publicity, reputational damage and impacts on staff morale.
- (iv) **Impact on Resources (financial)** – No additional resources required, however, by managing health and safety, there should be less impact on financial resources as identified in (iii) above.
- (v) **Impact on Resources (human)** – No additional resources are required, however, additional processes/ procedures to manage health and safety effectively will impact positively on current resource capacity. The positive impact should be preventing accidents and ill health, having a mitigating impact.

Background Papers: None

Enquiries to: Paul Baccarini, Corporate Health and Safety Manager

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REPORT of DIRECTOR OF STRATEGY AND RESOURCES

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
28 SEPTEMBER 2023

UK SHARED AND RURAL ENGLAND PROSPERITY FUNDS

1. PURPOSE OF THE REPORT

- 1.1 To update the Committee on the delivery of Maldon District's UK Shared and Rural England Prosperity Fund allocations.

2. RECOMMENDATIONS

- (i) That the Committee acknowledges the update provided on Maldon District's UK Shared and Rural England Prosperity fund allocations and continues to monitor the delivery.

3. SUMMARY OF KEY ISSUES

3.1 UK Shared Prosperity Fund

- 3.1.1 In 2022, Maldon District received a £1m allocation from the UK Shared Prosperity Fund (UKSPF) as part of UK Government's levelling-up agenda.
- 3.1.2 The funding is profiled over three years with an agreed 6% for management and administration costs.

Funding Year	2022 / 23	2023 / 24	2024 / 25
Maldon District (£1,000,000)	£59,019	£118,038	£822,942

- 3.1.3 As per the report provided to the Committee on 15 June, due to Government delays, a request was submitted to re-profile the £50,165.80 underspend from 2022/2023 to the current financial year. This request was approved.
- 3.1.4 **APPENDIX 1** sets out the projects being delivered via funding over the three-year period. Projects continue to be delivered on time and within tolerance despite delays in receiving funding.
- 3.1.5 Where projects are not being progressed due to feasibility, funding will be reallocated to other existing projects within the investment plan. With the current economic climate, and the cost of doing business increasing, it is prudent to ensure all projects align to our Corporate Plan and deliver its priorities.
- 3.1.6 To date, £168,307.41 has been committed to progression of projects and agreed costs for management and administration.

3.2 Rural England Prosperity Fund

- 3.2.1 The Department for Environment, Food and Rural Affairs (DEFRA) published the Rural England Prosperity Fund (REPF) prospectus in September 2022. The prospectus confirmed that Maldon District had been allocated £430,328 to be spent by March 2025.
- 3.2.2 The REPF is integrated into the UKSPF which supports productivity and prosperity in places that need it most. For eligible local authorities, the REPF is a rural top-up to UKSPF allocations. It supports activities that specifically address the challenges rural areas face. It is complementary to funding used to support rural areas under the UKSPF.
- 3.2.3 As agreed at Strategy and Resources Committee on 10 November 2022. The development of the investment plan was delegated to Director of Strategy, Performance and Governance (Director of Strategy and Resources) in consultation with the Leader of the Council and Chairman of Strategy and Resources Committee.
- 3.2.4 The submitted investment plan was approved by DEFRA and confirmed support for:

Supporting Local Businesses

Funding (capital grants) for small scale investment in micro and small enterprises.

Supporting Rural Communities

Funding (capital grants) for rural circular economy projects.

Funding (capital grants) for impactful volunteering and social action projects to develop social and human capital in local places.

- 3.2.5 Unlike UKSPF, the Council does not receive any additional management and administration funding to support delivery. Officers proactively secured additional funding from Magnox for management and administration over a two-year period. This funding has facilitated the Council in partnering with the Rural Community Council of Essex (RCCE) and ensuring organisations have a dedicated resource to support them making applications.
- 3.2.6 Officers are working with RCCE to develop the eligibility and awarding criteria for funding with programme expected to open in Autumn 2023.

4. CONCLUSION

- 4.1 UKSPF and REPF continue to present a significant opportunity for the District to support, through direct investment, in our economy, businesses and communities.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

5.1 Supporting our communities

- 5.1.1 The UKSPF will support the UK government's wider commitment to level up all parts of the UK by delivering on each of the levelling up objectives, two of which are 'Restore a sense of community, local pride and belonging, especially in those places where they have been lost' and 'Empower local leaders and communities, especially in those places lacking local agency'.

5.2 **Enhancing and connecting our place**

- 5.2.1 The primary goal of the UKSPF is to build pride in place and increase life chances across the UK. This aligns to the 'Promote civic pride in place and improve environmental quality' aspect of this priority.

5.3 **Helping the economy to thrive**

- 5.3.1 UKSPF delivery is delivering the Supporting Local Business engagement programme under this priority.
- 5.3.2 REPF will provide direct capital grants to eligible applicant businesses within the District.

5.4 **Smarter finances**

- 5.4.1 Ensuring UKSPF is spent sustainably for the benefit of the District directly supports this priority.

5.5 **A greener future**

- 5.5.1 Projects within the UKSPF investment plan will directly support the authority's Climate Action Strategy and yearly Climate Action Plan.
- 5.5.2 REPF will provide direct capital grants to eligible organisations within the District for rural circular economy projects.

6. **IMPLICATIONS**

- (i) **Impact on Customers** – Any project delivered will be designed to enable community groups and businesses to engage with to ensure there is significant customer benefit from its outputs.
- (ii) **Impact on Equalities** – Projects will be delivered in accordance with the Public Sector Equality Duty.
- (iii) **Impact on Risk** – Should projects not progress as anticipated, future spend is at risk, so it is vital that activity is aligned and adequately reported to the funder to ensure compliance. The Council faces increased reputation risk if it fails to deliver to the expectations of stakeholders.
- (iv) **Impact on Resources (financial)** – The authority has agreement to use 6% of its revenue allocation to support the management and administration of the UKSPF programme. However, with the cost of doing business and supply chain pressures increasing it will be prudent to regularly assess pipeline projects to ensure viability and value for money.
- (v) **Impact on Resources (human)** – The coordination work for UKSPF and REPF work will be undertaken by the Lead Specialist Prosperity for the remainder of their contract. The delivery will be reviewed and reallocated as necessary afterwards. Project delivery is being well supported by resources drawn from the wider organisation and a Project Delivery Group with clear Terms of Reference has been developed.

Background Papers:

[Rural England Prosperity Fund Prospectus](#)

[Strategy and Resources Committee 10 November 2022 – Rural England Prosperity Fund](#)

Enquiries to: Leanda Cable, Lead Specialist Prosperity

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UKSPF Project Delivery



**Funded by
UK Government**

Year 1 - 2022/2023

Maldon Market

Support the market offer in Maldon Town

BID Feasibility Study

Feasibility study to understand the benefits, want and requirements of developing a BID/S in the district

Men's Shed Relocation

Relocation works for Men's Shed project

Mid Essex Alliance

Reducing health inequalities and improving population health

Year 2 2023/2024

Maldon Market

Support the market offer in Maldon Town

Funding for Business Boards

Support for business boards/networking activity

Supporting Local Business

Marketing and engagement business support campaign

North Essex Economic Board

Contribution to collaborative business support work

Men's Shed Relocation

Relocation works for Men's Shed project

Man V Fat League

Further development of Man V Fat football league

Climate/Cost of Living

CAS/COL environmental projects

Mid Essex Alliance

Reducing health inequalities and improving population health

Year - 3 2024/2025

Lower High Street Improvements

CAMP Project 2

Burnham on Crouch Pontoon

Replacement and associated works

District Accessibility

Works associated with accessibility audit

Prom Park Management Plan

Delivery of management plan

North Essex Economic Board

Contribution to collaborative business support work

Cycling Facilities

High Street, Prom and Hythe Quay

Rural Community Hub

Development of rural community hub/s

District Youth Council

Development of youth council projects

Gateways

District gateway signage

Climate/Cost of Living

CAS/COL environmental projects

Mid Essex Alliance

Reducing health inequalities and improving population health

People and Skills

To be defined

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