

14 January 2026



Princes Road
Maldon
Essex CM9 5DL

www.maldon.gov.uk



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

CHIEF EXECUTIVE
Doug Wilkinson

Dear Councillor

You are summoned to attend the meeting of the;

PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE

on **THURSDAY 22 JANUARY 2026 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.

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A copy of the agenda is attached.

Yours faithfully

Chief Executive

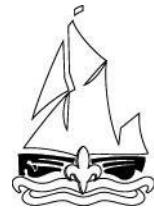
COMMITTEE MEMBERSHIP:

CHAIRPERSON	Councillor W Stamp, CC
VICE-CHAIRPERSON	Councillor N D Spenceley
COUNCILLORS	M G Bassenger D O Bown S J Burwood J C Hughes M G Neall R G Pratt U G C Siddall-Norman M E Thompson

INDEPENDENT PERSON (non-voting)	Mr Derek Smith
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AGENDA
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
THURSDAY 22 JANUARY 2026

1. Chairperson's Notices

2. Apologies for Absence

3. Minutes of the last meeting (Pages 5 - 12)

To confirm the Minutes of the Performance, Governance and Audit Committee held on 13 November 2025 (copy enclosed).

4. Matters Arising (Pages 13 - 14)

To note the Matters Arising from the last meeting of the 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. Community Safety Partnership Engagement and Activities

To receive a presentation from the Community Safety Partnership Manager.

8. Corporate Performance - Quarter 2 (Pages 15 - 50)

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

9. Review of Corporate Risk - Quarter 2 (Pages 51 - 62)

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

10. Annual Governance Statement Actions Update (Pages 63 - 66)

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

11. **Health and Safety Update - Quarter Two 2025 / 26** (Pages 67 - 78)
To consider the report of the Director of Neighbourhood Services and Communities.
12. **UK Shared and Rural England Prosperity Funds** (Pages 79 - 84)
To consider the report of the Chief Executive, (copy enclosed).
13. **Member Training Statistics** (Pages 85 - 88)
To consider the report of the Chief Executive, (copy enclosed).
14. **Any other items of business that the Chairperson of the Committee decides are urgent**

NOTICES

Recording of Meeting

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

Fire

We do not have any fire alarm testing scheduled for this meeting. In the event of a fire, a siren will sound. Please use either of the two marked fire escape routes. Once out of the building please proceed to the designated muster point located on the grass verge by the police station entrance. Please gather there and await further instruction. If you feel you may need assistance to evacuate the building, please make a member of Maldon District Council staff aware.

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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Agenda Item 3



MINUTES of PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE 13 NOVEMBER 2025

PRESENT

Chairperson	Councillor W Stamp, CC
Vice-Chairperson	Councillor N D Spenceley
Councillors	M G Bassenger, D O Bown, S J Burwood, J C Hughes, R G Pratt, U G C Siddall-Norman and M E Thompson
In attendance	Councillor(s) A Fittock, K M H Lagan and S J N Morgan
Independent Person	Mr Derek Smith

335. CHAIRPERSON'S NOTICES

The Chairperson welcomed everyone to the meeting and went through some general housekeeping arrangements for the meeting.

At this point the Chairperson advised that she would be altering the order of business and Agenda Item 9 – Reference from the Overview and Scrutiny Committee – Scrutiny Watching Brief Item – Planning Enforcement would be considered following item 6 – Public Participation.

336. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor M G Neall.

337. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 18 September 2025 be approved and confirmed.

338. MATTERS ARISING

The Chairperson advised that a number of the matters arising could now be marked as closed and thanked the Committee Clerk for her work in collating the responses.

The Committee noted the matters arising from the last meeting.

339. DISCLOSURE OF INTEREST

There were none.

340. PUBLIC PARTICIPATION

No requests had been received.

341. REFERENCE FROM THE OVERVIEW AND SCRUTINY COMMITTEE - SCRUTINY WATCHING BRIEF ITEM - PLANNING ENFORCEMENT

The Committee considered the report of the Chief Executive providing background information following a reference from the Overview and Scrutiny Committee (O&S) to this Committee regarding Planning Enforcement.

The report provided background information following the review of this matter by the O&S and its recommendation that this Committee give consideration to receiving future reports on the performance of the Planning Enforcement Team. The report suggested that this could be added to the existing quarterly performance reporting on planning applications and related matters.

The Chairperson thanked Councillor S J N Morgan, Chairperson of the Overview and Scrutiny Committee for attending the meeting. Following a brief introduction of the report from the Head of Performance, Improvement and LGR, Councillor Morgan addressed the Committee and provided background information regarding this item of scrutiny and why it was now being referred to the Committee. He thanked the Head of Service – Planning Policy and Implementation who had assisted the Committee and found the process helpful as an area of focus for her team. The Chairperson asked the Director of Place, Planning and Growth to pass on these thanks to the Head of Service.

In response to a question regarding any resource implications from the proposal, Members were advised that this could be carried out as part of the balanced scorecard exceptions reporting and would not require additional resources.

The Chairperson moved the recommendations set out in the report. This was seconded and duly agreed.

RESOLVED

- (i) That the Committee received and considered the Overview and Scrutiny Committee Working Group's report;
- (ii) That performance reporting on Planning Enforcement be added to the existing Balance Scorecard Exemptions report.

Councillor S J N Morgan left the meeting at this point and did not return.

342. EXTERNAL AUDIT - PROGRESS OF THE AUDIT OF THE ACCOUNTS FOR THE FINANCIAL YEAR 2024/25

The Committee considered the report of the Director of Finance presenting the initial findings report provided by the Council's appointed External Auditor (KPMG) for their audit review of the accounts for the year 2024 / 25. The Chairperson reminded the Committee that these documents had been circulated in a supplementary pack ahead of the meeting.

The Director of Finance presented the report and apologised for the late circulation of the appendices. He commented on the improvement made over the past few years and

referred to the hard work of the Finance Team on the accounts. The Director then referred to Emma Larcombe from KPMG (External Auditors) to provide further information in relation to their reports.

- **Draft Audit Progress report**

This report summarised the key issues identified during the audit, and it was noted that it did not repeat matters previously communicated to the Council through written communication in July 2025. The report had been prepared in connection with the External Auditors Audit of the Council's financial statements as at the year ended March 2025.

Members were advised that this was a draft report as the audit was not yet complete, and matters communicated in the report may change pending finalisation of the audit report. Attention was drawn to page 6 of the supplementary pack 'Our Audit Findings' which outlined the outstanding matters in relation to the audit.

Ms Larcombe took Members through the recommendations they had raised as a result of their work advising that the Council was in a good position and reiterated the comments of the Director of Finance regarding the work of the Finance Team. Page 7 of the supplementary pack set out the outstanding matters. Members were advised that recommendation 5 (set out in the Control Deficiencies appendix) was a duplicate of recommendation 4 and would therefore be deleted.

- **Draft Annual Audit report for the financial year ended 31 March 2025**

This report provided a summary of the findings and key issues arising from the 2024 / 25 audit of the Council. It had been prepared in line with the requirements set out in the Code of Audit Practice published by the National Audit Officer (the 'Code of Audit Practice') and was required to be published by the Council alongside the annual report and accounts.

The report was a high-level overview of the findings of external audit's financial statement audit along with more rationale, and detailed assessment of the findings of Value for Money (VFM) work. Ms Larcombe took Members through the content of the report advising that it was an interim report which would be reissued once the audit had been completed. There were no concerns in terms of Value for Money achieved across the Council.

It was noted that a significance weakness in relation to the production of the accounts had previously been raised and the delay relating to this had been recognised at the time. Given the significant improvement seen this year and the production of the accounts Ms Larcombe informed Members that she was happy for this weakness to be removed.

Mr Smith, the Independent Person, commended the Finance team on the fantastic job it had done under immense pressure. He commented on the work done by the previous Auditors and felt there had not been justification for the ongoing concern that had been disclaimed.

During the debate that ensued a number of questions regarding property valuations were raised and in response the following information was provided:

- External Audit used its own team of valuers, a sample of investment properties valuations would be identified, and the team would review this looking at the underlying assumptions used by the Council's valuation team. It was noted that the differences identified in respect of valuations were both factual errors and

External Audit was comfortable with the rest of the methodology used by the Council. The Leisure Centres were classified as part of the Council's standard portfolio and although they would have been reviewed and valued, they had not been considered in the particular work done by External Audit.

- It was confirmed that Springfield Industrial estate was included in the investment properties list and following review External Audit had confirmed they were happy with valuation.
- In response to further questions, the Director of Finance advised that he was happy to share further details regarding valuations and the different Council assets included.
- A question was raised regarding the Burnham-on-Crouch golf club and the Director of Legal and Governance explained that for every lease the Council entered into a valuation would be done to set the rent. However, the rental value wouldn't necessarily have a direct impact on the value of a property. The valuer would look at the market rent for similar venues as part of their valuation when coming up with a proposed rental value. If Officers were looking to agree a lease below market value, in accordance with the Constitution, this would be brought forward to Members for consideration.

The Chairperson moved the recommendations set out in the report. These were duly seconded and agreed.

The Chairperson thanked Ms Larcombe for joining a meeting of the Finance Working Group and her help in ensuring the Council's processes were accurate and complete.

RESOLVED

- (i) That Members considered the findings presented by the External Auditors, (KPMG) and noted the status of the reports circulated and next steps arising;
- (ii) That Members noted the good progress previously reported to the Finance Working Group based on the feedback received from KPMG as well as the significant pressure placed on Officers in responding to queries.

343. INTERNAL AUDIT REPORTS

The Committee considered the report of the Chief Finance Officer and associated Internal Audit reports from BDP LLP, attached on the agenda as follows:

- 8a) Progress Report (November 2025)
- 8b) Follow-Up of Recommendations Report (November 2025)
- 8c) Waste and Recycling Report (September 2025)
- 8d) Corporate Governance Final Report (October 2025)

The Director of Finance introduced the report, highlighting how the function of Internal Audit provided assurance on key aspects of the Council.

Progress Report (November 2025)

Mr Aaron Winter (BDO LLP) presented his report to the Committee which provided an update on progress made against the 2025 / 26 internal audit plan and summarised the work BDO had completed together with an assessment of the systems reviewed and recommendations raised. It was noted that since the last report to the Committee two further reviews had been finalised; the HR System

Review was now finalised and would be reported to the next meeting and Safeguarding was at final draft stage. The Management of Property audit was moving into report preparation stage and a further three audits planned would be presented to future meetings of this Committee.

Members were advised that the Local Government Review had been deferred from the 2025 / 26 plan, at the request of management, given the current status of Local Government Reorganisation (LGR). This would be replaced with a review of the Medium-Term Financial Strategy.

Follow-Up of Recommendations

Mr Winter presented the report and advised that the outstanding recommendations for 2023 / 24 had been closed. In respect of 2024 / 25 the report highlighted a number of recommendations that had been implemented, and it was noted that there were four outstanding recommendations where revised implementation dates had been provided and were therefore 'in progress'. He reported that there were no overdue recommendations to be reported.

The Chairperson congratulated the Officers and referred to the hard work put in by the Committee in liaising both with Internal and External Audit.

Waste and Recycling (Final Report)

Mr Winter presented the report advising that a review of the Council's waste and recycling service had taken place and outlined the purpose of the review. It was noted that two medium and two low priority recommendations had been raised to support the Council mitigate the identified risks.

The Chairperson commented on the hard work of the Waste Commissioning and Contracts Manager and her team and congratulated them on this work along with the number of bins that were collected in the district whatever the weather.

The Director of Neighbourhood Services and Communities agreed with the Chairperson comments and reported that all the recommendations raised had been closed off prior to the report coming to the Committee.

Corporate Governance (Final report)

Mr Winter presented the report advising that a review of the Council's Corporate Governance had taken place and outlined the purpose of the review. It was noted that two medium and low priority recommendations had been raised to support the Council mitigate the identified risks.

In response to questions regarding the governance in respect of Local Government Reorganisation (LGR), the Chief Executive advised that senior officers from across Essex were meeting to discuss and collate the different types of governance across Essex. However, until the Government had made a decision regarding which type of model Essex would be adopting it was difficult to progress much further, although Officers reassured Members that work was underway.

The Director of Legal and Governance advised that it had been confirmed that the new authority would be a cabinet structure and Monitoring Officers across Essex had also been looking at the governance arrangements. In respect of delegated decisions, policy documents, the constitution for the new authority, these would in time be drafted and brought forward to the executive body for them to decide how they wished the authority to function going forward.

In response to a further question from Mr Smith, Independent Person, the Chairperson advised that Mr Smith would be sent a link to the LGR information on

the Council's website.

It was noted that the Auditors had commented that the Council's member induction programme needed updating. In response to a question regarding whether there would be enough time to put something in place should an election be called last minute, the Chairperson advised that the Council had a Member Training Working Group, and this Committee could make a recommendation to that Group.

The Chairperson referred the Committee to the management response contained on page 80 of the agenda pack and the suggestion that this Committee consider recommending to the Council that non-compliance of training and possible sanctions were explored. This was discussed and it was agreed that rather than applying sanctions the IT team should be approached to identify if it would be possible for a pop-up message to display on Members' laptops to remind them when training was due. The Chairperson advised that should any Member require additional support this could be arranged.

Internal Audit Reports continued

The Chairperson put the recommendations set out in the report and these were duly seconded. The Chairperson suggested that two further recommendations be added:

- That the Council consider requesting that a pop-up message was used to remind Members when training, particularly BoxPhish training was due.
- That at each meeting this Committee receives an update on the Members who had completed training along with those that were outstanding.

These additional recommendations along with those set out the report were duly agreed.

RESOLVED

- (i) That the Committee considers, comments, and approves the following:
 - Progress Report (November 2025) – at 8a;
 - Follow-Up of Recommendations Report (November 2025) – at 8b;
 - Waste and Recycling Report (September 2025) at 8c;
 - Corporate Governance Final Report (October 2025) – at 8d.
- (ii) That the Council considers requesting that a pop-up message was used to remind Members when training, particularly BoxPhish training was due;
- (iii) That at each meeting this Committee receives an update on the Members who had completed training along with those that were outstanding.

344. PLANNING COMMITTEES REVIEW

The Committee considered the report of the Performance, Governance and Audit Working Group seeking Members' review of planning committee arrangements in light of the Planning Infrastructure Bill (the Bill).

The report provided background information regarding the Bill and how it was expected that it would remove Area Planning Committees from legislation. The Performance, Governance and Audit Working Group (the Working Group) had been reviewing Officer

timetables and options for being 'legislation ready' ahead of the next Statutory Annual meeting of the Council.

If the Committee was mindful to accept the recommendations of the Working Group, it was noted that the Council's public speaking protocol could be updated to allow more of a Ward Member role, therefore an updated version was attached at Appendix B to the report. The Working Group had also recommended that the new Planning Committee could be scheduled every three weeks starting at 7pm.

The Head of Performance Improvement and LGR presented the report and gave further explanation of the legislation due to come in around planning committees and moving to a single planning committee. The report detailed recommendations (set out in Appendix A to the report) from the Working Group which proposed a change to the Council's current governance and introduction of a single planning committee from the Statutory Annual Council meeting in May 2026 to ensure that the Council was compliant when the legislation came into effect. The Committee was asked to consider these and make a recommendation to the Council.

The Director of Place, Planning and Growth referred to the thresholds for applications coming to the new Planning Committee and suggested some minor amendments to bring them in line with the normal definition of major development under the Town and Country Planning Act.

Some concern was raised regarding the proposed change to Proviso 3 of the Committee Terms of Reference. Members were advised that the change was proposed because the proviso referred to matters coming back to the District Planning Committee. Following further debate, concern was raised that removing the proviso would allow specific decisions to be determined under delegated powers. Officers provided further clarification, and the Director of Legal and Governance suggested an amendment to the proviso should Members be minded to not delete it from the Terms of Reference.

In response to a query regarding the proposed changes to the call-in process on page 106 of the agenda pack, the Director of Legal and Governance advised that the call-in areas should remain, renumbered and reference to the Area Planning Committees removed.

The Chairperson advised that she didn't think this matter was ready to be recommended to the Council for consideration. She then proposed that the recommendations were not carried out at this stage but wait until the new legislation came in. However, in the meantime Officers could work with the Working Group to alleviate the areas of concerns raised. This proposal was duly seconded.

RESOLVED that no changes be made to the Council's governance arrangements relating to Area Planning or District Planning Committees.

There being no other items of business the Chairperson closed the meeting at 9.12 pm.

W STAMP, CC
CHAIRPERSON

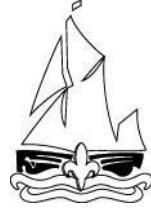
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Matters Arising from previous meetings of the Performance, Governance and Audit Committee

Meeting Date	Minute No.	Item (Title of Report)	Action	Lead Officer	Response / Update	Action response date
18-Sep-25	246	Matters Arising	<u>Infrastructure Funding Statement</u> - The Chairperson requested a further update on this matter arising from the meeting on 16 June 2024. In response Officers agreed to provide an update to the next meeting of the Committee.	Assistant Director - Planning and Implementation Director of Place, Planning and Growth / Head of Service - Planning Policy and Implementation	The Strategy and Resources Committee at its meeting on 20 November 2025 agreed to transfer the Brickhouse Farm Allotments, including all associated access points, gates, fencing and boundary hedgerows to Maldon Town Council. The Committee also agreed that a restriction be put on the Allotments land to ensure that any future use is only for use as allotments and no commercial development of the land can take place (these restrictions are already in place against the Maldon District Council title ownership and will be transferred).	17-Dec-25
18-Sep-25	246	Matters Arising	<u>Plan for the Audit of the Accounts for the Financial Year 2024 / 25</u> - The Chairperson asked the Chief Finance Officer to provide an update on the Leisure Contract to a future meeting of the Committee as it was important for the Committee to scrutinise this contract which she described as high risk to the Council.	Chief Finance Officer	Update report coming forward to the Performance, Governance and Audit Committee on 12 March 2025.	
18-Sep-25	249	Corporate Performance - Quarter 1	<u>Support progress of Electric Vehicle (EV) charging</u> – The Assistant Director - Place and Community to confirm with the Technical Lead - Climate Action regarding the roadmap for the charging infrastructure and advise Members accordingly.	Assistant Director - Place & Community Director of Neighbourhood Services and Communities / Technical Lead Climate Action		

Matters Arising from previous meetings of the Performance, Governance and Audit Committee

Meeting Date	Minute No.	Item (Title of Report)	Action	Lead Officer	Response / Update	Action response date
18-Sep-25	253	S106 Obligations and Infrastructure Funding Statement 2024 / 25	The Chief Executive agreed that a letter would be sent from the Council to the NHS to encourage spending of the S106 monies relating to health.	Chief Executive	The NHS and Planning are now meeting regularly	07-Jan-26
13-Nov-25	338	Matters Arising	The Chairperson advised that a number of the matters arising could now be marked as closed	Committee Services	Matters marked as closed	28-Nov-25
13-Nov-25	341	Reference from the Overview and Scrutiny Committee - Scrutiny Watching Brief Item - Planning Enforcement	Director of Place, Planning and Growth to pass on thanks to the Head of Service - Planning Policy and Implementation and her team.	Director of Place, Planning and Growth	Noted	
13-Nov-25	342	External Audit - Progress of the Audit of the Accounts for the Financial Year 2024/25	Director of Finance agreed to share further details regarding valuations and the different Council assets included.	Director of Finance		
13-Nov-25	343	Internal Audit Reports - Waste and Recycling (Final report)	The Chairperson commented on the hard work of the Waste Commissioning and Contracts Manager and her team and congratulated them on this work along with the number of bins that were collected in the district whatever the weather.	Director of Neighbourhood Services and Communities	Noted	
13-Nov-25	343	Internal Audit Reports - Waste and Recycling (Final report)	In response to a further question from Mr Smith, Independent Person, the Chairperson advised that Mr Smith would be sent a link to the LGR information on the Council's website.	Director of Place, Planning and Growth / Committee Services	Link forwarded to Mr Smith	28-Nov-25



REPORT of CHIEF EXECUTIVE

to

**PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
22 JANUARY 2026**

CORPORATE PERFORMANCE – QUARTER 2

1. PURPOSE OF THE REPORT

- 1.1 The Corporate Performance framework requires this Committee to undertake a quarterly review of the Thematic Strategies performance as assurance that performance is being managed effectively to achieve the corporate priorities as set out in the Council's Corporate Plan 2025 – 2028.
- 1.2 **APPENDIX 1** to this report provides an overview of the corporate plan performance as of the end of Quarter 2 (July 2025 – September 2025).
- 1.3 Online versions of all previous performance reports are available to view on the [MDC 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 Following the adoption of the Corporate Plan 2025 –2028 in December 2024 a full review of the Corporate Performance reporting has taken place. This has resulted in a new look and feel of the report, as well as a new aligned suite of performance indicators.
- 3.2 All indicators have been classified into groupings to give further definition as to the type of indicator (Measure V Deliverable) and the responsibility that Maldon Council has over the performance trajectory (Control V Influence)
- 3.3 Any concerns affecting the corporate priorities are set out in **APPENDIX 1** at priority level, with all supporting data evidencing the priority performance illustrated thereafter.
- 3.4 Overall work is progressing positively for all priorities, and the performance delivery of the corporate plan is on-track.

Priority	Overview	Concerns	Indicators at risk
Supporting our communities	On track	Not applicable (N/A)	None
Investing in our District	On track	N/A	None
Growing our economy	On track	N/A	None
Protecting our environment	On track	N/A	None
Provide good quality services.	On track	N/A	None

4. CONCLUSION

- 4.1 All the reported performance measures are on track at Q2 despite varying influences and resource constraints.
- 4.2 Where negative impacts to performance are seen, priority and focused recovery work will progress to bring measures back on track.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

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

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 (including Fraud implications)** – 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.
- (vi) **Impact on Devolution and Local Government Reorganisation** – If performance 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.

Background Papers: None.

Enquiries to: Doug Wilkinson, Chief Executive.

Corporate Performance Reporting

Report Updated: November 2025

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'Where Quality of Life Matters'



Priority & Indicator Overview

APPENDIX 1
Quarter Range Filter

2025/26 Q2

1. Supporting our Communities 2. Investing in our District 3. Growing our economy 4. Protecting our environment 5. Delivering good quality services

Ontrack

Ontrack

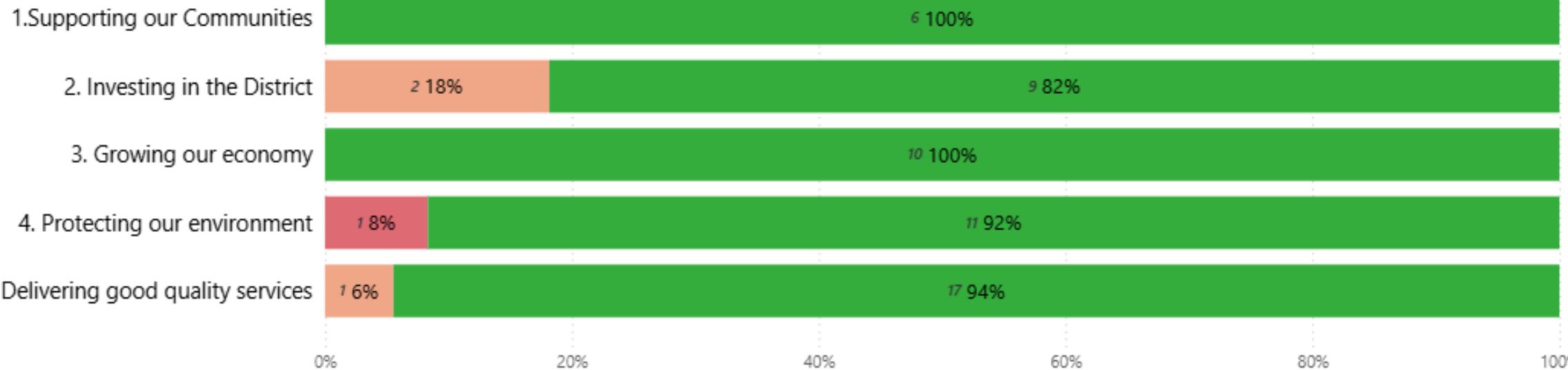
Ontrack

Ontrack

Ontrack

Indicator overview per priority

● At Risk ● Closer Monitoring ● Ontrack



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Total indicators supporting each priority

Total indicators for Supporting our communities

6

Total indicators for Investing in our district

11

Total indicators for Growing our economy

10

Total indicators for Protecting our environment

12

Total indicators for Delivering good quality services

18

Priority - Supporting our Communities

RAG

Review

Ontrack Q2 - Delivery against this priority continues to progress well. Delivery of the One Maldon District Partnership action plan is on track. Planned amendments were made in Q2 to align OMDP's action plan with delivery of the new community grant funding scheme. ABCD case studies continue to be developed, with showcase video options being explored. Livewell funded activities are on track, as too is the delivery of partnership community events. The Q2 highlight was delivery of the UFest annual health and wellbeing event. Over sixty partners supported the event, with high attendance from residents. Community safety actions are all on track.

Service Plan KPI(s)

RAG

Indicator Type

Responsibility

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1.1 - Delivery of One Maldon District, multi-agency partnership action plan including % of actions completed/on track to in year timescale

Ontrack

Deliverable

Influence

1.2 - Initiatives that have been facilitated with Asset Based Community Development(ABCD) approach.

Ontrack

Deliverable

Control

1.3 - Appropriate commission of physical and mental health activities/initiatives using the LiveWell funding. (% spend & How many did that deliver)

Ontrack

Measure

Control

1.4 - Health & Wellbeing partner led opportunities delivered (incl attendance)

Ontrack

Measure

Influence

1.5 - Community safety partnerships events delivered

Ontrack

Deliverable

Influence

1.6 - Delivery of Maldon Community safety action plan

Ontrack

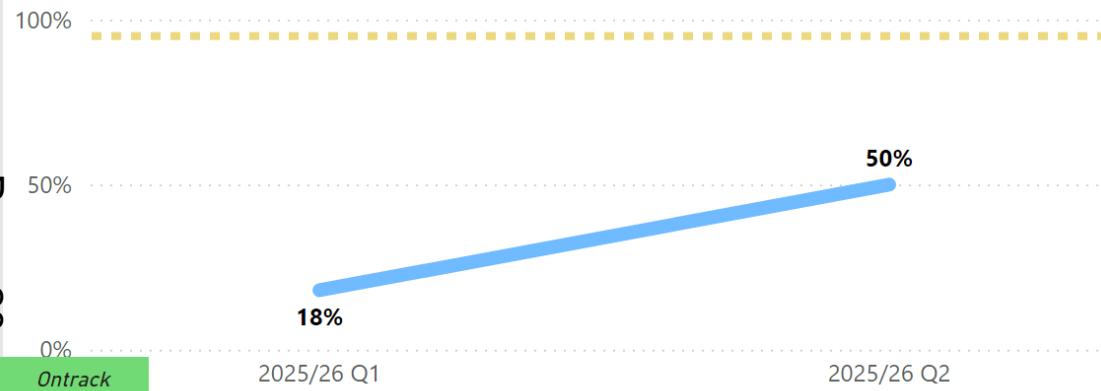
Deliverable

Influence

Continue to deliver the One Maldon District, 'multi-agency' partnership action plan. This already delivers our community festival U-fest and will deliver a 'Thriving Places' community engagement and funding scheme to local groups.

1.1 - Delivery of One Maldon District, multi-agency partnership action plan including % of actions completed to in year timescale

Target: Quarterly plan progress & 95% completed to in year timescales



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2025/26 Q2

Using a resident and community engagement approach called Asset Based Community Development (ABCD) to roll-out health and wellbeing initiatives, and alliance funding to encourage and jointly deliver healthy activities.

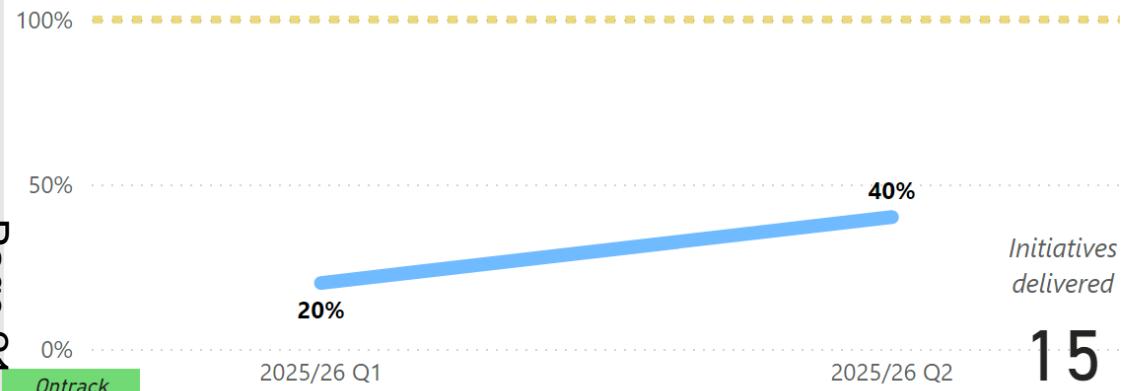
KPI	RAG	Update	Target
1.2 - Initiatives that have been facilitated with Asset Based Community Development(ABCD) approach.	Ontrack	<p>Q2 - Researchers have completed qualitative interviews for Q1 ABCD report (One Maldon District Partnership (OMDP) thriving places programme) This is now being written into an ABCD template and finalised</p> <p>Further cases studies are being identified</p>	4pa

2025/26 Q2

Coordinate physical and mental health activities working with our leisure services partners, voluntary, community and sports partners to help vulnerable residents' wellbeing, particularly for our older residents and families needing support.

1.3 - Appropriate commission of physical and mental health activities/initiatives using the LiveWell funding.

Target: 100% Spend



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RAG Update

Ontrack Q2 - Grant officer is now in post and is helping Livewell grant holders strengthen grant funding processes to achieve in-year target. 40% funding committed. Grant event held in August which has generated a number of grant funding enquires.

Sports spend on track. Public health funding a little behind but agreement reached with finance to increase funding cap for individual projects. No concerns at this point

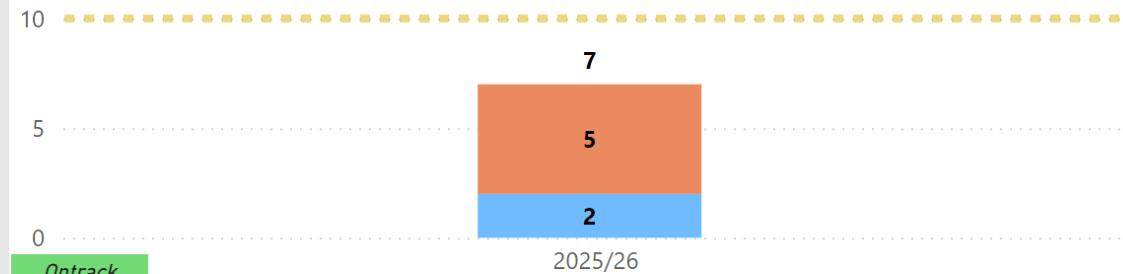
2025/26 Q2

Provide opportunities for residents to attend a community hub programme of events, and work with partners to promote information on a range of health and wellbeing topics, and cost of living help and support.

1.4 - Health & Wellbeing partner led opportunities delivered and attended

Target: 10pa

Quarter Q1 Q2



RAG Update

Ontrack Q2 - Five events held in Quarter 2:
 1)Healthier Habits Hub at URC Burnham-on-Crouch on 21st August. 25 attendees. Mostly older residents in need of food support.
 2)UFest annual health and wellbeing festival at Prom Park on 18th August. Over sixty partners supported the event. Approximately 2,000 attendees.
 3)Southminster Health and Wellbeing Event on 6th September. Approximately 35 – 50 attendees.
 4)World Suicide Prevention Awareness Event at Prom Park on 10th September. 230 sunflowers handed out to over 200 residents along with key information and cards for mental health support services.
 5)Burnham skatepark event on 26th September. 40 attendees. Mostly younger skaters learning to skate.
 Winter events planning currently taking place. 5x events provisionally scheduled

2025/26 Q2

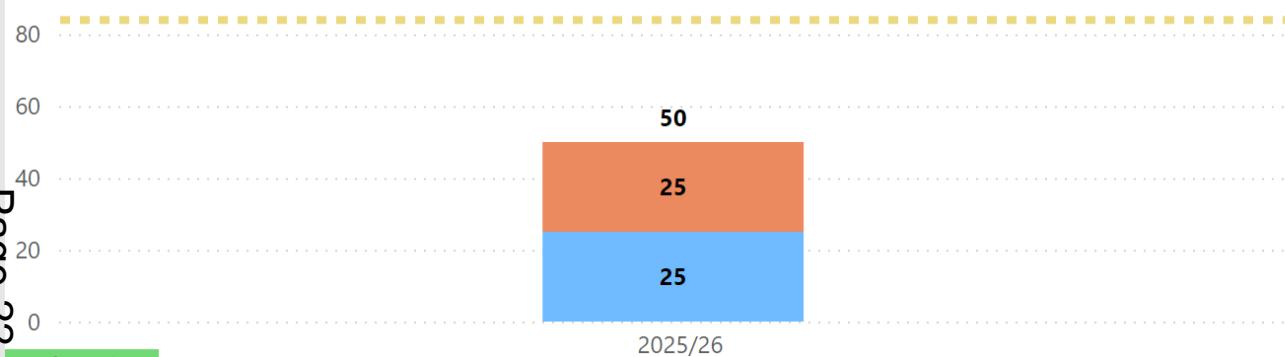
Promote community safety initiatives that are delivered through our Community Safety Partnership programme.

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1.5 - Community Safety Partnerships engagements and activities

Target: 84pa

Quarter ● Q1 ● Q2



Ontrack

RAG Update

Ontrack

Q2 - The following targeted Community Engagements have been delivered alongside partners:

July - 12 specific targeted events. A wide range of work with young people and women's safety. Joint patrols and social media engagement.

August - 7 specific targeted events ranging from ASB patrols, water safety, fire safety and social media campaigns. Summer events supporting Ufest.

September - 6 Specific Engagement Events - 2x launch events for PSPO at the Prom plus other visits and engagements.

KPI	RAG	Update	Target
1.6 - Delivery of Maldon Community safety action plan.	Ontrack	<p>Q2 - The Community Safety Partnership have 5 priorities for 25/26. They are:</p> <ul style="list-style-type: none"> - Tackling Crime & Reducing Reoffending - Driving Down ASB in Public Spaces - Identifying & Supporting Vulnerable People - Increase Confidence in Identifying & Reducing Rural Crime - Promoting Road Safety & Challenging Irresponsible Driving <p>The Partnership continue to deliver on all 5 priorities, working with all organisations and to help keep residents & visitors safe.</p> <p>Engagements, trainings, workshops and projects are all on target to be completed or delivered by March 2026</p>	Delivery to plan actions & timescales

Priority - Investing in our District

RAG

Review

Ontrack Q2 - Overall delivery of this priority is progressing well with majority of indicators reporting on track. The Play Strategy and Indoor and Outdoor Sports Strategy for the District is nearly complete with a presentation given to the PPWG in October. Once complete and published the Council can use these documents to ask for developer contributions where there are gaps in capacity and it will assist in bidding in for funding. The five year supply is still waiting to be published though the Council will not have one this year. A meeting the first in a series of additional meetings has been held with the NHS to discuss ways of spending the funds presently being held in the S106 fund by the Council. The Infrastructure Funding Statement has now been published online.

Page

Service Plan KPI(s)	RAG	Indicator Type	Responsibility
2.1 - Enable investments into our open spaces & leisure equipment	Ontrack	Deliverable	Control
2.2 - Five Year Housing Land Supply	Closer Monitoring	Measure	Control
2.3 - Comply with the timetable in the Local Development Scheme to deliver the Local Development Plan Review by 2027	Closer Monitoring	Deliverable	Control
2.4 - Work with partners to make a case for inward investment.	Ontrack	Deliverable	Influence
2.5 - Work with partners to improve travel options and lobby for infrastructure	Ontrack	Deliverable	Influence
2.6 - Monitor all S106 agreements including any delivery, and publication of the infrastructure delivery statement	Ontrack	Deliverable	Control
2.7 - Delivery of UK Shared Prosperity Fund projects 25/26 (Linked)	Ontrack	Deliverable	Control
2.8 - Delivery of 25/26 event calendar	Ontrack	Measure	Control
2.9 - Economic Value of events	Ontrack	Measure	Influence
2.10 - Deliver commercial projects & workplan as identified by Strategic Asset Working Group(SAWG)	Ontrack	Deliverable	Control
2.11 - Development and Adoption of the Culture Strategy	Ontrack	Deliverable	Control

Investing in our assets to update and install leisure equipment and improvements to open spaces and parks.

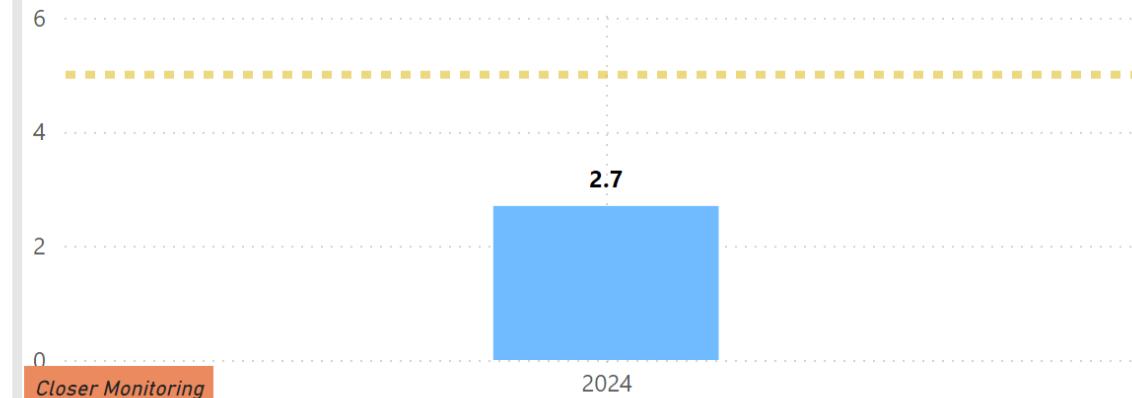
KPI	RAG	Update	Target
2.1 - Enable investments into our open spaces & leisure equipment	Ontrack	<p>Q2 - The independent review of play areas has concluded, with the results being formulated into a report and action plan detailing the condition and potential life span of our other play sites, it will also determine when play equipment will be replaced or refurbished. The final report is expected to be finalised in Q3.</p> <p>A major upgrade to the play area at West Maldon Community Centre has begun, this is the first play site to be replaced.</p>	<p>Maintain & enhance our parks and open spaces</p> <p>(Q1 Carry out regular play equipment inspections / Q2 Complete a project plan for the larger investment project, as required.</p> <p>Q3 Once agreed, implement the Promenade Park Management Plan</p> <p>Q4 Link the approved PPMP with the new culture and heritage strategy)</p>

2025/26 Q2

Delivering an updated Local Development Plan

2.2 - Five Year Housing Land Supply

Target: Minimum 5years



KPI	RAG	Update	Target
2.3 - Comply with the timetable in the Local Development Scheme to deliver the Local Development Plan Review by 2027	Closer Monitoring	<p>Q2 - The work to look at the growth options is progressing, Highway modelling underway with in District surveys starting in Q3</p> <p>The timetable in the Local Development Scheme is being reviewed and reprofiled to ensure the Council meet</p>	<p>Delivery as per the published timescales & continuation of monthly Planning policy working group.</p>

2025/26 Q2

Work with partners to make a case for inward investment.

KPI	RAG	Update	Target
2.4 - Work with partners to make a case for inward investment.	Ontrack	<p>Q2 - Through our partnership with the North Essex Economic Board, officers have supported the development of a North Essex - Gateway to Growth investment brochure, developed an inward investment promotion video with the inclusion of district businesses and secured attendance for three district businesses at the North Essex Business Expo. Officers also continue to meet regularly with Inward Investment colleagues at Essex County Council to maximise opportunities.</p>	<p>Quarterly Progress (Quarterly progress updates to NEEB board & timely responses to inward investment queries)</p>

2025/26 Q2

Working with partners to improve travel options and lobby for infrastructure

KPI	RAG	Update	Target
2.5 - Work with partners to improve travel options and lobby for infrastructure	Ontrack	<p>Q2 - Regular meetings continue with the NHS to discuss the Health infrastructure, as well as with ECC to discuss education and transport infrastructure as part of the review of the LDP.</p>	<p>Quarterly Progress (Attendance quarterly to partnership meetings)</p>

2025/26 Q2

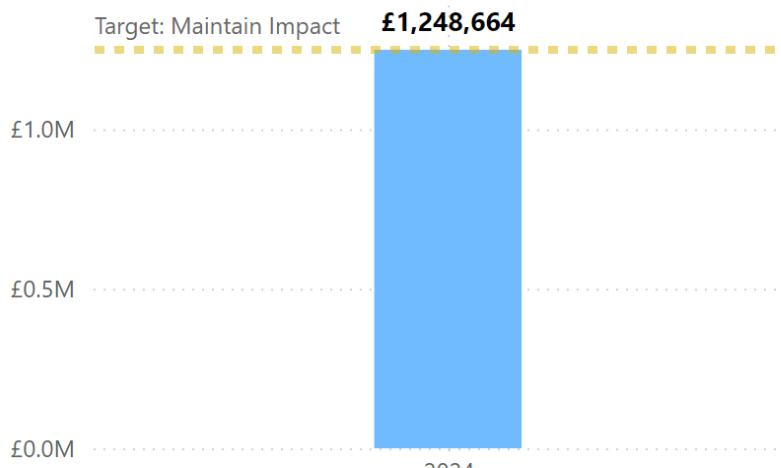
KPI	RAG	Update	Target
2.6 - Monitor all S106 agreements including any delivery, and publication of the infrastructure delivery statement	Ontrack	Q2 - Infrastructure Funding Statement went to Performance Governance & Audit Committee, this was approved and will be published	100% Implementation And Publish Yearly

KPI	RAG	Update	Target
2.7 - Delivery of UK Shared Prosperity Fund projects	Ontrack	25/26 Q2 - Overall projects continue to be delivered as expected. Where projects have incurred delays, remediation plans have been put in place. Detailed project updates will continue to be provided via a report at Performance, Governance and Audit Committee throughout the year. Officers are preparing to submit the first reporting to the Ministry of Housing, Communities and Local Government in October	Delivery of Plan to timescale (Quarterly committee progress updates/Government returns submitted by November)

KPI	RAG	Update	Target
2.8 - Delivery of 25/26 event calendar	Ontrack	Q2 - Events and concessions have been delivered throughout the summer & have not performed as expected but this has not had a negative impact on the income generation & wider economic benefit. Our major event weekends (Soultaisia & smoke & fire BBQ festival) did not generate as many ticket sales as expected & income expectations have not been achieved, however temporary concessions and smaller events have benefited from a long dry summer so have over-performed on income expectations which has closed the gap on the income forecast. The team continues to deliver against the cultural REPF funding with amphitheatre performances and Xmas market and attractions (scheduled for November/December 2025). In addition to these colourscape in August was funded by REPF which received excellent feedback from attendees – the funding allowed MDC to offer free places for SEND children & families & as part of the weekend places leisure also offered quieter sessions on the splash park at no cost to SEND children	Baseline data

2.9 - Economic Value of Events

This is an approximate calculation of value brought to the Maldon District businesses through ticketed events only.



KPI	RAG	Update	Target
2.10 - Deliver commercial projects & workplan as identified by Strategic Asset Working Group(SAWG)	Ontrack	Q2 - The strategic assets working group (SAWG) continues to meet on a bi-monthly basis in addition to focused sessions for members to feedback on specific projects (PPMP, Maldon Museum). Via this working group a number of projects have been submitted and approved for budget from strategy & resources committee with progress being reported back to SAWG & reported monthly via the PMO. It is anticipated all funded projects will be delivered within the 2025/26 financial year & include: <ul style="list-style-type: none"> • Prom Park kiosk refurbishment • Prom Park seating area • Celebration Pathway • Maldon Museum (to concept stage & public consultation) • REPF funded concession hardstanding at Riverside Park 	Delivery to workplan timescales

KPI	RAG	Update	Target
2.11 - Development and Adoption of the Culture Strategy	Ontrack	<p>Q2 - The Council's appointed consultants, Cultural Engine, provided a briefing to Members in August. Further briefings will be provided on the progress of the Culture and Heritage Strategy development. A public survey is currently underway, for stakeholders to share insights, priorities, opportunities and challenges.</p>	<p>Adoption by Q4 25/26</p> <p>(Commissioned in Q1 25/26)</p>

Priority- Growing our Economy

RAG

Review

Ontrack Q2 - Delivery of the priority and KPIs remain on track as evidenced by the statistical data in the report. The Supporting Local Business programme continues to sustain engagement with our business communities. This quarter, two engagement events were delivered to 115 attendees. Statistical analysis has been undertaken of the Business newsletter. When using the 2024 Benchmark Report for Public Sector Communications complied by Granicus, the Councils' newsletter compares very favourably. Median open rate is 42% and click rate is 5% for Local Government. Our newsletter performs: open rate 60.96% and click rate of 9.41% on average over Q2 only. UKSPF and REPF delivery continue to be on track and detailed updates will be presented at PGA throughout the year. Three projects will be reported as completed via the MHCLG reporting schedule. Tourism Social Media: to note, one specific post this quarter saw the Visit Maldon Districts social media channel have a significant positive impact on the statistics and should be suppressed when comparing future quarters and years against this.

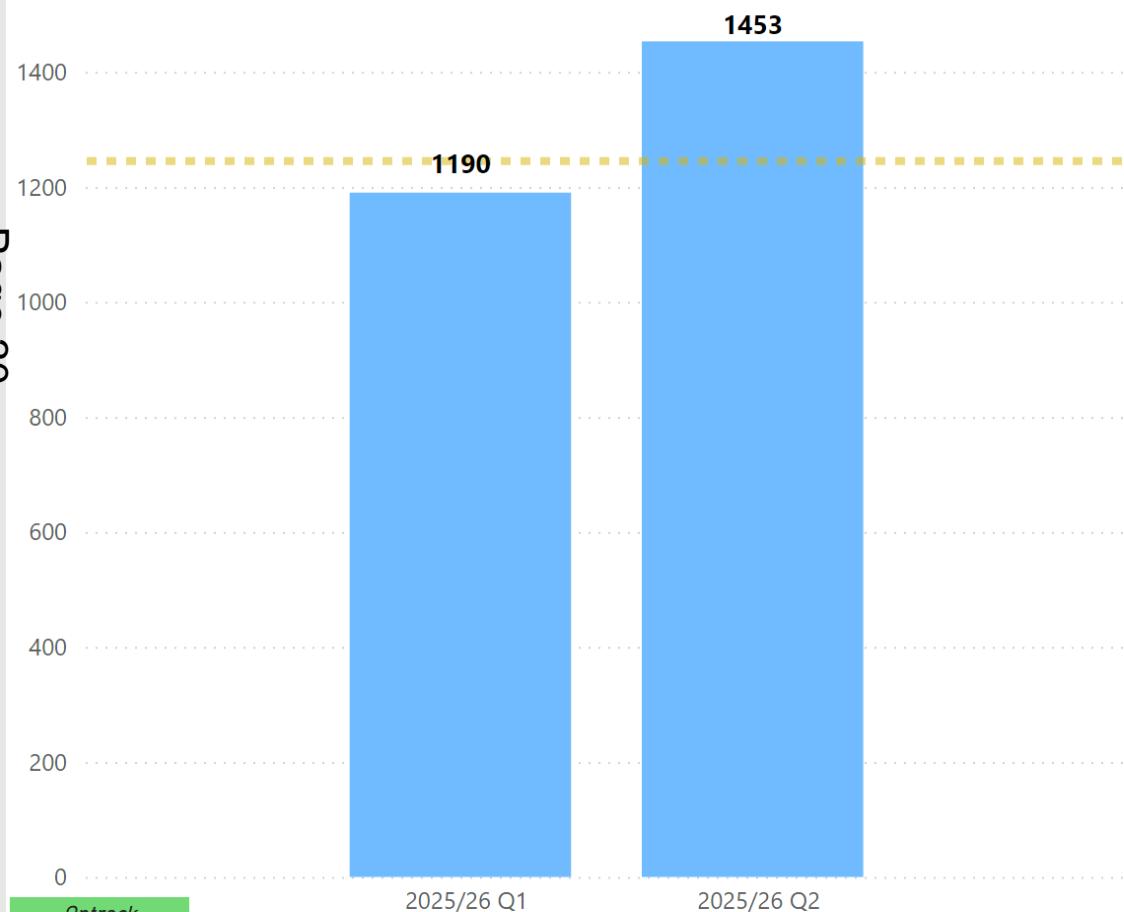
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Service Plan KPI(s)

	RAG	Indicator Type	Responsibility
3.1 - Total number of subscribers to business communication channels (Delivered by supplier & partners)	Ontrack	Measure	Control
3.2 - Total number of direct to business engagements distributed (business newsletter)	Ontrack	Measure	Control
3.3 - Number of business events (Delivered by supplier & partners)	Ontrack	Measure	Control
3.4 - Total number of businesses reach by each activity (Delivered by supplier & partners)	Ontrack	Measure	Control
3.5 - Opportunities for grants training and support within the direct to business engagement (business newsletter)	Ontrack	Measure	Control
3.6 - Delivery of UK Shared Prosperity Fund projects 25/26	Ontrack	Deliverable	Control
3.7 - Delivery of defined Tourism Group action plan.	Ontrack	Deliverable	Control
3.8 - Number of campaigns delivered	Ontrack	Measure	Control
3.9 - Reach of tourism social media platforms	Ontrack	Measure	Influence
3.10 - Contributing to North Essex Council Growth plan.	Ontrack	Deliverable	Influence

3.1 - Total number of subscribers to business communication channels

Target: 20% Growth



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2025/26 Q2

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3.2 - Business newsletter

Target: 12pa

2

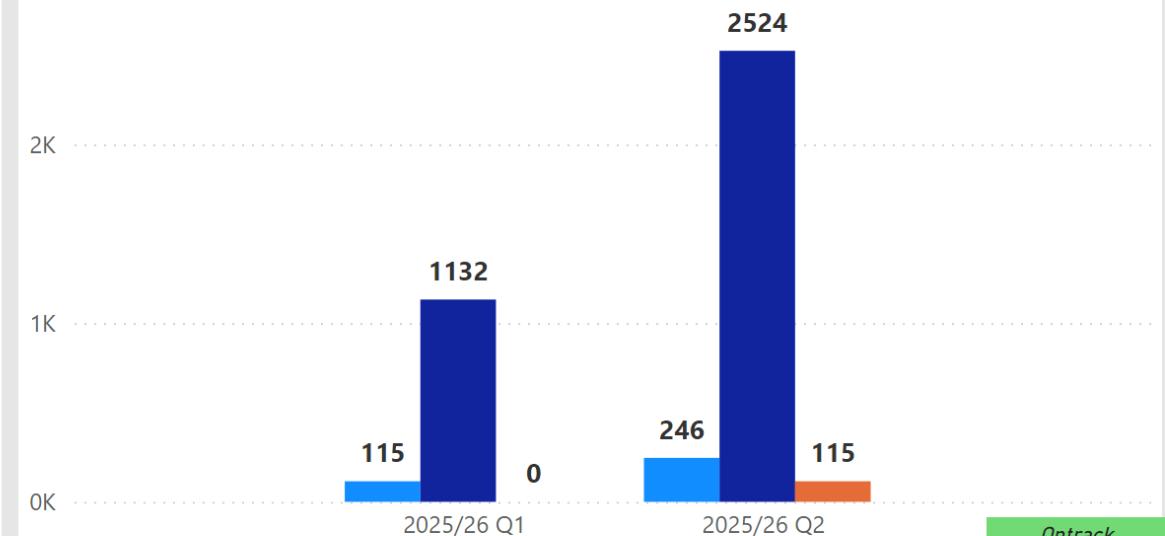
3.3 - Business events

Target: 4pa

3.4 - Total businesses reach by each activity - Cumulative

Target: Maintain Engagement

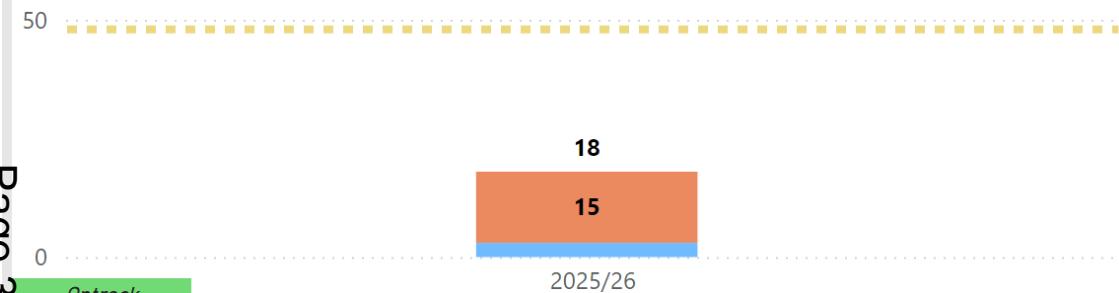
● Newsletter link clicks ● Newsletter Displays ● In Person



3.5 - Opportunities for grants training and support within the direct to business engagement - Cumulative

Target: 48 opportunities pa

Quarter only ● Q1 ● Q2



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RAG Update

Ontrack Q2 - The most popular link within the newsletters this quarter was:
NEEB Link business support programme

2025/26 Q2

Continuing to deliver the UK Shared Prosperity Fund investment plan

KPI	RAG	Update	Target
3.6 - Delivery of UK Shared Prosperity Fund projects 25/26	Ontrack	Q2 - Overall projects continue to be delivered as expected. Where projects have incurred delays, remediation plans have been put in place. Detailed project updates will continue to be provided via a report at Performance, Governance and Audit Committee throughout the year. Officers are preparing to submit the first reporting to the Ministry of Housing, Communities and Local Government in October.	Delivery of Plan to timescale (Quarterly committee progress updates/Gov returns submitted by

2025/26 Q2

KPI	RAG	Update	Target
3.7 - Delivery of defined Tourism Group action plan	Ontrack	Q2 - Maldon District Tourism Group members were invited to a briefing with the Cultural Engine for their Q2 meeting. Saltmarsh Walking Festival 2025 commenced on Friday 26 September and will run until 5 October. A total of 655 day walking tickets are available and the team will provide an analysis of the data once the festival concludes.	Quarterly progress ((Q1) Setting 25/26 tourism action plan/ (Q2) Delivery of Saltmarsh Walking Festival / Ensure regular Tourism Group
3.8 - Campaigns delivered.	Ontrack	Q2 - The campaigns that have been progressed in Q2 are: - Saltmarsh Coast Walking Festival - Collaborative and Partnership Working - Events - Promenade Park - Seasonal. As with previous years, Q2 sees a seasonal increase in the engagement across the social media channels and campaigns contributing towards this KPI. To note, one specific post this quarter relating to Sam Ryder saw the Visit Maldon Districts social media channel have a significant positive impact on the statistics and should be suppressed when comparing future quarters and years against this.	8 delivery per year

3.9 - Reach of social media platforms

Target: Establish a baseline

Instagram ● Facebook

0.8M

829712

0.6M

672207

0.4M

356346

0.2M

328683

0.0M

27663

Ontrack

2025/26 Q1

2025/26 Q2

Working with our local authority partners to develop and deliver the North Essex Economic Board Strategy and the North Essex Councils' Growth Plan.

KPI	RAG	Update	Target
3.10 - Contributing to North Essex Council Growth plan.	Ontrack	Q2 - Officers came together on the 24th Sept to refine and finalise the North Essex Growth Plan (NEGP). Once final draft complete it will be circulated and presented to North Essex Councils Chief Executive's.	Defined plan by Q4 25/26 (Ensure MDC representation to each workshop)

Priority - Protecting our environment

RAG

Review

Ontrack

Q2 – Good progress is being maintained across this priority, with all targets being met. The Climate Strategy and Action plan has been approved, good progress on the Council procuring EV vehicles within the Community Engagement Team, promotion of Climate Action initiatives, delivery of the Simpler recycling programme and sustaining recycling levels. Whilst the Air Quality Action plan (AQAP) is shown at risk at the end of Q2 significant progress has since been made to secure the delivery of a new AQAP. Resource pressures within the Environmental Health and Climate Action Team are likely to have an impact within Q3, particularly related to Climate Action KPI's. Steps are being taken to address these pressures and support the team.

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Service Plan KPI(s)	RAG	Indicator Type	Responsibility
4.1 - Finalise and deliver the climate action plan.	Ontrack	Deliverable	Control
4.2 - Reduction of accounted carbon emissions	Ontrack	Measure	Control
4.3 - Support progress of Electric Vehicle Charging	Ontrack	Deliverable	Influence
4.4 - Annual completion of Staff & Members training	Ontrack	Measure	Control
4.5 - Collaborate with the North Essex Climate Partnership on proposals that support the Maldon District reduce carbon emissions	Ontrack	Deliverable	Influence
4.6 - Number of community climate initiatives and engagements	Ontrack	Measure	Control
4.7 - Percentage break down of waste & recycling	Ontrack	Measure	Influence
4.8 - Total KG per household for residual, food and recyclable waste (excluding garden waste)	Ontrack	Measure	Influence
4.9 - Delivery of simpler recycling programme	Ontrack	Deliverable	Control
4.10 - Community reports investigated/resolved to preserve the local environmental	Ontrack	Measure	Control
4.11 - Environmental enhancements secured through planning & enforcement services	Ontrack	Deliverable	Influence
4.12 - Delivery of the Air Quality Management Area (AQMA) Action Plan	At Risk	Deliverable	Control

KPI	RAG	Update	Target
4.1 - Finalise and deliver the climate action plan.	Ontrack	Q2 - Climate Action Strategy and Action Plan (CASAP) presented to senior management (CLT) and approved. Documents submitted to Committee Services for presentation to S&R on 2 Oct 2025.	Quarterly progress to action plan timescales (Develop & adoption of new action plan & Progress reporting to net zero working group quarterly)

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2025/26 Q2

4.2 - Reduction of accounted carbon emission tonnage			
Target : Reduction in emissions each year			
<i>Tonnages not yet available. Available in Q3/4</i>			
(Blank)			
RAG	Update		
Ontrack	Q2 - Officers supporting fuel consumption data inputting from service areas. All information is now being uploaded to the Local Government Association Carbon Accounting Tool. Any gaps are being identified		(Blank)
2025/26 Q2			

KPI	RAG	Update	Target
4.3 - Support progress of Electric Vehicle(EV) Charging	Ontrack	<p>Q2 - MDC officers has requested LEVI (Local Electric Vehicle Infrastructure) clarity from ECC on:</p> <ul style="list-style-type: none"> • The route of LEVI grant funding • Estimated future energy costs • Expected profit margins • Proposed resident charging model <p>Meetings were arranged with ECC, and further documentation was provided, which delayed development of the Plan On A Page (POAP).</p> <p>Meetings have also been held with the Finance Business Partner to progress the Plan On A Page (POAP) . In addition, quotes are being obtained for the replacement and new payment system for the chargers at Princes Road.</p> <p>Community Engagement teams working with Climate Strategy to improve Charging Points. New fleet of EV vehicles on order for Community Safety.</p>	Quarterly progress

4.4 - Completion of staff & members Climate E-learning module: Introduction to climate change

Target : 85%

100%

80%

60%

40%

20%

0%

Ontrack

62%

62%

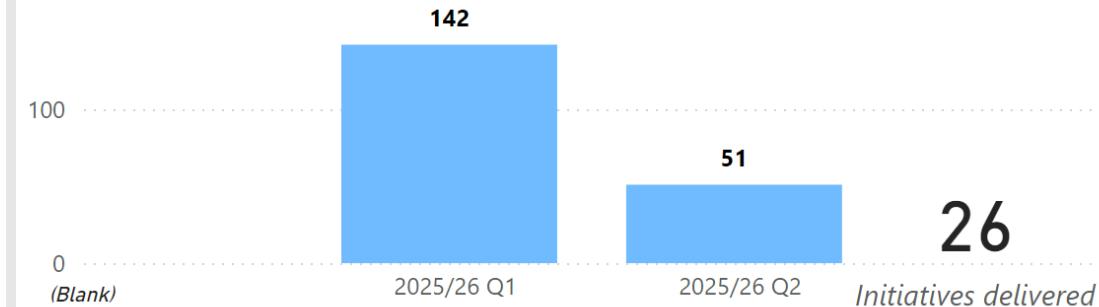
2025/26 Q1

2025/26 Q2

KPI	RAG	Update	Target
4.5 - Collaborate with the North Essex Climate Partnership on proposals that support the Maldon District reduce carbon emissions	Ontrack	<p>Q2 - MDC provided key sites for inclusion in the North Essex energy generation project</p> <p>There hasn't been an North Essex Climate Partnership meeting since the workshop in May 2025</p>	Quarterly collaboration

4.6 - Community climate initiative engagements

Target: 35 initiatives pa (baseline engagements)

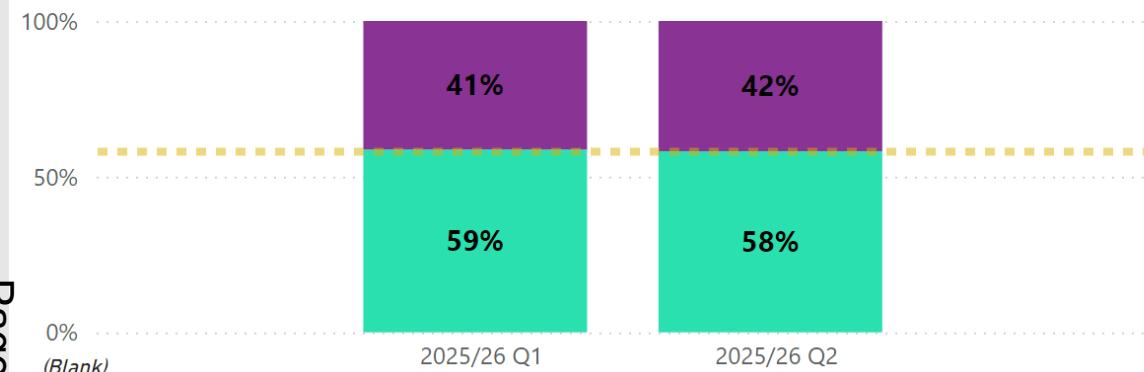


RAG	Update	Target
Ontrack	<p>Q2 - Email/Newsletter Campaigns: 7 targeted emails promoted 8 climate action initiatives to key audiences. 1 Business newsletter articles promotion of NEEB Sustainability Success</p> <ul style="list-style-type: none"> - Digital platforms: 10 posts promoting community climate action group recruitment, Tollesbury Climate Action Partnership beach toy library and Climate sustainability. - Community Engagement: UFest Community Festival showcasing initiatives by Maldon Council and partners. - Additional engagement: Meetings with Plume School on EV charging and e-cargo bikes, Colchester Council on e-cargo bike opportunities, the Climate Action Partnership via Teams, and Dengie Crops regarding the establishment of a farm cluster. 	35 initiatives per year

4.7 - Percentage break down of waste & recycling

Target: Minimum of 58% Recycling

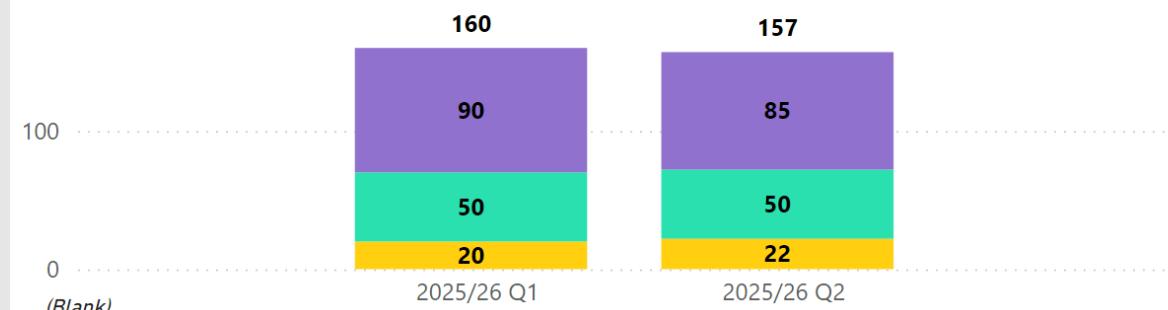
● Recycling ● Residual



4.8 - Total KG per household for residual, food and recyclable waste (excluding garden waste)

Target: Household reduction of residual waste

● Food waste ● Recyclable waste ● Residual waste

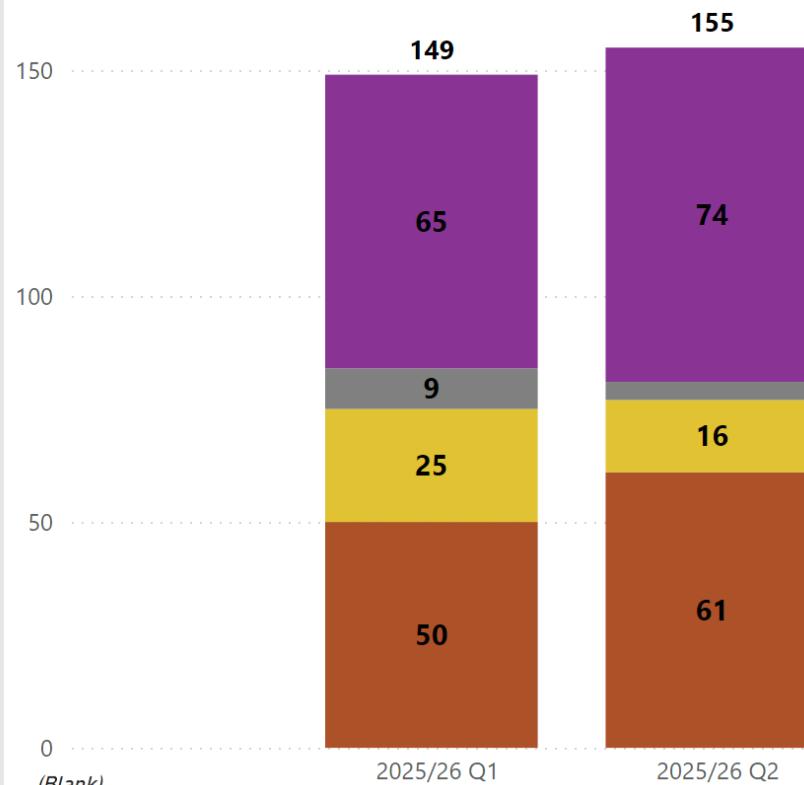


KPI	RAG	Update	Target
4.9 - Delivery of simpler recycling programme	Ontrack	<p>Q2 - Garden Waste - Members agreed to the purchase of an additional 7.5 tonne vehicle to provide garden waste service to properties on small vehicle route (ISO). Letter of intent was signed by both Suez and Maldon District Council with the new service having started on the 30th September 2025. The use of geographic data (GIS) has mapped all small vehicle properties identifying those who either are already receiving the service or expressed an interest to join. There are 306 residents currently serviced on the ISO route. A further mail will be sent to non-customers in February 2026 prior to the start of the next subscription year which starts 1st April.</p> <p>Flexible Plastics - New routes are to be agreed. During next quarter stickers will be applied to all refuse bins advising that residents can now place plastic bags and wrapping in their pink sacks. Once a bin has been stickered residents will be able to recycling this material from their next scheduled collection.</p> <p>Food Waste - A project administrator started in August. e-mails have been sent to the main housing association (CHP, Eastlight & Peabody) and a review of their bin stores is nearly complete. Letters will be sent to residents of these properties. A draft of the new guide for flats is being reviewed, which will be delivered to residents together with a reusable bag for recycling, kitchen caddy and caddy liners which will be delivered in Q3. Moat Housing properties will be reviewed next with smaller management companies in the new year.</p>	Delivery by Q4 25/26

4.10 - Community reports investigated/resolved to preserve the local environmental

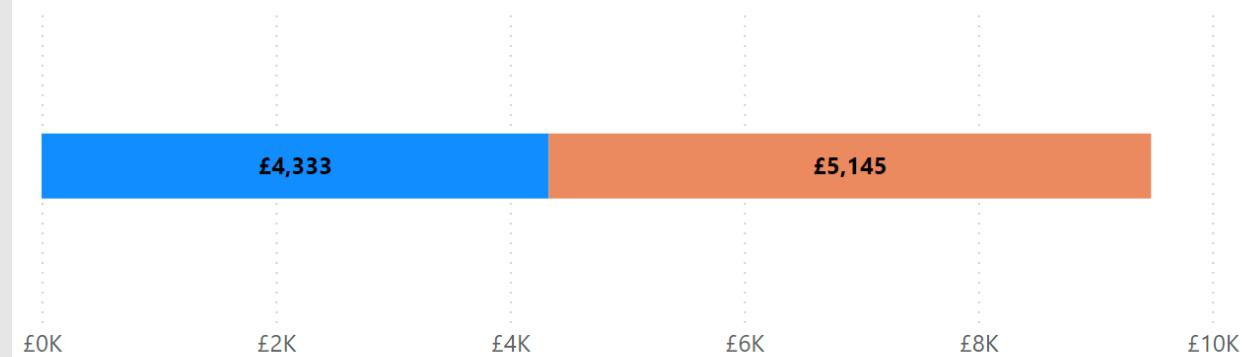
Target: Continue to act on community reports

● Abandoned Vehicles ● Littering offences ● Dog Fouling Offences ● Fly Tip Removals



4.10a - Costs for flytip removal

Year ● 2025/26 Q1 ● 2025/26 Q2



KPI	RAG	Update	Target
4.11 - Environmental enhancements secured through planning & enforcement services	Ontrack	<p>Q2 - The Planning Enforcement Team has had in September a successful prosecution for removal of TPO trees. These trees will have to be replaced now. Another prosecution is moving forward against a major developer for failure to layout and maintain their landscaping on one of the strategic sites in the District.</p> <p>A S106 agreement has now been signed for the first off site Biodiversity Net Gain site at Braxted Park</p>	<p>Quarterly progress</p> <p>(Baselining the data)</p>

KPI	RAG	Update	Target
4.12 - Delivery of the Air Quality Management Area (AQMA) Action Plan	At Risk	<p>Q2 - Existing Air Quality Management Area (AQMA) Action Plan:</p> <p>No change from Q1 Update. Evaluation of the DEFRA air quality grant project continues. The newly combined Net Zero and Air Quality Members working group met and Terms of Reference are being worked on. Officers to arrange a meeting of the Air Quality Action Plan (AQAP) steering group which needs to sit outside of the members working group and involve a wider range of internal and external partners. Aside from the DEFRA grant evaluation, no specific work towards the 2020-2025 AQAP is ongoing, pending development of the new 2025 AQAP.</p> <p>Delivery of a new Air Quality Management Area (AQMA) Action Plan:</p> <p>Minimal progress made due to team carrying multiple vacancies and nominal lead officer working notice period amid a period of significant staff shortages Renewed discussions with Chelmsford City Council over provision of support in development of new AQAP. Interim Management is now in place and will develop scope for them to work up a proposal from.</p>	To AQMA Action Plan Timetable

Priority - Delivering good quality services

APPENDIX 1

Quarter Range Filter

2025/26 Q2

RAG

Review

Ontrack

Q2 – Overall good progress is being with delivery of this priority. We continue to maintain a good level of service to our residents and businesses, with all performance standards being met. We continue to work positively and collaboratively with a number of key partners, both operationally and strategically/ The One Maldon District Partnership continues to strategically support multi-agency working across key partners, with the Action Plan being on track. Our review of the customer Feedback and Complaints processes has been completed, making it simpler for the public to make a complaint, and for us to respond and learn. We continue to review customer feedback to help us improve how we deliver services, and are on track to achieve our target for business improvements. Our delivery of affordable housing remains on track at Q2, but is subject to a regular review against affordable housing need.

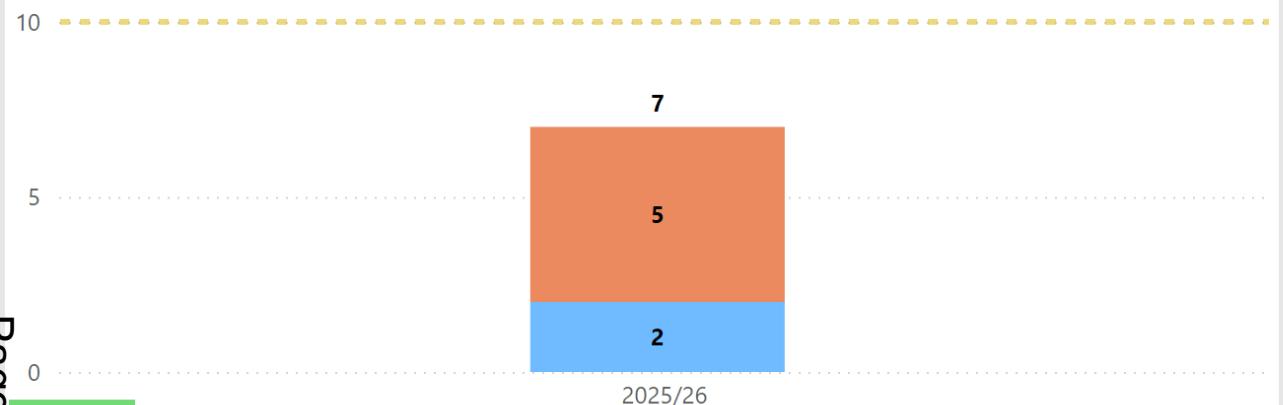
Priority - Delivering good quality services

Service Plan KPI(s)	RAG	Indicator Type	Responsibility
5.1 - Health & Wellbeing partner led opportunities delivered (Linked)	Ontrack	Measure	Influence
5.2 - Delivery of Outreach programmes	Ontrack	Deliverable	Control
5.3 - Percentage of phone calls handled	Ontrack	Measure	Control
5.4 - Number of online service forms submitted	Ontrack	Measure	Influence
5.5 - Online 'contact us' enquiries & phone enquiries responded to at first point of contact.	Ontrack	Measure	Control
5.6 - Opportunities delivered with partners to support access and delivery of our services	Ontrack	Deliverable	Influence
5.7 - Delivery of One Maldon District, multi-agency partnership action plan (linked)	Ontrack	Deliverable	Influence
5.8 - Affordable housing units secured through planning policy	Ontrack	Measure	Influence
5.9 - Delivery of collaborative working with housing partners	Ontrack	Deliverable	Influence
5.10 - Regular assessments of affordable housing delivery compared affordable housing need	Closer Monitoring	Measure	Influence
5.11 - Completion of environmental permit inspections (%)	Ontrack	Measure	Control
5.12 - Programmed Food Hygiene Inspections due & completed (%)	Ontrack	Measure	Control
5.13 - Licenses issued within statutory timescales. (%)	Ontrack	Measure	Control
5.14 - Environmental protection service requests investigated and resolved (%)	Ontrack	Measure	Control
5.15 - Shellfish sampling completed (%)	Ontrack	Measure	Control
5.16 - Proactive activity supporting public Health & Safety in our public areas	Ontrack	Deliverable	Control
5.17 - Review & improve customer feedback process	Ontrack	Deliverable	Control
5.18 - Number of process improvements delivered	Ontrack	Measure	Control

5.1 - Health & Wellbeing partner led opportunities delivered and attended

Target: 10 per year

Quarter Only ● Q1 ● Q2



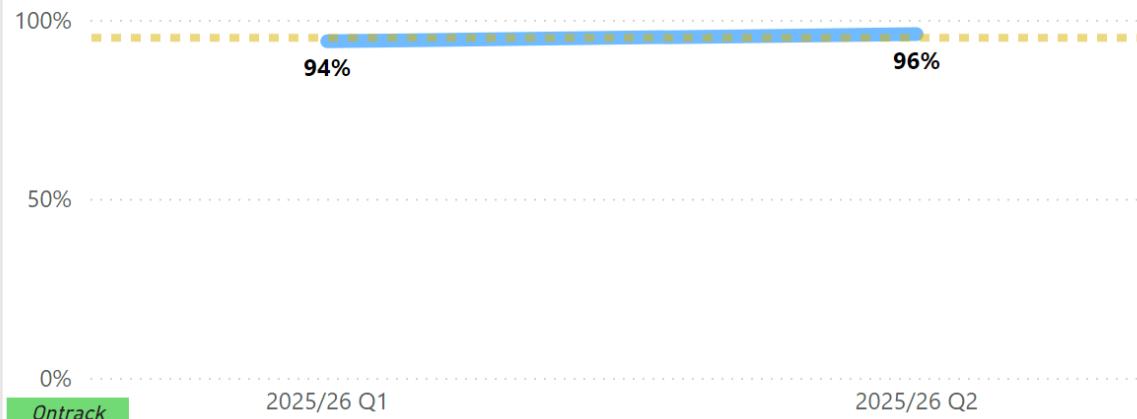
Page 43

RAG	Update
Ontrack	<p>Q2 - Five events held in Quarter 2:</p> <ol style="list-style-type: none"> 1)Healthier Habits Hub at URC Burnham-on-Crouch on 21st August. 25 attendees. Mostly older residents in need of food support. 2)UFest annual health and wellbeing festival at Prom Park on 18th August. Over sixty partners supported the event. Approximately 2,000 attendees. 3)Southminster Health and Wellbeing Event on 6th September. Approximately 35 – 50 attendees. 4)World Suicide Prevention Awareness Event at Prom Park on 10th September. 230 sunflowers handed out to over 200 residents along with key information and cards for mental health support services. 5)Burnham skatepark event on 26th September. 40 attendees. Mostly younger skaters learning to skate. <p>Winter events planning currently taking place. 5x events provisionally scheduled across winter.</p>

Providing online services for most of our customers, whilst also provide telephone and in person support when it is needed.

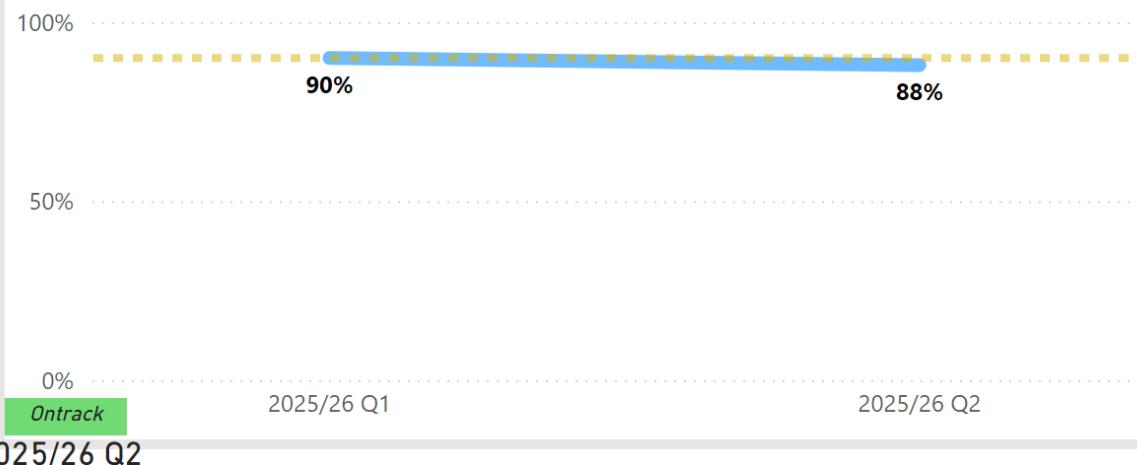
5.3 - Percentage of phone calls handled

Target: 95%



5.5 - Phone enquiries responded to at first point of contact

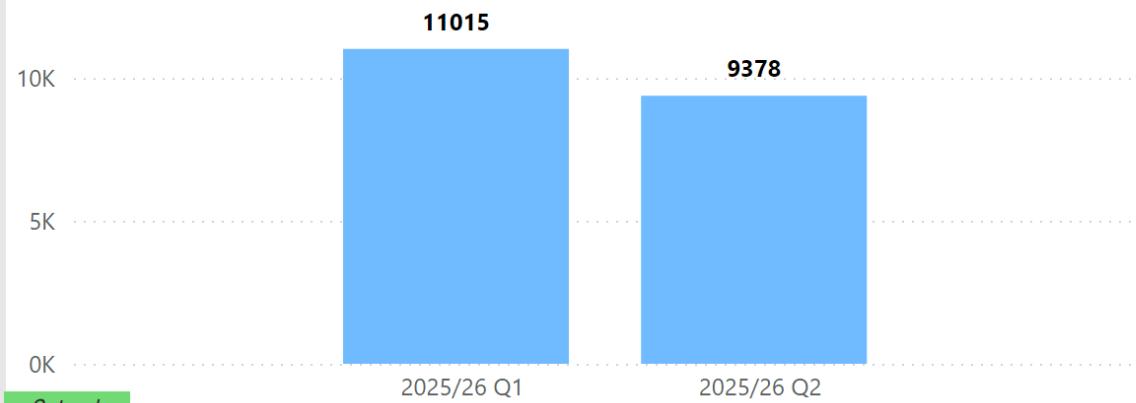
Target: 90%



2025/26 Q2

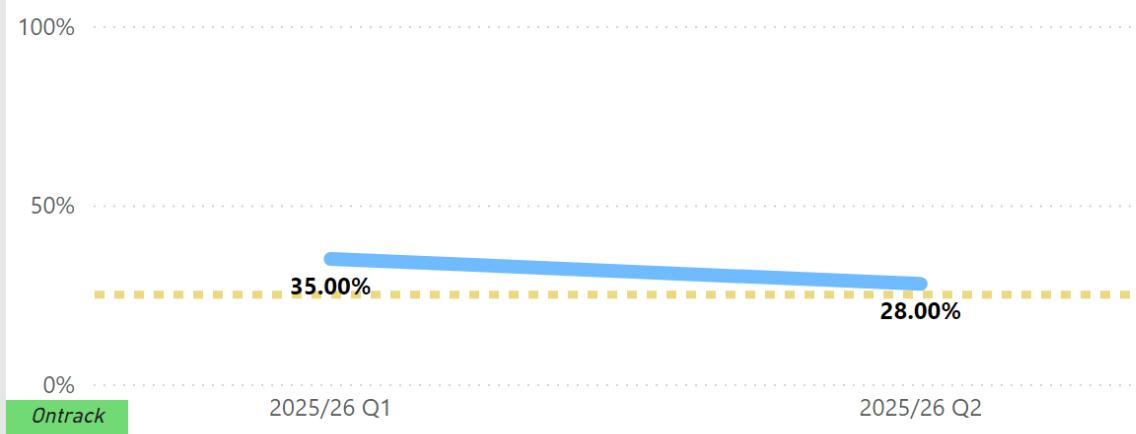
5.4 - Number of online service forms submitted

Target: Increase form usage

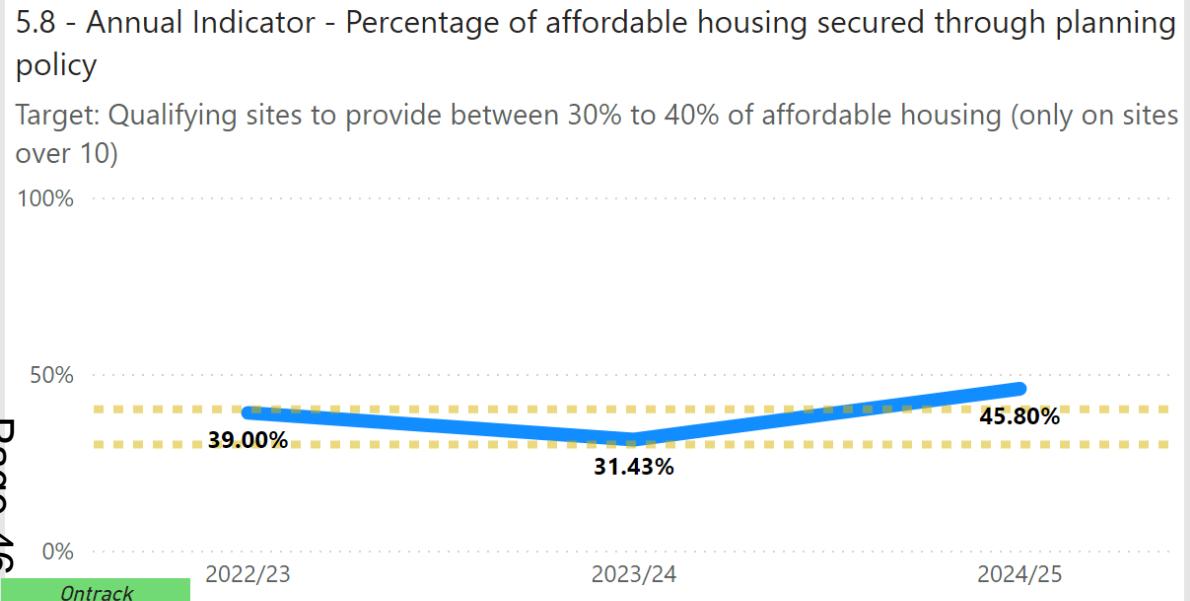


5.5 - Online 'Contact us' enquiries responded to at first point of contact

Target: 25%



KPI	RAG	Update	Target	KPI	RAG	Update	Target
5.6 - Opportunities delivered with partners to support access and delivery of our services	Ontrack	<p>Q2 - MDC officers have been working with Suez to review options for site expansion, allowing more waste vehicles to be parked and safely manoeuvred at Prom Park Depot. This is a requirement following national changes (Simpler Recycling) and local growth. The SLA with Chelmsford City Council continues to work well, with regular performance reviews taking place to monitor targets. The new Capitol contract is working well and again, performance reviews are scheduled throughout the year to ensure delivery standards meet expectations. Discussions took place with Moat Housing as they wanted to relocate to new premises, they now have a number of desks within the Princes Road office that enables closer working between our Housing Officers and the housing provider.</p>	Baseline Data	5.7 - Delivery of One Maldon District, multi-agency partnership action plan	Ontrack	<p>Q2 - Action plan has been reviewed and finalised with OMDP partners, to align with community grant framework. Actions are on track, with 50% complete</p>	Quarterly Progress



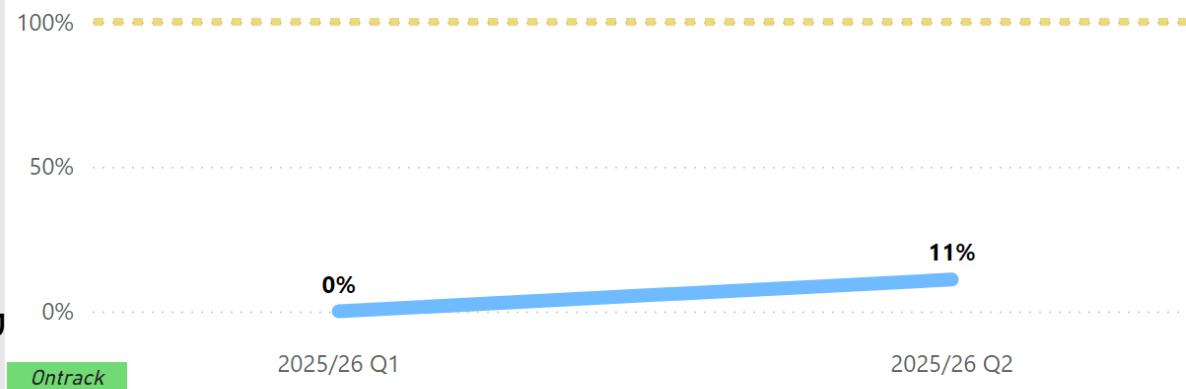
RAG	Update
Ontrack	<p>Q2 (Annual update) - The total affordable housing negotiated for 2024/25 from all qualifying development was 191 homes, 45.80%.</p> <p>The total number of affordable homes on completed sites since 2017 to 2024/25 is 355, equating to 31.92% of new homes attributing to affordable housing schemes to meet policy targets (Target between 30-40%)</p>

KPI	RAG	Update	Target
5.9 - Delivery of collaborative working with housing partners	Ontrack	<p>Q2 - Partnership Development meetings with Moat are progressing well, providing a constructive platform for operational collaboration and performance oversight. Regular void data shared at these meetings enables effective challenge and accountability around turnaround times and impact. Positive outcomes to date include the establishment of a dedicated Member Enquiries channel and initial agreement on Key Performance Indicators, which will support transparent reporting to Members through bi-annual Strategic Housing Working Group meetings.</p>	Quarterly Progress
5.10 - Regular assessments of affordable housing delivery compared to affordable housing need	Closer Monitoring	<p>Q2 - Ongoing discussions with developers and consultation responses to planning applications to secure affordable housing in line with the Local Housing Needs Assessment 2021.</p> <p>23 properties delivered in quarter 2, 13 affordable rented and 10 shared ownership</p>	Review minimum of twice yearly

5.11 - Completion of environmental permit inspections (%)

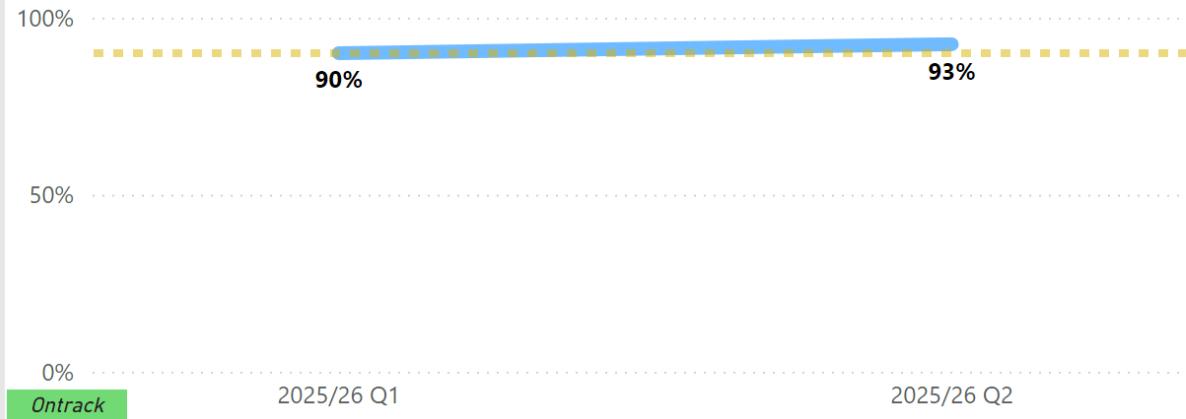
Delivery profile for this indicator usually happens towards Q3 by a contractor in a scheduled block.

Target: 100% by year end



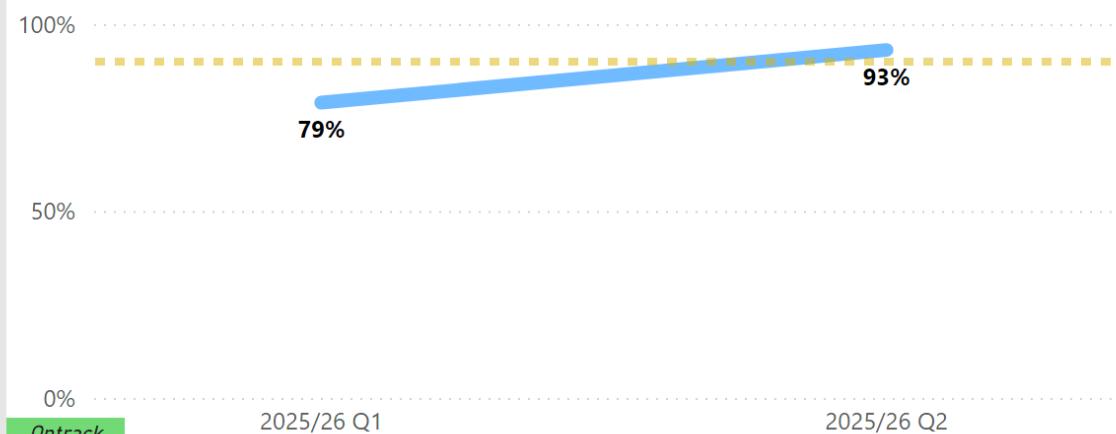
5.13 - Licenses issued within statutory timescales. (%)

Target: 90%



5.12 - Programmed Food Hygiene Inspections due & complete

Target: 90% by year end



5.14 - Environmental protection service requests investigated and resolved within time

Target: 80%

100%

50%

0%

2025/26 Q1

2025/26 Q2

86%

91%

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5.15 - Shellfish sampling completed (%)

Target: 100%

100%

100%

100%

0%

2025/26 Q1

2025/26 Q2

Ontrack

KPI

RAG

Update

Target

5.16 - Proactive activity supporting public Health & Safety in our public areas.

Ontrack

Q2 - Continuing to monitor accident and incident reports from MDC public areas. Work on an Health & Safety (H&S) inspection schedule with service areas is progressing. Inspection app being developed to support monitoring and governance. Risk assessment for office public areas (reception and interview rooms) being reviewed.

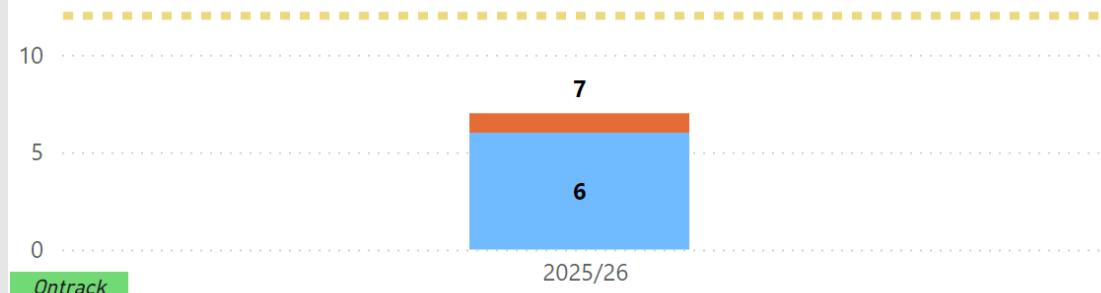
Quarterly Progress

KPI	RAG	Update	Target
5.17 - Review & improve customer feedback process	Complete	Q2 - We are continuously gathering and reviewing all customer feedback within the Customer team to identify common themes and trends. This ongoing work helps us highlight quick-win business improvements, inform longer-term changes and exploring opportunities to build training.	Q3 25/26

5.18 - Number of process improvements delivered

Target: 12 process improvements delivered per year

Quater only ● Q1 ● Q2



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**REPORT of
CHIEF EXECUTIVE**

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
22 JANUARY 2026**

REVIEW OF CORPORATE RISK – QUARTER 2

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 as well as the live Risk Dashboard and the Risk Management Policy are available to view on the [MDC 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 and is being managed effectively;
- (iv) That Members challenge risk where the Committee feels that the Council's corporate goals may not be achieved.
- (v) That the wording of Risk 6 – From, Failure to meet the affordable housing need, be changed to and more accurately represent the corporate risk to the council: 'Unable to secure sufficient and appropriately sized affordable housing to meet local need due to market conditions, development viability, and reliance on external delivery partners from Quarter Three 2025/26.

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 as including any active mitigating actions. Note: Risk controls are an *embedded* action / process that help control or minimise the likelihood and/or impact of the risk.
- 3.2 **Changes:** Risk 6 – Failure to meet the affordable housing need - From Quarter Three (Q3) 2025/26, this risk will be altered to more accurately represent the corporate risk to the Council: 'Unable to secure sufficient and appropriately sized

affordable housing to meet local need due to market conditions, development viability, and reliance on external delivery partners'.

3.3 **Reduction:** Decrease in likelihood for Risk 4 - Damage caused to the Council's reputation associated with delays to planned infrastructure delivery in the District by third parties which was due to mitigate approved development.

Was	Now
4 Likelihood and 3 Impact	3 Likelihood and 3 Impact

3.4 **Reduction:** Decrease in both likelihood and impact for Risk 6 – Failure to meet the affordable housing need

Was	Now
4 Likelihood and 5 Impact	2 Likelihood and 4 Impact

3.5 **Reduction:** Decrease in both likelihood and impact for Risk 8 – Unable to recruit and retain staff with specific skills sets in specialist areas to meet the demands of the service

Was	Now
4 Likelihood and 4 Impact	3 Likelihood and 3 Impact

3.6 **Reduction:** Decrease in both likelihood and impact for Risk 12 – Lack of temporary accommodation and social housing to cope with demand.

Was	Now
4 Likelihood and 4 Impact	2 Likelihood and 3 Impact

3.7 Service level risks are identified and monitored in Service Plans by the relevant Service Plan Owners. They may then be escalated as a corporate risk, if deemed appropriate and necessary, to committee level for consideration.

4. CONCLUSION

4.1 Overall, no major Corporate Risk concerns have been raised. Work continues to ensure all risks are mitigated, and where possible, working towards their closure.

4.2 All Risk Management criteria is set out in the Risk Management Framework.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

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 (including Fraud implications)** – 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.
- (vi) **Impact on Devolution and Local Government Reorganisation** -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

Background Papers: None.

Enquiries to: Doug Wilkinson, Chief Executive Officer.

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Corporate Risk Register

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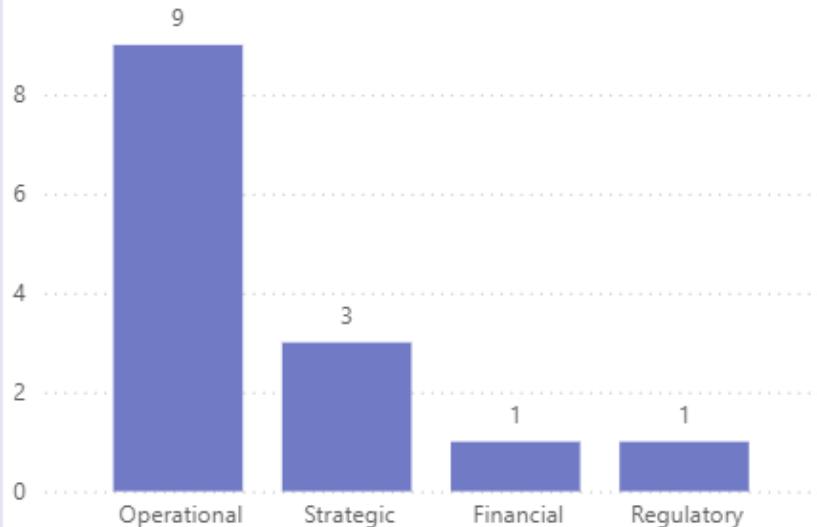
Active Risks

4

Mitigating Actions

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Risk Category



Priority Risk

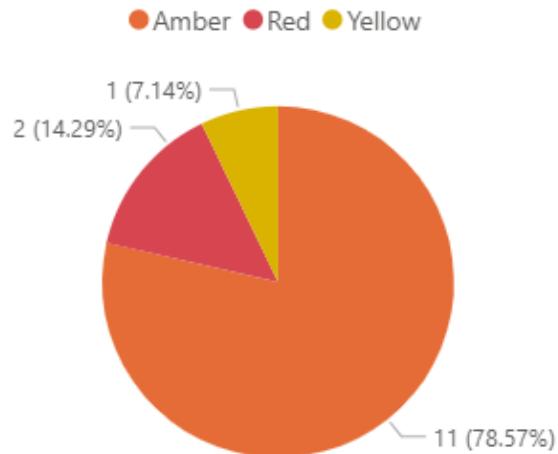
Delivering good quality services



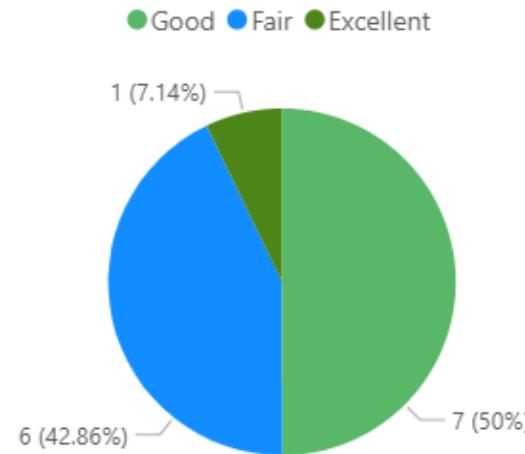
Supporting our communities

Investing in our district

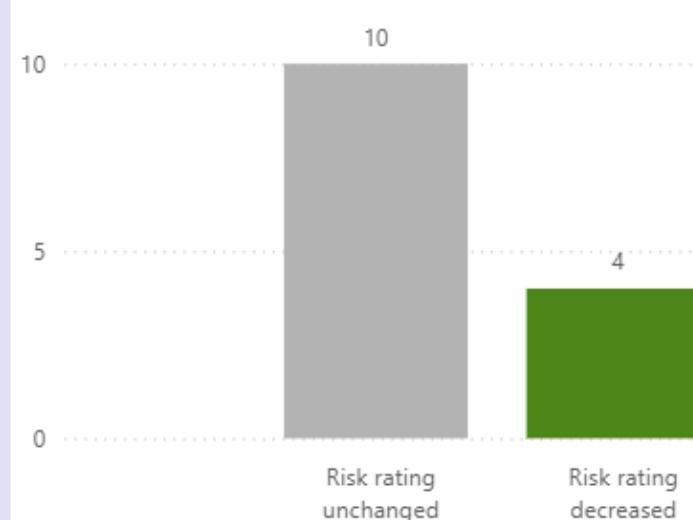
Tolerance Split



Risk Control Strength



Rating Direction



Acronym Table

Acronym	Term
ASB	Anti-Social Behaviour
CLT	Corporate Leadership Team
DSRO	Designated Safeguarding Reporting Officer
ECC	Essex County Council
ESAB	Essex Safeguarding Adults Board
ICO	Information Commissioners Officer
KPI	Key Performance Indicator
LDP	Local Development Plan
LGA	Local Government Review

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Acronym	Term
MHCLG	Ministry of Housing, Communities and Local Government
MDC	Maldon District Council
MTFS	Medium Term Financial Strategy
OMD	One Maldon District
RP	Registered Provider
SIRO	Senior Information Risk Owner
UKSPF	UK Shared Prosperity Fund
YHLS	Year Housing Land Supply

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Control Strength	Year Raised
5	Failure to maintain a 5 year housing land supply	5	5	25	Risk rating unchanged	→ Q2 25/26 – In Q2 the 5YHLS was calculated to be 2.7 years, as a result of the Government's standard methodology for calculating housing need which was published December 2024. In the circumstances where the Council cannot demonstrate a five years of housing supply, the policies in the approved Local Plan are considered out of date. (Footnote: the PPWG in December 2025 received an update on the land supply which calculated the supply to be 4.14 years. This will be reported to full Council).	Good	2017/18
10	Inadequate staffing structure and resource for resilience	4	4	16	Risk rating unchanged	→ Q2 25/26 - Transformation programme is in progress. This looks to align services better to provide more effective working and improve resilience. Risk scoring is expected to reduce in Q3 following key programme milestones.	Fair	2021/22
16	Failure to engage and prepare to be ready for any impact of Local Government Review	3	4	12	Risk rating unchanged	→ Q2 25/26 - Business case submitted to Government 26/9/25. Government is expected to start their consultation in Q3 for 7 weeks. Internal planning is due to start to identify impact and workloads.	Fair	2024/25
17	Failure to provide adequate building safety and access systems	3	4	12	Risk rating unchanged	→ Q2 25/26 - Approval to upgrade systems given by Council. Currently procuring systems, with delivery on track to begin in Q3.	Fair	2025/26
1	Failure to safeguard children and vulnerable adults	2	5	10	Risk rating unchanged	→ Q2 25/26 - New internal Safeguarding Review Board established to better control and understand shifts in safeguarding and staff	Good	2012/13
9	Failure to plan and deliver balanced budgets over the medium term	2	5	10	Risk rating unchanged	→ Q2 25/26 - Current MTFS outlook indicates that likely budget expenditure will be covered sufficiently through in-year resources plus planned use of reserves, leaving overall reserves on-hand above the minimum required.	Good	2008/09

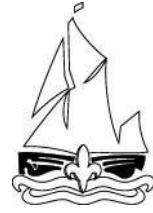
Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update		
4	Damage caused to the Council's reputation associated with delays to planned infrastructure delivery in the District by third parties which was due to mitigate approved development.	3	3	9	Risk rating decreased	Q2 25/26 – When an applicant seeks planning for a major development (a site of 10 or more homes) the Council will consult with a range of infrastructure providers. The planning system allows the Council to seek contributions towards the delivery of infrastructure where necessary to make the development acceptable in planning terms, directly related to the development, and fairly and reasonably related in scale and kind to the development. Each year the Council produces an Infrastructure Funding Statement (IFS) which details the infrastructure contributions which have been collected. This is reported to the PGA Committee and published on the Council's website. Most of the infrastructure contributions are for other organisations such as education and highways where the contributions go to the County Council. As part of the Council's evidence base for the Local Plan a draft Infrastructure Delivery Plan has been prepared.	Good	2014/15
8	Unable to recruit and retain staff with specific skills sets in specialist areas to meet the demands of the service	3	3	9	Risk rating decreased	Q2 25/26 - According to the Local Government Association, 94% of councils face recruitment and retention challenges in hard-to-fill roles such as planning, legal, digital, environmental health, and finance. These shortages are persistent and require targeted campaigns and partnerships to attract talent. Many councils, including Maldon, are adopting national recruitment initiatives and flexible working to remain competitive. In February 2026, Maldon will support the LGA's national campaign "Make a Difference, Work for Your Local Council", funded by UK Government, marking the second consecutive year of participation. The Council faces similar challenges in recruiting specialist skills, particularly in Planning, due to a nationwide shortage and competitive labour market. Reliance on agency workers has increased, and a targeted recruitment campaign for Planning has not been attempted recently. Despite these challenges, the Council has successfully filled its most senior positions by using recruitment specialists and targeted approaches, ensuring leadership stability and strategic continuity Risk has been slightly decreased due to it being appropriately mitigated and controlled.	Fair	2015/16

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	Control Strength	Year Raised
14	Changes in national policy from the new government leading to uncertainty of impacts to project and service delivery.	3	3	9	Risk rating unchanged	→ Q2 25/26 - no change to Q1	Fair	2024/25
2	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	2	4	8	Risk rating unchanged	→ Q2 25/26 - The risk rating remains unchanged due to our continued strong working relationships with district and regional partners. We continue to work in partnership to support our most vulnerable residents with Mid Essex Alliance, One Maldon District, Maldon District Community Forum, Livewell Board and Integrated Neighbourhoods.	Excellent	2016/17
3	Failure to influence Community Safety partners to address the key areas of public concern (including rural crime) and the negative perception of crime	2	4	8	Risk rating unchanged	→ Q2 25/26 - The Council continues to be an active member of the Community Safety Partnership. The creation of a Community Safety Hub in the Council Offices, where the Police, Community Engagement Officers and Community Safety staff are co-located has supported partnership working and intelligence sharing to help identify and address local issues. At a strategic level the CSP arranges for an annual survey undertaken to measure perception of crime, and also to inform local priorities, which is translated into a local action plan, which is delivered with partners.	Good	2017/18
Page 59						The Councils Overview and Scrutiny Committee sitting at the Crime and Disorder Panel receives reports from Essex Police on the work that is being done to tackle crime, and provides data on local crime and trends. The work of this Committee has helped to provide a targeted response to areas such as road safety, through funding and delivery of increased speed enforcement activity.		
						An application to the Police, Fire and Crime Commissioner, highlighting the issue of rural crime across the District has resulted in funding to support additional resource to assist with targeting of Rural Crime		

Risk ID	Risk	Likelihood	Impact	Overall Risk Rating	Rating Direction	Recent Update	APPENDIX A		
							Control Strength	Year Raised	
6	Failure to meet the affordable housing need	2	4	8	Risk rating decreased	<p>Q2 25/26 - The Planning department continue to monitor the KPI to show affordable housing delivery against the LDP targets and what Registered Providers or developers are delivering around the District on an annual basis. The LDP Review's update to the District's Local Housing Needs Assessment and Economic Viability Study remain underway to examine the scale, size and types of housing needed in the District and the viability of policy requirements including affordable housing. Both of these can be treated as material considerations in the determination of planning applications and can inform the Local Development Plan Review.</p> <p>There's little change for Housing since the Q1 update. Interviews for the Strategic Housing Lead are taking place on 7 October and changes to the senior structure (Transforming Together) will see Housing align with Planning and Growth from 13 October, under one Director. The Strategic Housing Working Group are reviewing a new Terms of Reference which supports delivery of a new Housing Strategy, including the provision of affordable housing. Positive steps are being taken to manage this risk going into 26/27.</p> <p>Risk has been reduced slightly due to the monitoring of the affordable homes policy giving assurance that the local plan policy is being implemented as part of the Development Management process</p>	Good	2016/17	
7	Failure to protect personal or commercially sensitive data	2	4	8	Risk rating unchanged	<p>Q2 25/26 - All actions from Data Protection Audit completed. SIRO and DPO meetings have not identified any significant risks. No complaints have been made to the ICO. Risk remains unchanged</p>	Good	2009/10	
12	Lack of Temporary Accommodation & Social Housing to cope with demand	2	3	6	Risk rating decreased	<p>Q2 25/26 - Temporary accommodation numbers have remained relatively stable, reflecting effective management of placements and the impact of preventative measures. An Accommodation Officer is now in post and will focus on increasing access to private rented sector provision, with the aim of reducing reliance on social housing and mitigating future pressures on temporary accommodation</p>	Fair	2022/23	

Risk ID	Risk	ActionID	Action	Completion Date	Status	Recent Update
8	Unable to recruit and retain staff with specific skills sets in specialist areas to meet the demands of the service	2	<ul style="list-style-type: none"> - LGA Essex Town Planning Workforce Capacity Review Project - Participation & delivery of Essex Planning Officer Association Recruitment and Retention project - Introduce a Graduate level programme at MDC linked to day release study - Consider retention payments or Market Supplements for more sought after roles, or where there is failure to recruit repeatedly - Consider alternative professional skills supply models to move away from routine agency supply 	31/10/2025	Complete	<p>Q2 25/26 -- Retention of key staff - the Transforming Together programme will create appropriate structures and reporting lines. The outcome of Phase 1 of Transforming Together will be implemented in October 2025. The Council will move onto Phase 2. The process of regular 1:1s, annual and mid years SMART Reviews, actively investing in people's careers through personal development plans, and opportunities for career development are all key parts of retaining and strong and resilient workforce.</p> <p>Recruitment – a new Director of Place, Planning & Growth has been appointed. This creates an opportunity for a fresh look at the recruitment process, the advertising campaigns and look at new and innovative ways to 'sell' the virtues of working for Maldon District Council.</p> <p>Where there are issues of capacity, whether this is vacancies, sickness, or a spike in workload, then different options are considered to cover the workloads, which include offer of overtime, use of consultants or the use of contractors.</p>
5	Failure to maintain a 5 year housing land supply	5	Review the 5YHLS Methodology with the Planning Policy Working Group to ensure it remains robust for the local planning authority's use in the Maldon District.	29/09/2025	Complete	Q2 25/26 - The 5yhls has been review by the planning policy working group. (Footnote: the Planning Policy Working Group in December 2025 received an update on the land supply which calculated the supply to be 4.14 years. This will be reported to full Council).

Risk ID	Risk ID	ActionID	Action	Completion Date	Status	Recent Update
6	Failure to meet the affordable housing need	6	Review the Local Housing Needs Assessment and Economic Viability Assessment to determine local needs of size and type of residential dwellings and how viable affordable housing secured through the planning system is in the District.	30/08/2025	Complete	Q2 25/26 - The Local Housing Needs Assessment(LHNA) has been completed and the consultants have met with members to discuss findings. The Economic Viability Assessment draft has been issued and it is in the process of being reviewed for compliance against the specification.
2	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	11	Develop strategic approach and formal action plan through One Maldon District Partnership.	30/03/2026	On track	Q2 25/26 - Mitigating action being progressed, no issues to raise.



REPORT of CHIEF EXECUTIVE

to

**PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
22 JANUARY 2026**

ANNUAL GOVERNANCE STATEMENT ACTIONS UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To update the Committee on the actions identified in the Annual Governance Statement (AGS).

2. RECOMMENDATION

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

3. SUMMARY OF KEY ISSUES

- 3.1 The AGS 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 the Council's SharePoint system and updated by responsible officers.
- 3.4 The actions highlighted in grey have been previously reported as completed.
- 3.5 The current table of actions and officer updates are detailed below for Member consideration.

Title	Owner	Status	Target Completion	Commentary
Draw out and link all of our policies and their objectives through a review of the Local Development Plan (LDP) (e.g., corporate plan, climate change)	Director of Place, Planning and Growth	Ongoing	31/12/2027	Q2 - Work is progressing on the LDP Review to ensure the planning policy framework for the District can be updated to cascade and interpret national, regional and local policies and any new legal requirements as required.

Title	Owner	Status	Target Completion	Commentary
Build engagement and information sharing with Parish Councils as part of the LDP review work through the new Parish and Town Council Engagement Forum	Director of Place, Planning and Growth	Ongoing	01/09/2026	Q2 - The Place, Planning and Growth directorate will respond to requests from Town & Parish Councils for subject specific briefings and Neighbourhood Plan support. 'Planning' as a subject now features as a standing item at the relaunched Maldon District Parish and Town Council Forum and has had positive feedback for future agenda items. As necessary, formal letters will be sent periodically to all Parish and Town Councils to help inform and advise on Neighbourhood Planning, Council policies and any changes to national planning policy that may impact Parishes.
Consider the impact of any Local Government Review (LGR) and arrangements for restructure	Chief Executive (CEO)	Ongoing	31/03/2026	Q2 - Business cases for LGR have been submitted (26.9.2025) and Government will consult on all four business cases scheduled to start 19.11.2025 with a decision expected in the Spring. Essex CEOs and Leaders scoping impact and implementation planning.
Transforming Together project - Decision Making Accountability (DMA) methodology work, supported by the Local Government Association (LGA) to review the Council's organisation and decision-making processes	Chief Executive	Complete	31/03/2026	Q2 - The LGA DMA review is now complete and is being used as part of the restructure implementation. Phase 1 Senior Leadership Team complete with Phase 2 in the planning stages.
Refresh the risk management framework	Assistant Director - Programmes, Performance and Governance	Complete	31/07/2025	Q1 - 5 June 2025 PGA meeting approved the revised risk management framework, incorporating best practice and suggestions that have been made in audits.

Title	Owner	Status	Target Completion	Commentary
Manager training to support awareness and capacity for Equality Impact Assessments (EQIAs)	Assistant Director - Resources	Complete	01/07/2025	Q1 - EQIA training provider sourced, and training delivered to managers in Quarter 1.

4. CONCLUSION

4.1 The information provided gives progress updates against the key actions defined in the AGS.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

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

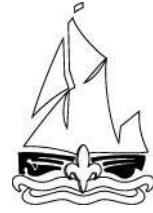
6. IMPLICATIONS

- (i) **Impact on Customers** – Not applicable (N/A)
- (ii) **Impact on Equalities** – N/A
- (iii) **Impact on Risk (including Fraud Implications)** – Good governance will help minimise our corporate risk for the future.
- (iv) **Impact on Resources (human)** – The monitoring and delivery of this item is provided within existing resources.
- (v) **Impact on Resource (Financial)** - The monitoring and delivery of this item is provided within existing resources.
- (vi) **Impact on Devolution / Local Government Reorganisation** - Good governance supports the delivery of strategic goals, corporate priorities and quality services

Background Papers: None.

Enquiries to: Cheryl Hughes, Head of Performance, Improvement and LGR.

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**REPORT of
DIRECTOR OF NEIGHBOURHOOD SERVICES AND COMMUNITIES
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
22 JANUARY 2026**

HEALTH AND SAFETY UPDATE - QUARTER TWO 2025 / 26

1. PURPOSE OF THE REPORT

1.1 To provide an update on Health and Safety (H&S) statistics and activity during Quarter Two (Q2) (1 July to 30 September 2025).

2. RECOMMENDATIONS

- (i) That Members consider the accident and incident statistics and incidences of unacceptable behaviour reported;
- (ii) That Members consider progress of key health and safety themes (as per Section 3.2).

3. SUMMARY OF KEY ISSUES

QUARTER TWO 2025 / 26

3.1 Summary of reported incidents:

3.1.1 There were thirteen accidents and incidents (two of which were first aid-only events), nine near misses and two hazards reported during Q2. A larger number of reports were received during the period as it coincided with publicly attended events organised by Maldon District Council (MDC) (UFEST in Promenade Park and the Walking Festival in locations around the district) and the busy summer period. Similarly, the increase in near-miss reports is for the same reasons but is demonstrative of staff showing good awareness of health and safety issues. Two near misses were seen as having significant potential for injury. These related to the failure of a window frame at the main offices and the provision of the stray dog collection service. Both events were investigated and corrective measures implemented. A table of reports can be found in **APPENDIX 1**.

	Accidents and Incidents	Hazards and Near Misses	No. where full investigation conducted*	No. where risk mitigation is recommended
Events involving MDC Staff	2	11	2	8
Events involving Public	11	0	0	1
Other	0	0	0	0

Number of accidents, incidents or near misses that are RIDDOR Reportable are given in brackets. Diseases/ill health suspected to be work related but not attributed to a particular event will be provided in the 'Other' designation. *A full investigation is normally conducted where injury is suspected to be caused by a defect in MDC assets or work processes or for an event where there was a significant likelihood of significant harm occurring.

3.1.2 There were seven incidents of unacceptable behaviour reported with four being by telephone, two via e-mail and one experienced in-person. Two of the incidents appeared to involve repeat offenders. One incident was particularly unpleasant in that it involved credible threats of harm. MDC continues to report to the Police where appropriate; support impacted officers and implement measures to ensure the safety of staff. A table of incidents can be found in **APPENDIX 1**.

Type	Severity				Mitigative Measures	Police Notified
	High	Med	Low	Vex.		
In Person	-	1	-	-	0	0
Via e-mail	-	1	1	-	1	0
Via Telephone	-	3	1	-	3	3
Other Means*	-	-	-	-	-	-
Partner Referral	-	-	-	-	-	-

*Other Means – Unacceptable behaviour received by other means (e.g. indirectly via social media posts, or letter sent by post etc.). Vex. = Vexatious contact or contact with obstructive or malicious intent.

3.2 Health and Safety Actions

3.2.1 A number of actions are set out below. Work continues to progress these with all completed actions removed.

Subject	Action	Update / Progress
Emergency Procedures	(i) To revise and improve the fire and evacuation procedure at main MDC locations.	(i) Fire drills at offices on schedule. Drills at depots completed however increase in frequency required. (ii) Emergency equipment at offices now documented for responders.
Unacceptable Behaviour	(i) To revise the policy (ii) To improve system for reporting Unacceptable behaviour	(i) Completed. (ii) Completed.
H&S Training	(i) To determine H&S training requirements (Corporate and Teams)	(i) Training identified. Requires monitoring by department Managers. (ii) Funds assigned to corporate H&S training for remainder of 2025 have allowed booking of courses identified.
Risk Assessment	(i) To implement a new risk assessment register / master list	(i) Master list in place. Will require ongoing review and monitoring. (ii) Corporate risk assessments now completed in draft. Reports required for additional resources required. (iii) Training to support transport

Subject	Action	Update / Progress
		procedure being implemented.
Lone Working	(i) To revise lone working procedure and to ensure implementation of appropriate hardware to support these measures.	(i) Details of revised procedure agreed. Corporate lone working device now in procurement phase after manager engagement exercise.
Audit / Inspection	(i) To ensure service teams and work locations across MDC are in compliance with H&S Legislation	(i) Mini-audit of Parks and Maintenance depots completed. Reports for Parks depot and other assets now complete. Maintenance depot outstanding. (ii) Observation of working practices to be established by teams. Tools provided. Exploring potential use of computer applications to improve process and accessibility of the tools. <i>Reiterated as part of recent audit finding.</i> (iii) Draft schedule of site inspections proposed, with Teams for comment.

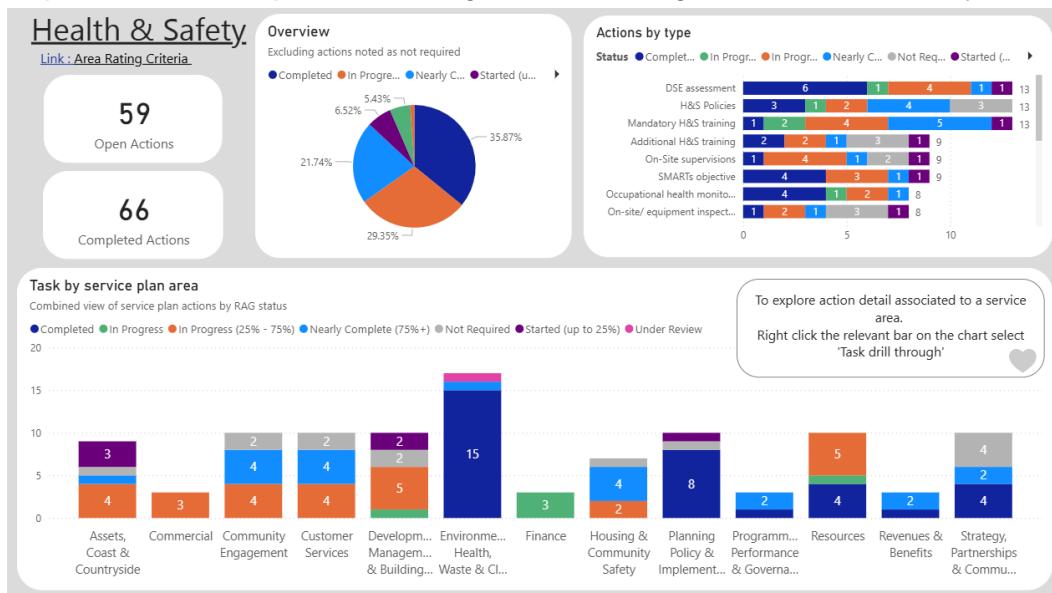
3.3 Health and Safety Groups

- 3.3.1 The Senior Managers group continues to meet every six weeks to progress and review performance on health and safety. Efforts continue to maintain accountability and the tracking of actions raised to this group. Routine updates from each service area are now conducted as part of these meetings. Group will feed into the Senior Leadership Team (SLT) to ensure continued engagement during the restructuring of departments / roles and thereafter for corporate oversight.
- 3.3.2 Safety Action Team (of Safety Representatives) meet quarterly with minutes distributed via notice boards. Team is currently exploring designs for the production of an 'emergency card' that can be issued to all staff.

3.4 System Resources

- 3.4.1 Work continues to improve health and safety performance in a number of service areas. Resources for health and safety improvements have now been agreed in principle with the Chief Finance Officer for both the current financial period and future years.
- 3.4.2 Further work to enhance the visibility of health and safety performance in the new corporate structure is being undertaken. A highlight report submitted to SLT has been agreed as providing the appropriate level of governance.

Department defined performance against each assigned Health and Safety activity



3.5 Fire Risk Assessments

3.5.1 Actions generated from the Fire Risk Assessments are being progressed. Progress has been made to close a number of actions for the main offices. Those for the depots require attention. Drills continue to be conducted with spot checks made during depot audits and inventory exercises. Work to the fire detection and alarm system will require the modification of procedures for the main offices in due course.

3.6 Policies and Procedures

3.6.1 The revised Health and Safety Policy was approved by the Council in September 2025 with the Statement of Intent now available on the authority's website. The Policy was communicated to staff via the One Team newsletter and the Chief Executive briefing.

3.6.2 Work is underway to review and update all corporate policies and procedures that have expired. Those requiring minor amendments are largely completed, whilst those requiring more significant changes are being reviewed by policy working groups.

3.7 Health and Safety Inspections

3.7.1 Annual mini-audit inspections of the Council depots have been completed. A schedule of staff-led H&S inspections has been devised (along with inspection proformas). Work continues on a tablet-based application to assist with this work.

3.7.2 An inspection of the Blackwater Leisure Centre was conducted. The report is in preparation. Essex County Fire and Rescue has been approached with regards to conducting a familiarisation visit, as is good practice for such venues.

3.8 Legionella

3.8.1 Routine work of the council's contractor continues. Items concerning legionella, identified as part of the mini-audit inspections (see Section 3.7 above) have been raised in the respective reports. A number of staff have been scheduled to undertake legionella awareness training.

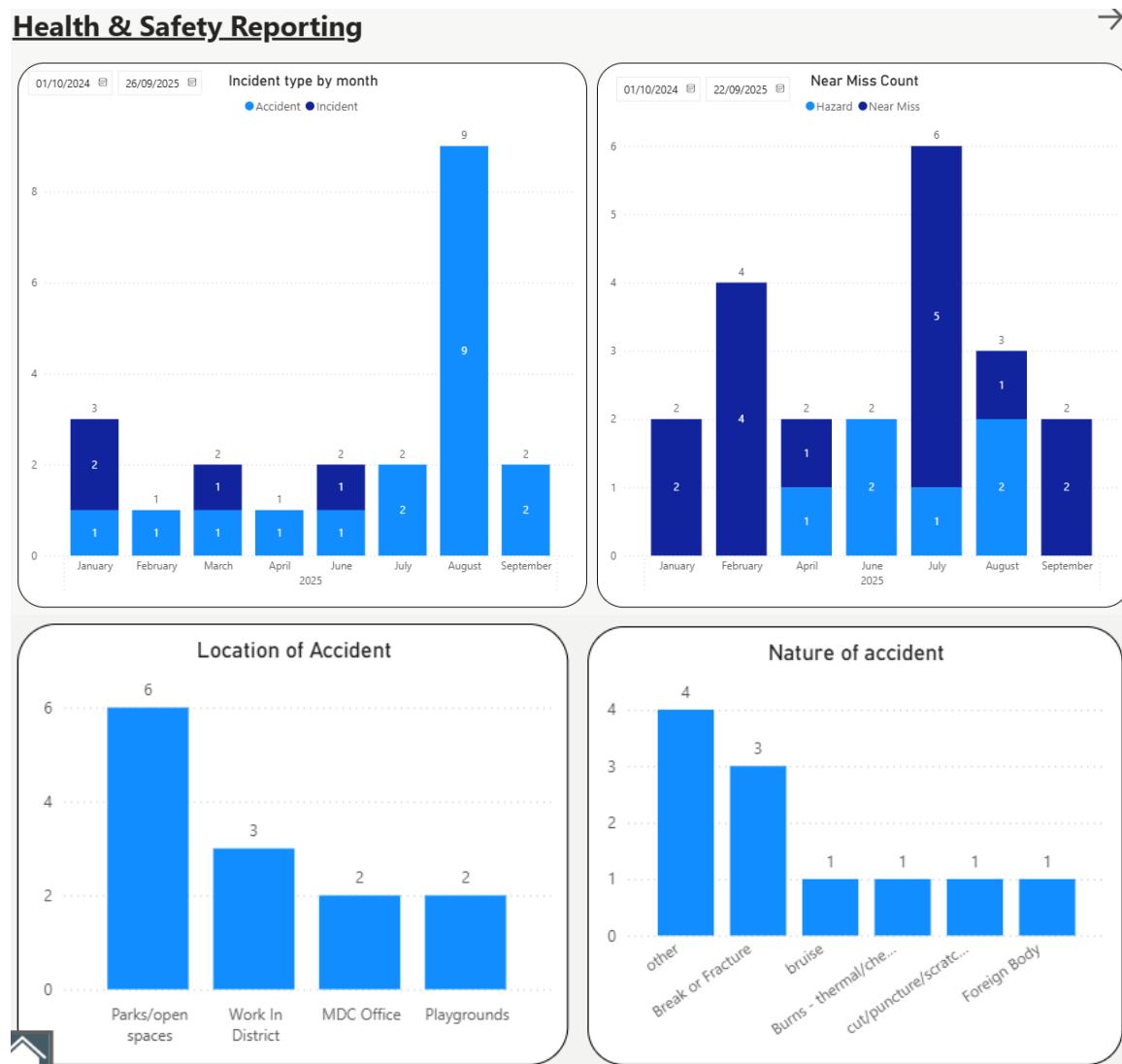
3.9 Training

3.9.1 No training sessions were scheduled in the period; however, a series of sessions were booked for the winter months. Managing telephone Aggression, Driving Safely, Fire Marshal, Lone Working, Manual Handling and Ladder user courses have all been scheduled. Discussions have commenced with colleagues at Mind regarding training and support their organisation can offer as group 'debrief sessions' for teams experiencing potentially violent and aggressive customers.

3.9.2 Further work on administering e-learning modules for health and safety topics, tailored to specific teams is required. Three topics are currently live but there are an additional eleven in the health and safety training library.

3.10 Accident-Near Miss Reporting

3.10.1 There was a peak in the number of accidents and near misses reported over the summer months. This is anticipated due to the increased footfall at our parks and other assets during this time and the busy period for many teams that make up Assets Countryside and Coast. In addition, MDC-organised events such as UFEST and the walking festival have also contributed to the numbers. It must be stressed however that some of these incidents were outside of the authority's control and could include events such as a slip or trip experienced by a participant or someone requesting first aid assistance because of a pre-existing condition.



3.11 Health and Safety Audit ([Audit Actions 2024-2025 doc](#))

- 3.11.1 There was one audit action deadline during the reporting period concerning the review of corporate health and safety procedures and their release to staff via the corporate H&S SharePoint folders. This was deferred to a later date due to the rate of progress in completing this task. Many documents have been revised, however those that require significant modification (for example to working practices or allocation of resources) are outstanding.
- 3.11.2 It is noted that an audit action scheduled for Q1, namely the implementation of a schedule for area inspections was also previously deferred and remains outstanding. Progress has been made, especially with regards to the production of a user-friendly application, however it is felt that this cannot be considered complete until the inspections have been embedded amongst the teams.

3.12 Priorities going forward

- 3.12.1 The priorities for the next quarter will be to complete the remaining tasks set out in the Audit Action Plan including work to review, and revise where necessary policies and embed health and safety inspections. Outside of the audit, work will be necessary to progress with corporate health and safety training, which has commenced and procure and implement a device to support lone workers across the authority (see table in section 3.2.1) Some additional training for the newly formed SLT group on the authority's health and safety management system may also be required.

4. CONCLUSION

- 4.1 Accidents, near misses and incidents of unacceptable behaviour during Q2 2025 / 26 have been set out within this report.
- 4.2 Proactive work on the main health and safety themes continues and good progress is being made.
- 4.3 Additional health and safety improvements will continue to be implemented alongside close-out actions arising from the recent health and safety audit.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1 Delivering good quality services.

- 5.1.1 Good health and safety management of the workplace, for example, management of asbestos and legionella, helps provide a safer and healthier environment in which to live and work.

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 (including Fraud implications)** – Poor management and insufficient investment in health and safety can lead to accidents, injuries, occupational ill health or dangerous occurrences. This may result in avoidable sickness absence, regulatory intervention and/or civil claims. Effective risk management can build public trust, demonstrating the Council's commitment to the wellbeing of its communities and the responsible use of public resources.
- (iv) **Impact on Resources (financial)** – Costs associated with the initiatives set out in the report and other future initiatives, will be considered as part of the budget round 2026 / 27.
- (v) **Impact on Resources (human)** – Compliance is dependent upon Managers completing their Health and Safety actions within their service plans and having the time and resources to achieve this. The positive impact will be manifest through proactively preventing accidents and ill health, reducing reputational damage, personal injury and other associated costs. By investing in health and safety, which includes improving training and levels of competence, staff will feel valued leading to better morale and staff retention.
- (vi) **Impact on Devolution / Local Government Reorganisation** - All employers, including local authorities are legally required to have a health and safety policy in place and are at risk of enforcement action if they fail to do so. Where authorities merge, details of the arrangements put in place for health and safety may need to change, but the general themes of policy (i.e. why, who and how the policy must be administered) will be broadly similar. It is anticipated that government re-organisation will lead to changes at an operational level which will be addressed using new procedures and supporting documentation when so required.

Background Papers: None.

Enquiries to: Paul Baccarini, Corporate Health and Safety Manager.

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Reporting Details

ACCIDENT/ INCIDENT REPORTS Q2 2025 / 26			
Event	Action	Learning/ follow up	Person
July 25 (Accident). Member of staff - burn	First aider called	Duty Manager reminded of correct procedure.	Member of Staff
July 25 (Accident) Member of parks team stung	First Aid administered, operative returned to base, and monitored. Person responsible for site made aware. No further action required,	None	Member of Staff
Aug 25 (Accident) Member of the public fell on the footpath close to the Police Station.	Police Officer provided first aid. Area was checked for trip hazards and none found.	Whilst no trip hazards identified pathway was deemed worn, and so decision taken to resurface.	Member of the Public
Aug 25 (Accident) child fell from play equipment in the promenade and taken to hospital by her parent.	Equipment inspected. No defect found	None. Regular checks of equipment already in place	Member of the Public
Aug 25 (Accident) Report that child injured whilst using play equipment in promenade park	Equipment inspected No defect found	None. Regular checks of equipment in place	Member of the Public
Aug 25 (Accident) member of the public fell whilst using toilets in promenade park.	Person helped by attendant.	None. No defect identified	Member of the Public
Aug 25 (Accident) A child fell from seating hitting head	First aid	None, no defect	Member of the Public
Aug 25 (Accident)At UFEST event Member of the public injured their hand when a gust of wind overturned a gazebo	Gazebo pegged and weighted down. First aid given.	None	Member of the Public
Aug 2025 (Accident-First Aid only) At the UFEST event a member of the public reported feeling faint.	First aid	Not H&S related.	Member of the Public
Aug 2025 (Accident) At the UFEST event a child taking part in a display injured themselves	First aid was given by a paramedic at the event and the child taken to hospital by the parent.	Event Manager made aware.	Member of the Public
Aug 25 (Accident). At the UFEST festival a member of the public was reported to have suffered a minor injury no further details provided.	Unknown as no further details provided	Event Manager made aware	Member of the Public

APPENDIX 1

ACCIDENT/ INCIDENT REPORTS Q2 2025 / 26			
Event	Action	Learning/ follow up	Person
Sept 25 (Accident - First Aid only) During an event a participant felt unwell.	Member of team escorted member back to car park and took them home.	None. Not H&S related.	Member of the Public
26-9-2025 (Accident) During an event a participant tripped over	First aid provided.	Potential trip hazard reported to Essex County Council (ECC)	Member of the Public

NEAR MISS / HAZARD REPORTS Q2 2025 / 26			
Event	Action	Learning/ follow up	Person
July 2025 (Near Miss) In Promenade Park Waste bag fell from Council Vehicle into the road.	Operative retrieved debris and secured load.	No Action required	Member of Staff
July 2025 (Near Miss). Officer in contact with suspected dangerous (breed of) dog	Immediate corrective actions taken.	Website updated. Staff reminded of procedures	Member of Staff
July 2025 (Near Miss) Park's vehicle minor incident causing impact with the mirror. No Damage.	Mirror repositioned, and corrective action taken.	Reported as a hazard – reassigned as a near miss.	Member of Staff
July -2025 (Near Miss) An officer put their foot through weak floorboards. No injury.	The area was immediately cordoned off and patch repaired.	Information on the incident and area shared with senior managers and with safety representatives	Member of Staff
July 2025 (Near Miss) Officer tripped over wet floor signage positioned close to a doorway.	Staff Member removed the sign out of the walk-way - floor was dry.	Staff reminded of need to remove signs that are no longer in use.	Member of Staff
July 2025 (Hazard) Parks operative reported concern with blind spot at pedestrian crossing point in Promenade Park created as a result of new fencing.	H&S Manager raised with Head of Service	Additional measures to be implemented to improve visibility	Member of Staff
Aug 2025 (Hazard) Member of staff reported that insulated electric cable was protruding from ground was a trip hazard.	Immediate action taken to remove trip hazard		Member of Staff
Aug 2025 (Hazard) Whilst inspecting the area, a Facilities Team Member noticed dead branches on the oak tree adjacent to the fire assembly point	Area cordoned off and tree inspected. Assembly point moved to adjacent area (signage moved).	Tree now pruned and hazard removed.	Member of Staff
Aug 2025 (Near Miss) Whilst driving debris fell off another vehicle and on to the windscreen of an MDC	Vehicle stopped safely. Operative unable to obtain registration or other details of the	Consider installation of Dash Cameras across fleet	Member of Staff

NEAR MISS / HAZARD REPORTS Q2 2025 / 26			
Event	Action	Learning/ follow up	Person
Parks vehicle.	perpetrator.		
Sept 2025 (Near Miss) Member of Staff slipped on steps at the front of the main offices building,	Raised with the Facilities Team.	Anti slip measures to be applied.	Member of Staff
Sept 2025 (Near Miss) Whilst closing a first-floor window the windowpane and frame fell on to the footpath below.	Damaged window secured.	Incident Investigated. Corrective actions taken to reduce risk for all other windows.	Member of Staff

UNACCEPTABLE BEHAVIOUR REPORTS Q2 2025 / 26			
Incident	Action	Learning/ follow up	Method
Aug 2025 Abusive call to customer services officer making threats.	Staff supported. Reported to police and other departments. Immediate mitigations implemented	Additional mitigations in place to manage risks related to this member of the public	Telephone
Aug 2025 Inappropriate behaviour by member of public to staff	Staff supported.	Follow up action agreed with member of staff	In Person
Aug 2025 Abusive and threatening call to customer services, threatening physical assault	Staff supported. Reported to police and other departments. Immediate mitigations implemented	Mitigations already in place which were reviewed	Telephone
Sept 2025 Abusive and offensive language directed towards Staff in an e-mail	Staff supported	Appropriate follow up actions taken	Telephone
Sept 2025 Abusive and threatening call from member of the public	Staff supported Reported to the Police	Appropriate follow up actions taken	Telephone
Sept 2025 Abusive e-mail including threats	Staff supported.	Review of existing mitigations, and appropriate follow up actions taken.	E-mail
Sept 2025 Offensive e-mail to member of staff	Staff supported	Appropriate follow up actions taken	E-mail

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REPORT of CHIEF EXECUTIVE

to

**PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
22 JANUARY 2025**

UK SHARED AND RURAL ENGLAND PROSPERITY FUNDS

1. PURPOSE OF THE REPORT

- 1.1 To update Members on the progress of the UK Shared and Rural England Prosperity Funds (UKSPF) for the allocation period 2025 / 26.

2. RECOMMENDATION

That the Committee acknowledges the update provided on Maldon District Council's UK Shared and Rural England Prosperity fund allocations for 25 / 26 and continues to monitor the delivery.

3. SUMMARY OF KEY ISSUES

- 3.1 In the Autumn Budget 2024, the Chancellor confirmed the continuation of UKSPF for a further year, which will allow local authorities to invest in local growth, in advance of wider funding reforms.
- 3.2 A report was brought to the Strategy and Resources Committee on 23 January 2025, which granted delegated authority to the Corporate Leadership Team (now Senior Leadership Team (SLT)) to identify projects for delivery in consultation with the Leader of the Council and the Chairperson of the Strategy and Resources Committee, under UKSPF.
- 3.3 That report also recommended to the Council that 100% match funding of the UKSPF 2025 / 26 allocation be provided from the Council's Reserves. This recommendation was approved by the Council on 13 February 2025 (Minute No. 537 refers), meaning there is a total delivery fund of £654,292.
- 3.4 At the Council meeting on 3 April 2025, Members approved the proposed projects to be delivered detailed were presented in the report. At the same meeting, an [Addendum](#) paper was presented outlining Maldon District Council's allocation for Rural England Prosperity Fund (REPF) 2025 / 26 (£129,077). Members granted delegated authority to the Chief Executive, in consultation with the Leader of the Council, Chairperson of the Strategy and Resources Committee, and Ward Members, to identify projects for delivery via REPF funding.
- 3.5 As required by the Ministry of Housing, Communities and Local Government (MHCLG), the Council submitted its forecast spend, outputs and outcomes for 25 / 26. MHCLG confirmed the submission had has accepted.

- 3.6 Of the £783,369 available budget, from UKSPF (£327,146), REPF (£129,077) and the Council's match fund (£327,146), £349,300.97 of actual spend has been incurred. This represents 44% of funding spent. Updates on the individual project progress is contained within **APPENDIX 1**.
- 3.7 On 17 December 2025, MHCLG issued notification to confirm UKSPF and REPF 2025/2026 delivery can now continue to 30 September 2026. This is an extension of the spend eligibility deadline, which was previously 31 March 2026 and likely to have been requested by some authorities that have struggled to implement projects by the original deadline. All the projects we are delivering are on track and are still proposed to complete by the original deadline, however, where it is prudent to do so, for value for money, or further benefits can be delivered, the end dates may be amended. These updates will be communicated via future Performance, Governance and Audit Committee reports.
- 3.8 Officers across the authority will continue delivery of the projects over the funding period, submitting the required MHCLG returns as required. Further progress updates shall be brought to the Performance, Governance and Audit Committee throughout the municipal year.

4. CONCLUSION

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

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 28

5.1 Supporting our communities

- 5.1.1 The UKSPF and REPF investment priority of Communities and Place directly supports this through the theme of:
 - Healthy, Safe and Inclusive Communities.

5.2 Investing in our district

- 5.2.1 The UKSPF and REPF investment priority of Communities and Place directly supports this through the theme of:
 - Thriving places.

5.3 Growing our economy

- 5.3.1 The UKSPF and REPF investment priority of Supporting Local Business directly supports this through the theme of:
 - Supporting local business.

5.4 Protecting our environment

- 5.4.1 Projects delivered under UKSPF will aim to directly support the authority's Climate Action Strategy and Climate Action Plan.

6. IMPLICATIONS

- (i) **Impact on Customers** – Any project delivered will be designed to benefit residents / businesses and 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 (including Fraud implications)** – Delivery will be reported through the Council's Project Management Office monthly, which records and reports risk. A separate Fraud Risk Assessment, issued by MHCLG, is maintained. 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 allocation to support the management and administration of the UKSPF programme. However, with the cost of doing business and supply chain pressures still being significant, it will be prudent to regularly assess projects to ensure viability and value for money. The Council has already committed to match 100% fund the UKSPF allocation and replenish REPF in 2026 / 27 from its own Reserves.
- (v) **Impact on Resources (human)** – The coordination work for UKSPF work will be undertaken by the Head of Economic Development. Project delivery will need to be well supported by resources drawn from the wider organisation. Project Managers have been identified and are required to report through the Project Management Office monthly.
- (vi) **Impact on Devolution / Local Government Reorganisation** – None, the funding is not affected by changes arising from Devolution and Local Government Reorganisation.

Background Papers:

- [**APPENDIX 1 – UK Shared and Rural England Prosperity Funds 2025 / 26 Project Delivery**](#)
- [**UK Shared Prosperity Fund 2025-26: Technical note - GOV.UK**](#)
- [**Rural England Prosperity Fund: prospectus updates for 2025 to 2026 - GOV.UK**](#)
- [**UKSPF 2025-26 allocations - GOV.UK**](#)
- [**Rural England Prosperity Fund: Allocations 2025 to 2026**](#)

Enquiries to: Leanda Cable, Head of Economic Development.

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UK Shared and Rural England Prosperity Funds 2025/26 Project Delivery

Project	Budget	Spend to date	Funding Source	Estimated Completion Date	Project Update
Ufest 2025	£4,460.00	£3,595.66	UKSPF	Completed	Complete – as per 18 September report.
Saltmarsh Fest 2025	£10,000.00	£9,974.58	UKSPF	October 2025 - Completed	Over the 10 days, 870 participants took part on 35 guided walks and 8 'fringe' entertainment events.
Increase tourism budget	£12,000.00	£5,463.99	UKSPF	31 March 2026	New promotional materials have been designed as part of the ongoing promotion of the district. Collaborative campaigns are being developed with partners alongside paid for marketing opportunities.
Culture and Heritage Strategy	£25,000.00	£25,000.00	UKSPF	31 March 2026	Cultural Engine have been appointed as the consultants to support the development of this work. Engagement opportunities with organisations and stakeholders have commenced.
North Essex Economic Board Business Support	£26,675.00	£26,675.00	UKSPF	31 March 2026	Contract is being delivered as per the outline, KPIs are being met and closely monitored by officers.
One Maldon District Partnership - Thriving Places Grant scheme	£60,000.00	£17,189.00	UKSPF	31 March 2026	Grant funding agreements have been drawn up for 3 projects to support continued delivery. A further allocation has been made to the One Maldon District Partnership winter plan delivery. A video case study to evidence, support and celebrate the work partners have been able to achieve is being produced.
VE Day Event	£2,540.00	£2,540.36	UKSPF	Completed	Complete – as per 18 September report
99 Wood Road Community Supermarket Location	£20,000.00	£20,000.00	UKSPF	Completed	Refurbishment complete and unit operating. Open event on 10 October 2025.
Management and Administration	£16,004.00	£11,410.73	UKSPF	31 March 2026	Part of the funding has been utilised to increase the Tourism and Marketing Officer's hours to full time. This allows for supporting the delivery of several projects. The remainder will be utilised to implement the required branding for both UKSPF and REPF.

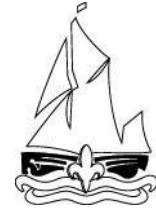
UK Shared and Rural England Prosperity Funds 2025/26 Project Delivery

Project	Budget	Spend to date	Funding Source	Estimated Completion Date	Project Update
Community Grants Scheme – Where Quality of Life Matters	£295,883.00	£0.00	MDC	On-going until budget allocated	60 applications received totalling £439.37k. Review of applications underway by the Scoring Panel, with presentation to the Assurance Panel in December.
Community Grant Officer Post	£51,730.00	£28,800.00	UKSPF 25/26 Maldon District Council 26/27	September 2026	Officer completing role as expected.
Continued development of 'Secret Garden' at Promenade Park	£198,000.00	£176,401.65	UKSPF REPF	December 2025	Work commenced in Q2 with completion expected in December.
Delivery of cultural event activities within the district	£25,000.00	£22,250.00	UKSPF Maldon District Council	31 March 2026	First event delivered, Colourspace, delivered with 180 tickets booked.
Concession infrastructure Riverside Park	£18,038.00	£0.00	REPF	31 March 2026	Request for quotations out with suppliers for response. Works anticipated to be carried out over the winter period for use by operator in the Spring.
Make Space for Girls BOC	£18,039.00	£0.00	REPF	31 March 2026	Engagement with secondary school is planned for November with an interim report due shortly after to agree the next steps.
	£783,369.00	£349,300.97			

UK Shared Prosperity Fund (UKSPF) Allocation - £327,146

Rural England Prosperity Fund (REPF) Allocation - £129,077

Maldon District Council Match Funding - £327,146



REPORT of CHIEF EXECUTIVE

to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
22 JANUARY 2026

MEMBER TRAINING STATISTICS

1. PURPOSE OF THE REPORT

- 1.1 To provide detail on member training completions.

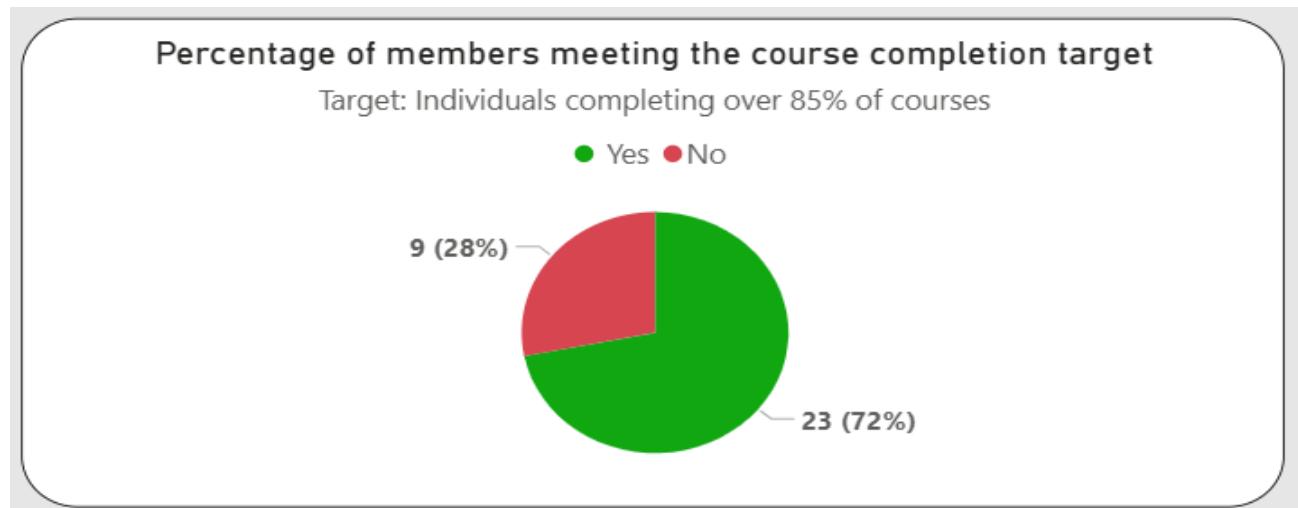
2. RECOMMENDATIONS

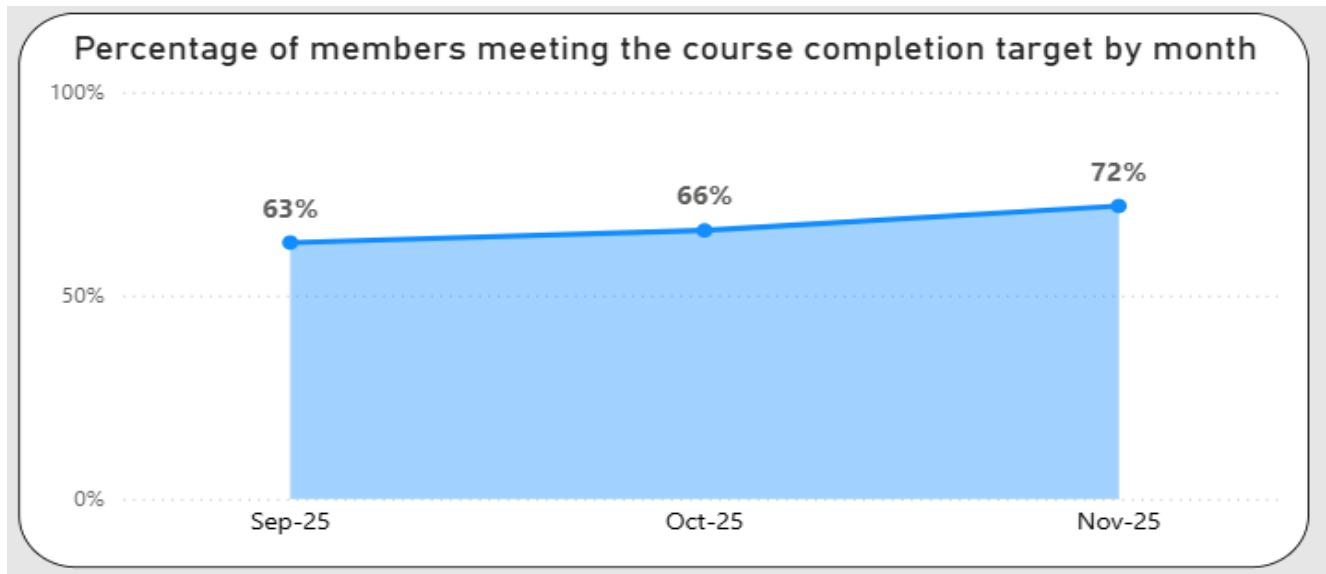
- (i) That the Committee notes the Member Training statistics and the required list of training courses that all Members should have completed;
- (ii) That the Committee continues to receive a six-monthly update to this report, appended to the Balance Scorecard exceptions.

3. SUMMARY OF KEY ISSUES

- 3.1 The Performance, Governance and Audit Committee requested further details of Member training completions at its meeting on 13 November 2025. This was under the item of the Governance Audit, where the recommendations had flagged low Member compliance for training, and recommended that methods were explored such as sanctions, to encourage take up.
- 3.2 Member training numbers for Boxphish as of the 1 December 2025 were as shown below:

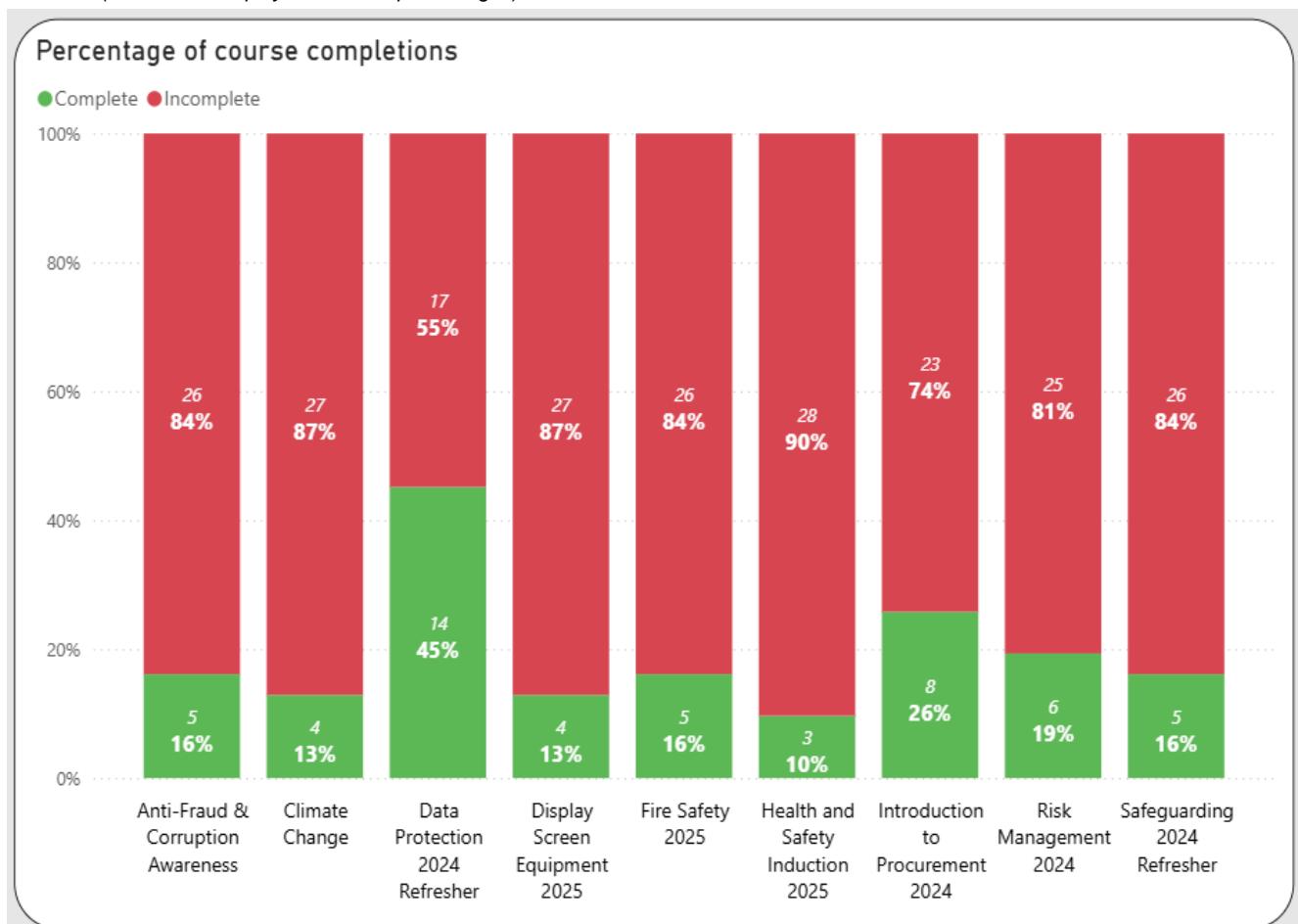
(Data labels display counts and percentages)

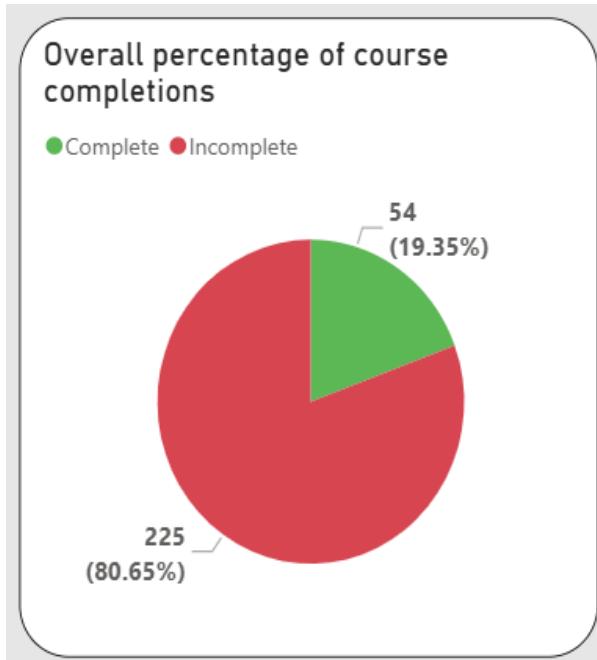




3.3 Member training numbers for wider **compulsory e-learning** courses as of 1 December 2025 were as shown below:

(Data labels display counts and percentages)





3.4 A full list of training by individual Members is available on the Maldon District Council Data Reports app (found on Member Desktops) so that Members can check what they have outstanding (if applicable.)

4. CONCLUSION

4.1 The Member training data is provided for review, and ongoing monitoring to understand compliance. From the data shown in this report it is evident that a significant number of Members are not completing the required training modules.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1 Delivering good quality services

5.1.1 A good level of training and understanding across Members helps to support the delivery of good quality services.

6. IMPLICATIONS

- (i) **Impact on Customers** – None.
- (ii) **Impact on Equalities** – Training provides accessibility awareness for our Members.
- (iii) **Impact on Risk (including Fraud implications)** – It is important for Members to complete training as this reduces organisational risk in ensuring a good level of understanding in key areas.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.

(vi) **Impact on Devolution / Local Government Reorganisation** – None.

Background Papers: None.

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