

# Corporate Performance Report Q2 – Appendix 1

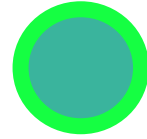
23<sup>rd</sup> October 2020



# Appendix Context

- The following slides detail the performance of each corporate outcome, supported by the individual measures agreed in the Thematic Strategies
- An overhaul of the performance measures reported has taken place, to ensure that we are only reporting performance related to the corporate plan
- Focus should begin at the outcome level summary, which leads to individual indicator level detail if required.
- The narrative against each outcome indicates if the measures are illustrating the correct direction of travel.
- Where challenges or concerns have impacted the outcomes performance, this will be highlighted in the outcome summary, along with any supporting action if required.

# Visual Key

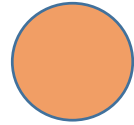


On Track or On Track – All Elements

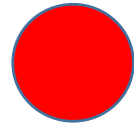


On Track – Conditional Elements

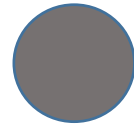
\*Note: Conditional elements of `On Track` meaning: not all data received due to frequency, or progress happening but awaiting data conformation\*



Under Review







At Risk



Not Started



# Community Strategic Performance

## Community Outcomes

Reference	Title	Status	Commentary
A 	Working with communities and partners to support our health and wellbeing priorities: Obesity	Ontrack - Conditional Elements	Q2- We have continued to surpass our annual target of 24 physical activity promotions. Given the internal and external pressures of the pandemic, it was important to interact and engage with our residents virtually, and promote physical activity and healthy eating through local, regional and national campaigns. However, whilst it has been excellent to exceed our target, we need to ensure that the information we have been promoting has been utilised by our residents. The target to increase weight management provision in the District will need to be reviewed. There is still no ambition from the commissioner at ECC to increase the number of sessions in the District. We are on task to reach our target of 540186 participants utilising the facilities at Maldon Leisure Centre this year. However, participation at Maldon Leisure Centres is at risk of not meeting its yearly increase target, this will need to be reviewed.
B 	Working with communities and partners to support our health and wellbeing priorities: Mental Health	Ontrack - Conditional Elements	Q2- We have exceeded our target of MAC's this quarter. We have been versatile in our delivery and utilised the increase of technological equipment to improve engagement with our most vulnerable residents.
C 	Working with communities and partners to support our health and wellbeing priorities: Social Isolation & Loneliness	Ontrack - Conditional Elements	Q2- We have continued to exceed our target for promoting social isolation initiatives. Partnership working with the CVS has been sustained during this time to tackle social isolation and loneliness. Given that there may be further shielding measures implemented it is important that we continue with local partners to support our residents.
D 	Working with communities and partners to support our health and wellbeing priorities: Older peoples health	Ontrack - Conditional Elements	Q2- COVID-19 had halted work on this corporate outcome. However, the Maldon District Dementia Action Alliance had it's first meeting since lockdown in Q2. With MDC being an active member, we will become more aware of the number of groups and services within the Maldon District.

# Community Strategic Performance

## Community Outcomes

Reference	Title	Status	Commentary
E 	Partnership working to safeguard vulnerable adults, children & families	Ontrack - Conditional Elements	Q2- All safeguarding cases continue to be dealt with in the right guidelines (SET). Staff completion of e-learning modules on Safeguarding and GDPR is currently down on Q1 by 2%. We will need to ensure staff have completed this training. There has been an increase in the % of customer facing staff who have received MECC* training, meaning we are progressing and performing well regarding this target.
F 	Effective engagement to support strong and resilient communities	Ontrack - Conditional Elements	Q2- Some of the work to support this outcome has been put on hold through COVID-19. ABCF will have not been operating throughout this time. However, we have surpassed our targets for the Customer evaluation survey and the number of engagements with Parish and Town Councils. A large majority of the COVID work which has been carried out will have certainly supported the corporate outcome of effective engagement to support strong and resilient communities. Going forward, it is important to utilise the mechanisms and relationships that have formed throughout the pandemic with the to improve and deliver upon corporate outcomes.

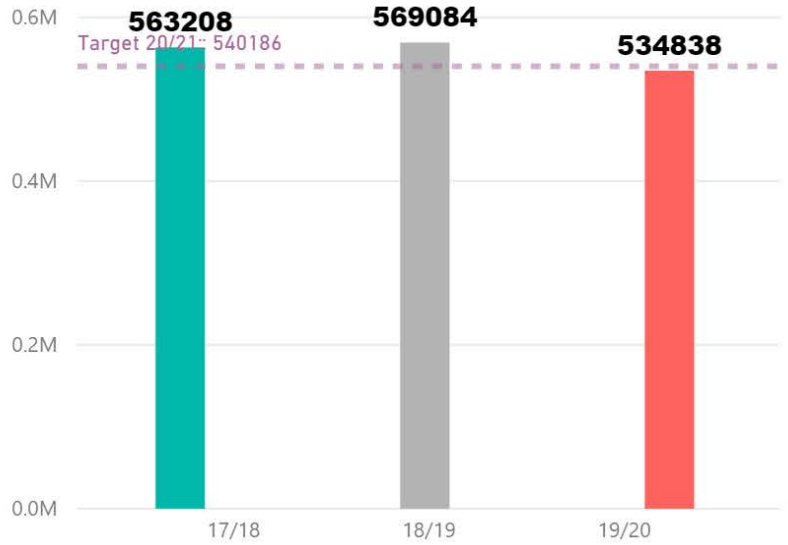
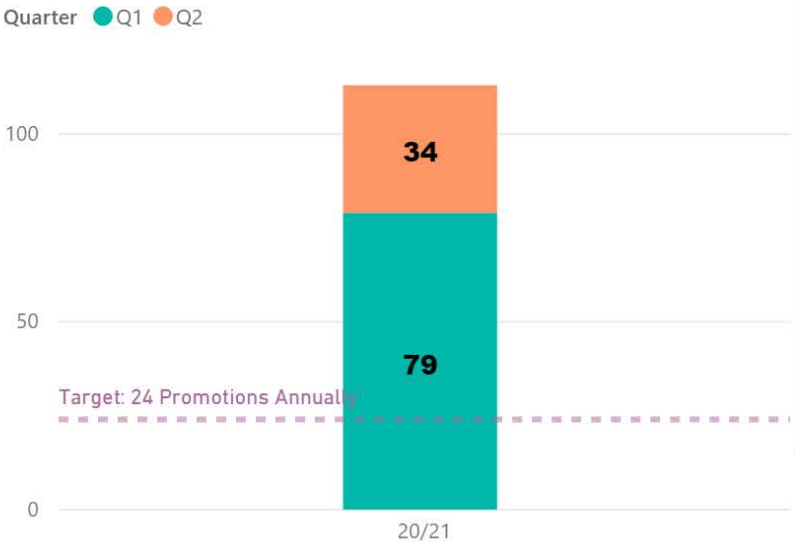
Community Performance Measures

No. of physical activity promotions

Participation at Maldon leisure centres

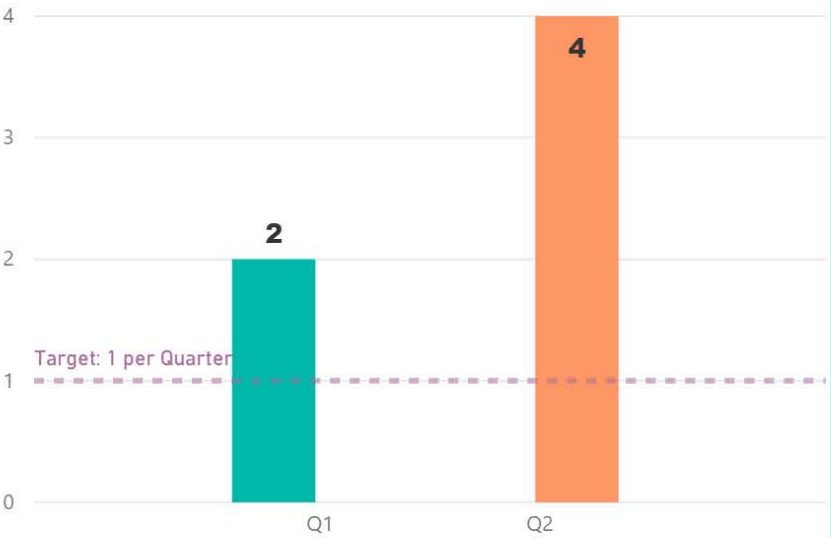
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A) Obesity



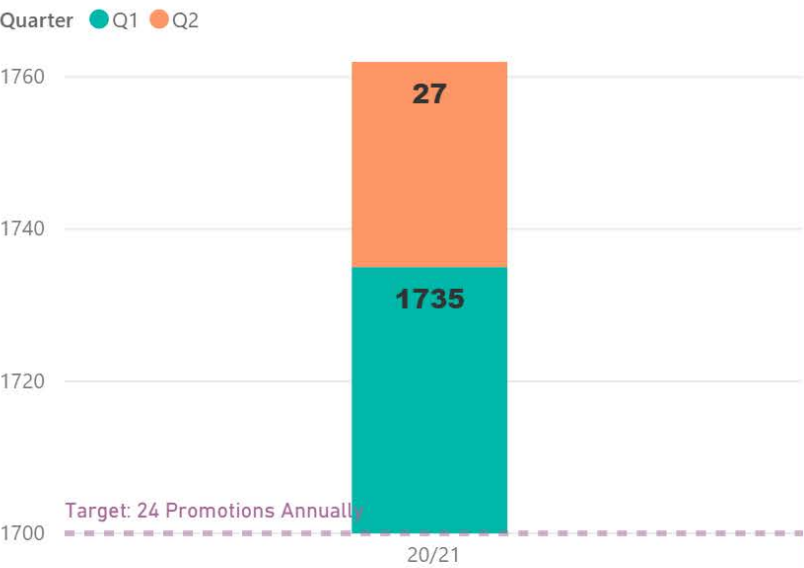
B) Mental Health

Targeted MAC\* (Multi Agency Centres) supporting vulnerable residents



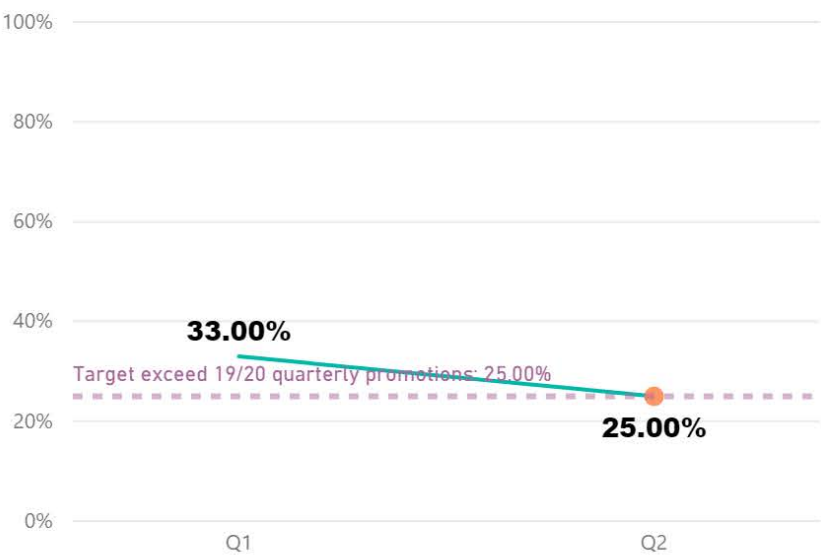
C) Social Isolation/Loneliness

Promotion of social isolation initiatives



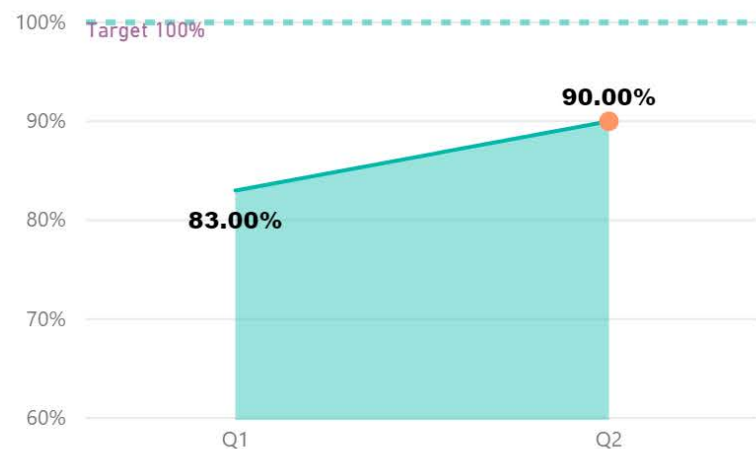
D) Older Health

% of known Maldon District dementia friendly groups/ services promoted

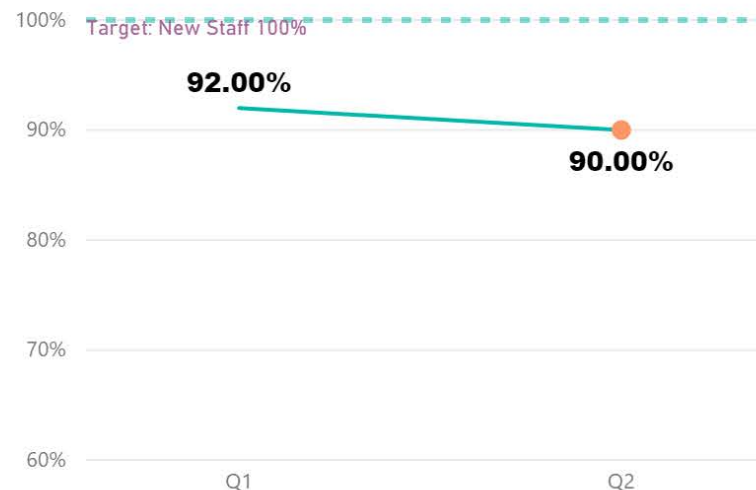


## E) Partnership working to safeguard

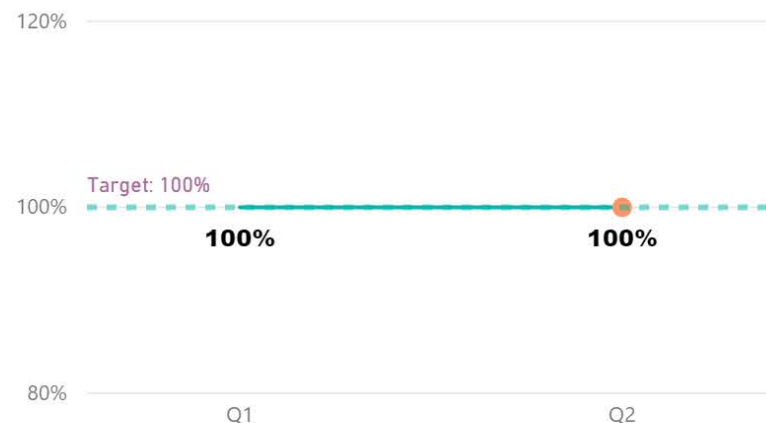
% of customer facing staff who have received MECC\* training



Staff completion of e-learning modules on Safeguarding and GDPR



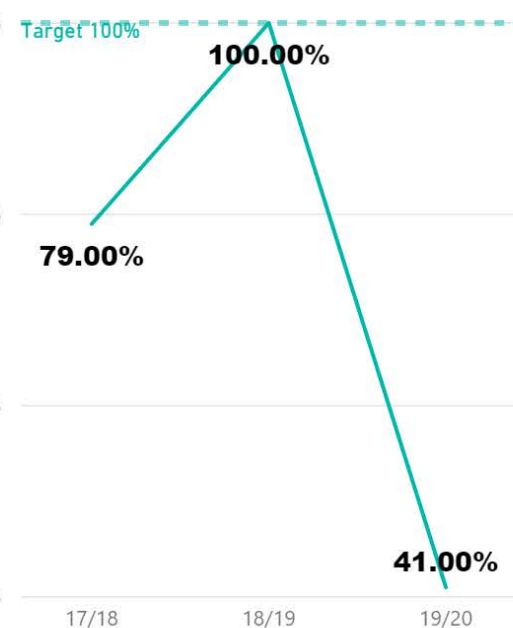
% of safeguarding cases are dealt with in accordance of Southend, Essex and Thurrock (SEI) guidelines for adults and children



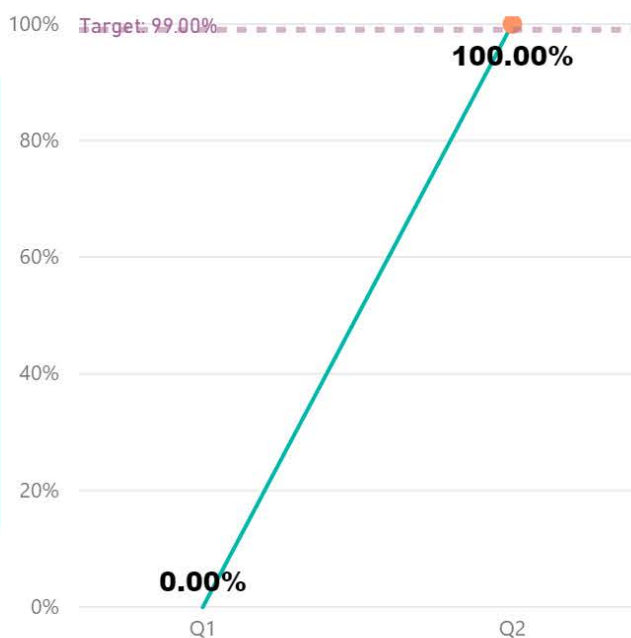
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## F) Community Engagement

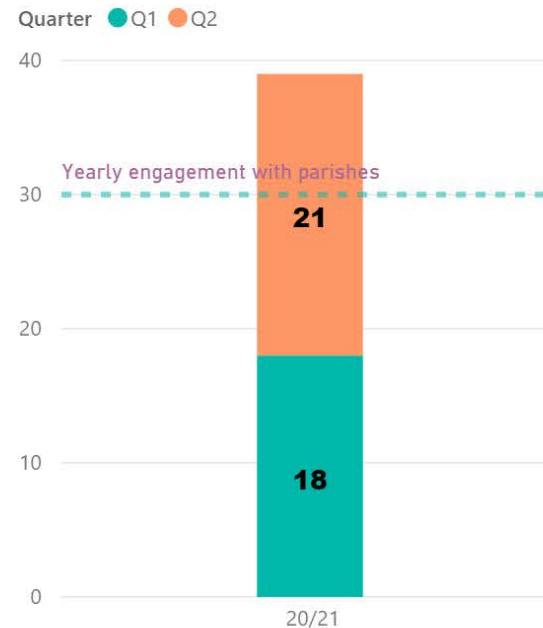
Annual Better Care Fund spend



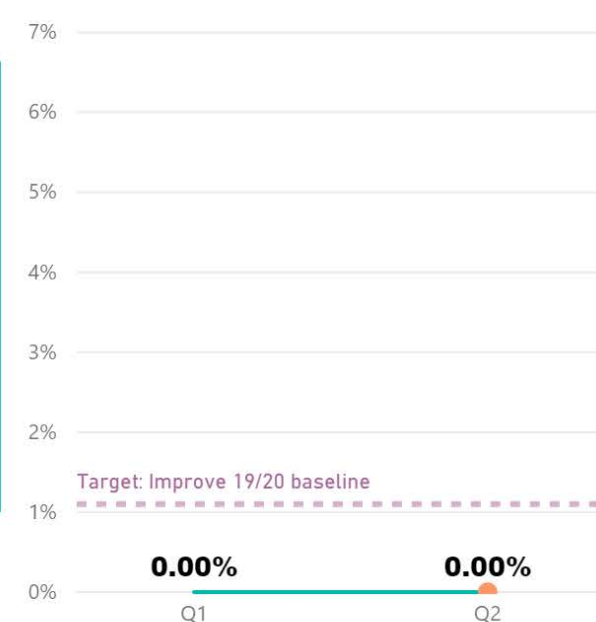
Customer evaluation survey (MDC) – private sector housing grants/ loans









No. of Parish and Town Council engagements by Community team



MDC assistance to use digital service/ payment at Council Offices













Supportive Outcome	Community Actions Plans	Status	Highlights/Low Lights	Target
A) Support health and wellbeing priority: Obesity	Campaign delivery for physical activity	Target Met 	Q2 - 4 campaigns - Promotion of Active Essex 'Better Health' on social media, in MDC internal comms and to livewell partners; launch of MDC Clean Air day, including active travel component, on social media; promotion of buddy walks; funding and support of projects e.g FitSteps, seated exercise.	2 Campaigns per year
A) Support health and wellbeing priority: Obesity	Parishes covered by community weight management sessions	Target Met 	Q2 - Active promotion of telephone weight management services on social media and to livewell partners, and healthy lifestyle comms including re weight management, eg BNF Healthy Eating Week and PHE/Active Essex Better Health campaign, on social media and in MDC internal comms.	Support existing weight management sessions
B) Support health and wellbeing priority: Mental Health	Primary Schools supported by MDC Y6 transition template	On Track 	Q2 - We are currently gathering feedback on the evaluation template from our education partners at Ormiston Rivers Academy and Plume Academy. Once we receive feedback, we will update the evaluation form if required. We will then be looking to formerly launch the MDC transition template to all primary and secondary schools in the District.	To onboard 2 new schools per year
C) Support health and wellbeing priority: Social isolation/Loneliness	Campaign delivery for social isolation	Target Met 	Q2 - 3 campaigns - Planning of Maldon District Recognition of Service to celebrate volunteering; support for Mid and South Essex HCP thank you video, to celebrate volunteering and community cohesion to reduce isolation; support for COVID Community helpline.	1 Campaign per year
C) Support health and wellbeing priority: Social isolation/Loneliness	The number of intergenerational projects in the District	Under Review 	Q2 - 0 new schools - service suspended due to COVID19 as schools are shut and care homes are in self-isolation as extremely vulnerable. As soon as guidelines change, this project will be resumed. Will also look to encourage virtual model of delivery for school and care home, similar to existing initiative with Maldon Saints Primary School.	1 new school participating in intergenerational projects per year
D) Support health and wellbeing priority: Older people's health	Health drop-ins for older people's groups provided	On Track 	Q2 - 2 sessions - Service suspended due to COVID19. However, promotion of community safe space opportunities e.g delivered by CVS, and receiving funding applications for community projects; support for CVS safe and well checks.	To increase older health drop in sessions, 1 per quarter







# Place Strategic Performance

## Place Outcomes

Reference	Title	Status	Commentary
A 	A clean and tidy District	Ontrack - Conditional Elements	Q2 - Decrease in flytipping since public waste disposal sites reopened during Q2 and clean up exceeded target. No concerns for Q2.
B 	Reduced Household waste	Ontrack - Conditional Elements	Q2 - Slight increase in recycling to exceed target and decrease in residual waste to exceed target for Q2. On track for Q3
C 	Our open spaces maintained for the enjoyment of all	Ontrack - Conditional Elements	Q2 - Volunteering activity remains suspended in Q2 with zero hours completed raising concern for end of year target. 1 Management Plan commenced in Q2 to improve on Baseline satisfaction rate.
D 	Improved air quality	Ontrack - Conditional Elements	Q2 - Action Plan actively progressing and aligned with High Street Recovery work and High Street Improvements project through CAMP.
E 	Partnership working to protect our countryside and coastline	Ontrack - Conditional Elements	Q2 - On track and progressing
F 	Sound and tested environmentally friendly initiatives delivered	Ontrack - Conditional Elements	Q2 - National and local campaigns delivered via social media supporting environmental initiatives. Environment and Climate Change Strategy made some progress.
G 	A five -year housing land supply maintained	Ontrack - Conditional Elements	Q2 - Awaiting HDT and 5YHLS figures to be published for 20/21.
H 	Strategic sites delivered in accordance with the Local Development Plan bought forward	Ontrack - Conditional Elements	Q2 - Partial Review of LDP triggered due to last 3 years not meeting LDP Housing Trajectory. Strategic sites recommenced construction Q2.

# Place Strategic Performance

## Place Outcomes

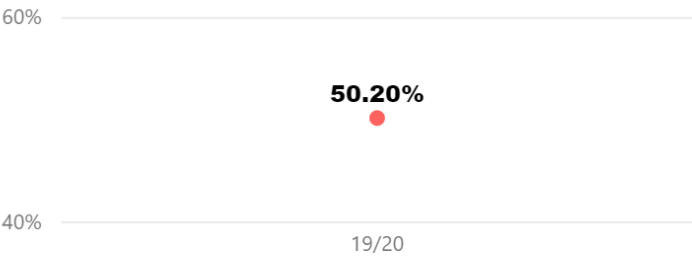
Reference		Title	Status	Commentary
I		Affordable housing targets in the Local Development Plan achieved	Ontrack - Conditional Elements	Q2 - Sites recommenced construction Q2 along with sites commencing construction Q2. Annual target 20/21 back on track.
J		Section 106 planning agreements are effectively discharged	Ontrack - Conditional Elements	Q2 - S106 monitoring completed on active sites and working through outstanding actions and required payments.
K		Partnerships are developed to maintain coastal defences	Ontrack - Conditional Elements	Q2 - Flood Projects and Maintenance Group reconvened and progressing individual projects and partnership funding.
L		Improved access to Superfast Broadband across the District	Ontrack - Conditional Elements	Q2 - on track and progressing.

Place Performance Measures

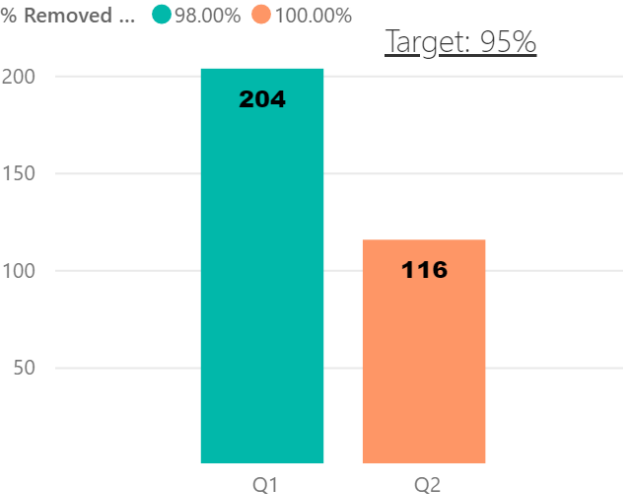
A) Clean and Tidy District

Public satisfaction to cleanliness & tidiness of the District

Target: Improve baseline

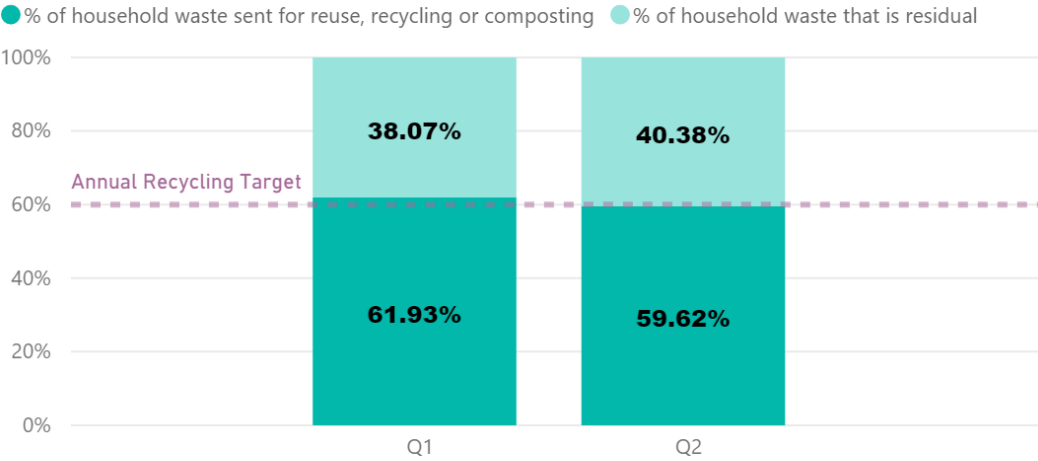


Fly tipping incidents and & Removed in 24rs



B) Household Waste Reduction

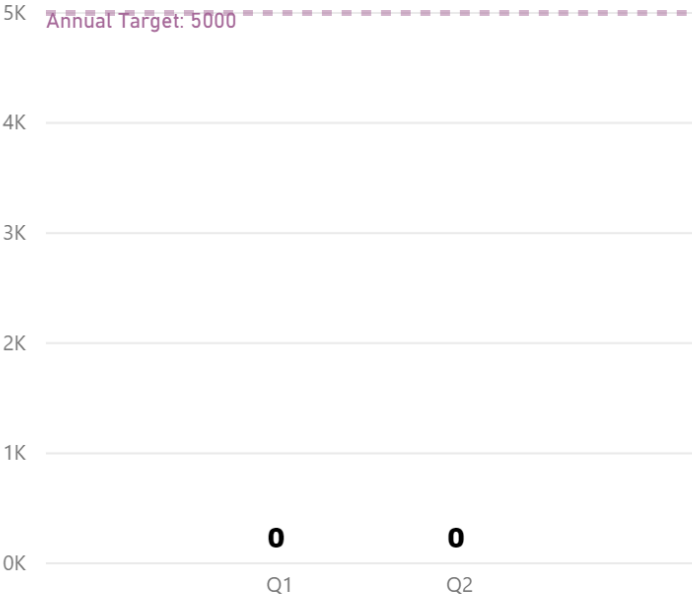
Residual Waste V Recycled Waste



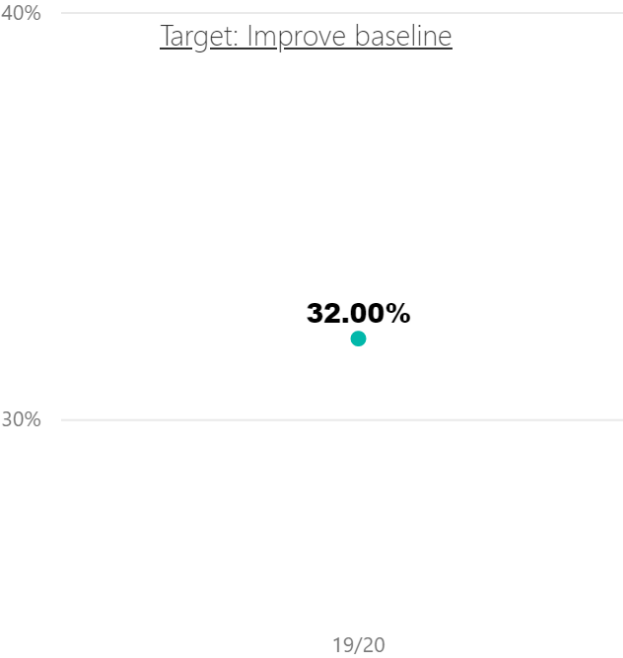
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C) Open Spaces

Local volunteering activity facilitated/organised by MDC(Hrs)

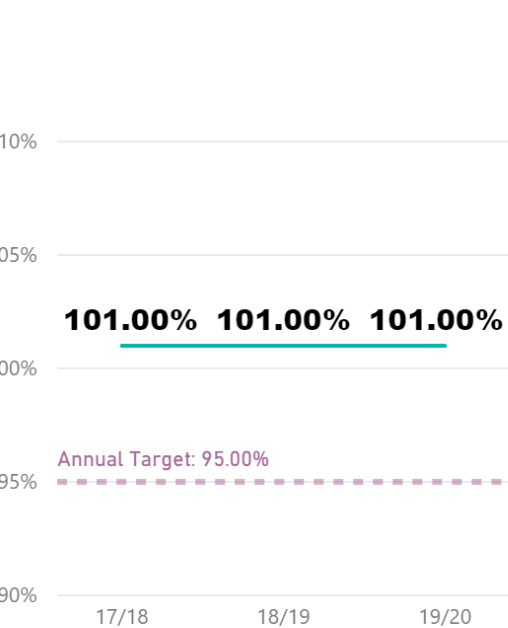


Public satisfacion to Flagship open spaces



G) Housing Land Supply.

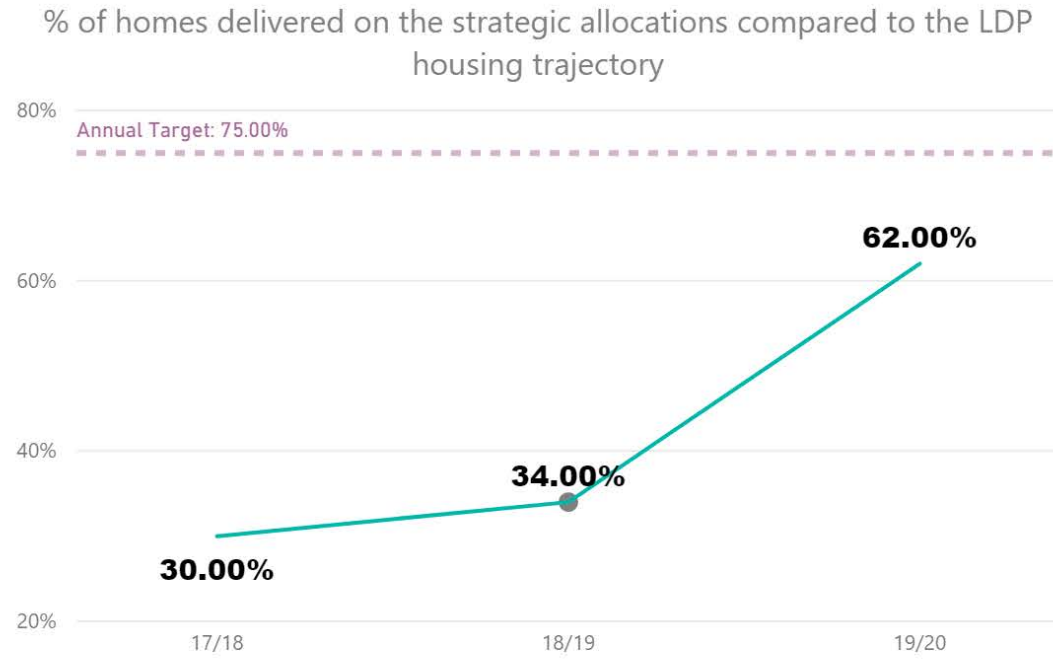
Housing Delivery Test (HDT\*) result



5Yr housing land supply

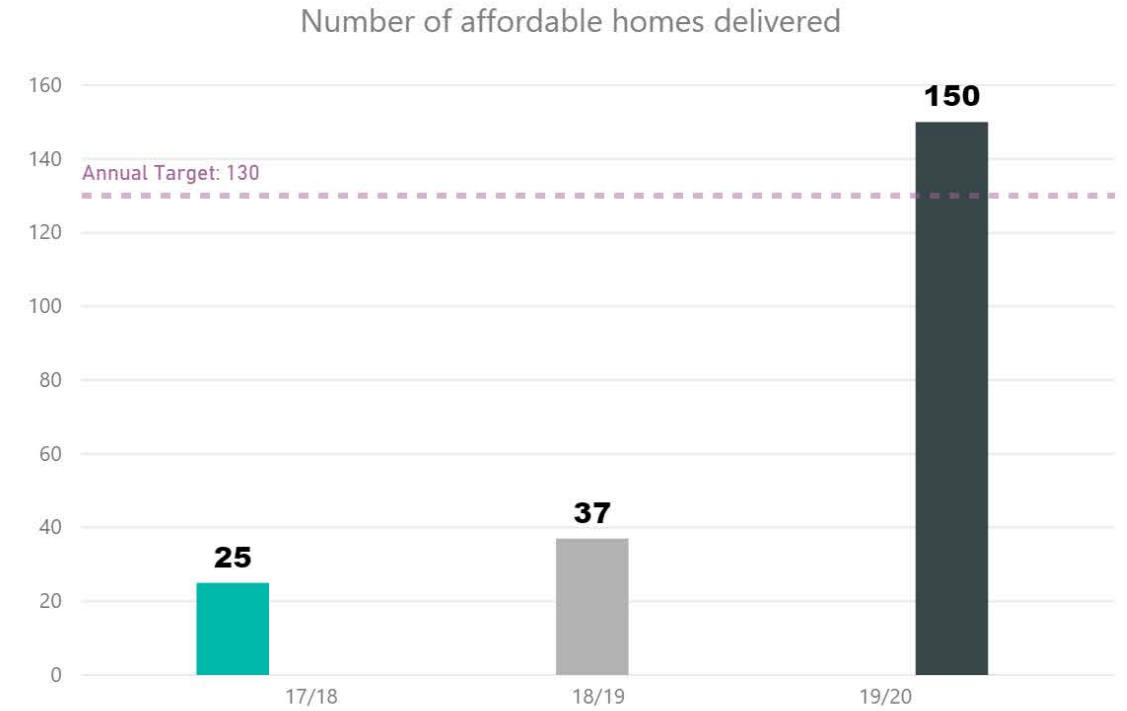






## H) Strategic Site Developement








## I) Affordable Homes

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Supportive Outcome	Place Actions Plans	Status	Highlights/Low Lights	Target
C) Maintaining open spaces	Keep Britain Tidy 'Green Flag' award (well managed parks and open spaces)	At Risk 	Q2 - Service Priority has continued to be on Covid-19 and BAU.	Two applications submitted
C) Maintaining open spaces	Progress implementation of the Green Infrastructure Strategy [GINS] findings / projects - adopted by Council May 2019	On Track 	Q2 - GI projects being linked to CAMP, BrB and Health & Wellbeing projects. Proposed meeting with National Trust has not taken place due to ongoing Covid-19 (and particularly wide-ranging impacts on BAU and NT/Charity sector as a whole) Greenways/ex-railway related projects slowly developing, particularly around "re-use your railway" funding bid in relation to the Blackwater Rail Trail (ex- Maldon to Witham LNER line)	Progress priority approach to Green Infrastructure project delivery, with the support of Infrastructure Delivery Plan(IDP review/CIL funding)
D) Improved air quality	Development of AQMA Action Plan	Target Met 	Q2 - Progress on the AQMA delivery is progressing and has formed part of the Covid High Street Recovery meeting. Current Officer is due to conclude employment with MDC with replacement contract in place on a part time basis to take up this work stream.  Additionally, ECC has recently launched the Climate Action Committee which seeks to support some of the schemes proposed within the AQMA, such as pedestrianisation of high streets.	Council adoption in 2020
D) Improved air quality	Implementation of AQMA Action Plan measures	On Track 	Q2 - At present, initiatives like clean air day, have either been delivered or are pending.  Other initiatives/actions such as the completion of the "Destination Survey" by ECC are still outstanding/have been pushed back. The main reason for delay seems to arise from Covid related challenges and changes to ways of working, which has in turn affected ways of working. Timescales are being agreed.  The work streams which arise from the High Street Recovery Group, predominantly centre around consideration/implementation of traffic control measures and pedestrianisation of the High Street/Market Hill. It does not directly form part of the AQAP but compliments it and is therefore considered along with the Action Plan. At present, no dates have been set for delivery of an amended High Street however, Officers meet weekly to resolve various issues arising from Covid and the reopening of the High Street.	Implemented in accordance with agreed action plan time table.

Supportive Outcome	Place Actions Plans	Status	Highlights/Low Lights	Target
E) Protect our countryside and coastline	Development of a Blackwater Nature Conservation Strategy	On Track 	<p>Q2 - Virtual meeting of partnership group, Terrestrial and Marine streams, took place on 21st July. Next meeting scheduled for 10th November 2020.</p> <p>Significant changes to Environment Agency funding formula for Grant in Aid to allow for projects lined to wider environment and Climate Change will potentially enable some of the projects enabled by the Partnership. Impact of Covid-19 on charity sector &amp; NGO partners (funding, staffing etc) expected to be discussed at November meeting.</p> <p>Need for clear links to be established between this group and the emerging "Essex Coast Bird Aware" (formerly Essex Recreation &amp; Access Mitigation Strategy), in order to bridge 'gap' between Planning policy and on-the-ground delivery. Potential MDC opportunity to bid to host two staff Members funded by EssexRAMS under development.</p> <p>Tie in to Sense of Place development of a 'Coastal Guardians' project and tie in to proposed mobile Phone App (either via Essex CC 'paths to prosperity' or alternative)</p>	TBC
F) Environmental Initiatives	Develop and adopt an Environment and Climate Change Strategy	At Risk 	<p>Q2 - General discussions have taken place regarding the requirements of the Environment and Climate Change Strategy.</p> <p>While a draft strategy was delivered by a previous officer, follow up discussions suggested the scope needed to be increased. At present elements of waste management and schemes to support EV infrastructure need to be brought in.</p> <p>The strategy could also be affected by the newly formed Essex County Council Climate Action Committee, a 2 year undertaking, which has a number of schemes that could translate into District programme and should feature in the strategy (as an example The Essex Forest Initiative).</p>	Submit draft Strategy to Committee by December 2020

Supportive Outcome	Place Actions Plans	Status	Highlights/Low Lights	Target
F) Environmental Initiatives	Successfully deliver promotional campaigns to support a sustainable Place	Target Met 	<p>Q2 - It has been a very busy quarter and although Covid-19 has continued to dominate our Communications activity. We have managed to deliver and support a wide range of National and Local campaigns using our social media channels and website, some of which are Covid-19 ongoing activity. These have included;</p> <ul style="list-style-type: none"> <li>- Eat out to help out</li> <li>- Essex police illegal raves</li> <li>- SCRAP flytipping</li> <li>- Hands Face Space (on going)</li> <li>- BNF Healthy Eating Week</li> <li>- 2020 Annual Resident/Business survey</li> <li>- Test and Trace (on going)</li> <li>- Hand washing/face masks (on going)</li> <li>- Electoral register updates</li> <li>- Recycle week</li> <li>- World Suicide Prevention day</li> <li>- UK Transition / Brexit (on going)</li> <li>- High Street reopening / #WeAreOpen</li> </ul>	Deliver three campaigns annually
H) Strategic sites development	Infrastructure delivered in relation to the strategic allocations in accordance with Policy S3 and S4 and the negotiated and signed S.106 agreements	Under Review 	<p>Q2 The s106 Officer continues to establish improved contact with main developers land agents and is starting to generate requests for payment using a new billing process agreed with Finance. The requests are only capable of being rendered at agreed trigger points and some of these have been held back due to Covid related delays with construction.</p> <p>With doubts about employment and continuing job security the developers may also decide to hold off completions to time their new homes arrival to the market. The Council's Officer Implementation Group has met for the first time in 18 months and will maintain an overview of these issues.</p>	Delivery in accordance with the Infrastructure Delivery Plan
J) Section 106 planning agreements effectively discharged	All s106's are monitored in accordance with the signed legal agreement	On Track 	<p>Q2 All of the site visits have now been completed and the s106 is working through the findings, currently to identify outstanding actions and payments that are required.</p> <p>The Council's spread sheets have been reviewed and the records subdivided to show active sites more clearly. The active sites being monitored are now reduced from 354 (with 582 open clauses) to 71 ( with 231 open clauses) The remaining sites whose records must be retained due to agreements in perpetuity have been searegated out to alternative sheets.</p>	100% implementation








Supportive Outcome	Place Actions Plans	Status	Highlights/Low Lights	Target
K) Maintaining coastal defences	To monitor delivery of the agreed 2019 Maldon District Strategic Flood Projects and Maintenance Plan and maximise grant opportunities towards local coastal defences.	On Track 	<p>Q2 - Flood groups have now been reconvened and this work stream is beginning to be looked at in more detail.</p> <p>We have yet to receive the ECC report on flood risk for The Causeway area.</p> <p>A recent Flood Risk Audit highlighted risks in relation to lack of Officer knowledge due to staff changes following Ignite. Suggestions were made regarding initiating training and engaging with partners. Recruitment of the previous flood risk lead, is hoped it will be able to help pass on knowledge and refocus the flood risk work stream</p>	80% of works/maintenance projects put forward annually are completed in accordance with the project timescales
L) Improved access to Superfast Broadband	To work with Partners to accelerate and maximise the rollout of Superfast Broadband across premises in the District.	On Track 	Q2 - Superfast Essex Broadband Programme continues to make progress in reaching targeted residential and commercial premises. As at 31 August 2020 the planned % coverage in the Maldon District is at 96%. The Superfast Essex Broadband Programme ends December 2021 with forecasted coverage in the Maldon District at 98.2%.	99% superfast broadband coverage by December 2021.

# Prosperity Strategic Performance

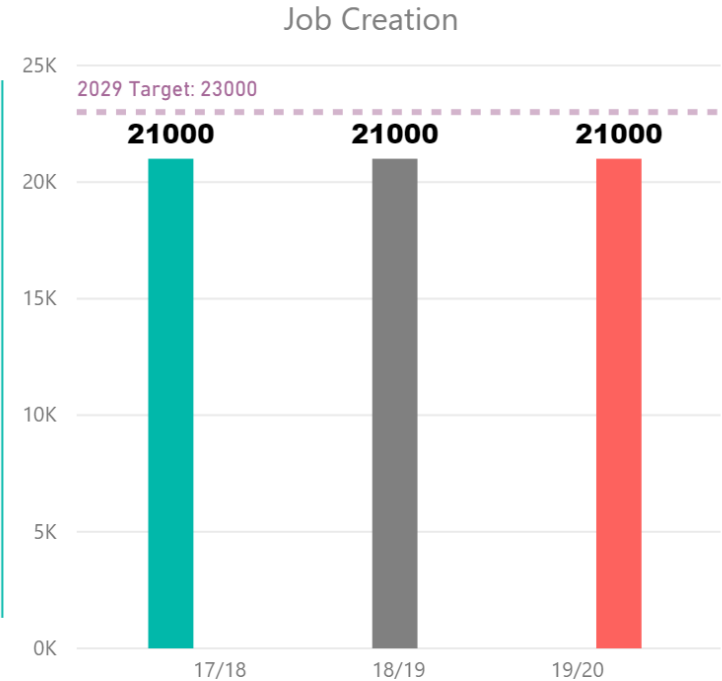
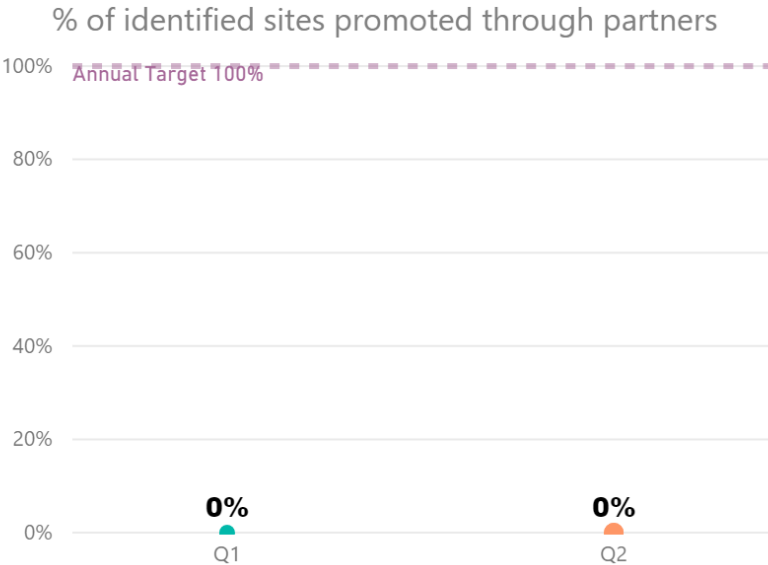
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### Prosperity Outcomes

Reference	Title	Status	Commentary
A	 Delivery of strategic employment sites in accordance with the Local Development Plan	At Risk	Q2 - No update on Q1. In March 2020 Essex County Council ended the commission of Invest Essex. Further progress been hampered owing to prioritising COVID response and recovery. The future delivery of inward investment work by ECC is not yet known. An alternative delivery approach is being developed by officers.
B	 Partnership working to provide an Enterprise Centre	Under Review	Q2 -Under review as to whether the right approach. Officer working group reviewing alternative options for delivering enterprise support locally
C	 Rural business and diversification supported	On Track - Conditional Elements	Q2 - The need to support rural/district businesses in the creation of the Bradwell B supply chain has been identified as part of BRB engagement and part of the approved Sense of Place - Place Plan. Activity on hold owing to response to COVID19
D	 Tourism supported and encouraged	On Track - Conditional Elements	Q2 - Limited promotional activity has resumed in line with government restrictions.
E	 Efficient and effective engagement with businesses	On Track - Conditional Elements	Q2 - Work is continuing with the Maldon Business Board who have been critical in steering and supporting the Covid recovery. Work is underway to develop the Maldon District Business Network via linked groups and social media. Progress has been slowed by COVID19 outbreak but will continue and will support economic recovery. Work is progressing with strategic and key partners, and business groups.

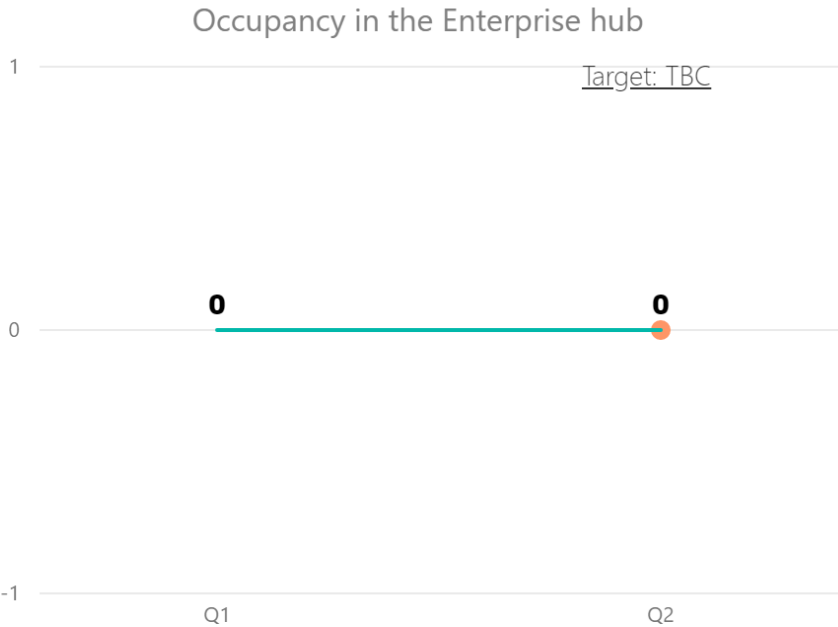
Prosperity performance measures

A) Delivery of strategic employments sites

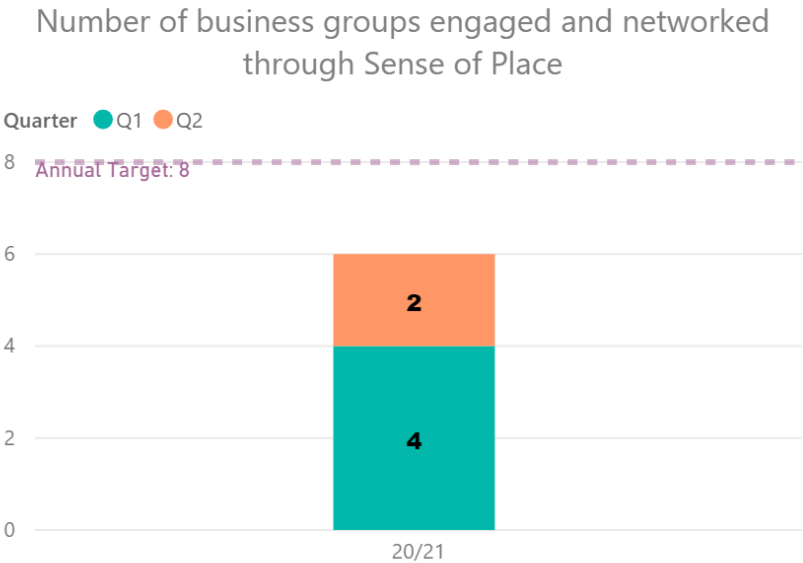


B) Partnership working to provide an Enterprise Centre

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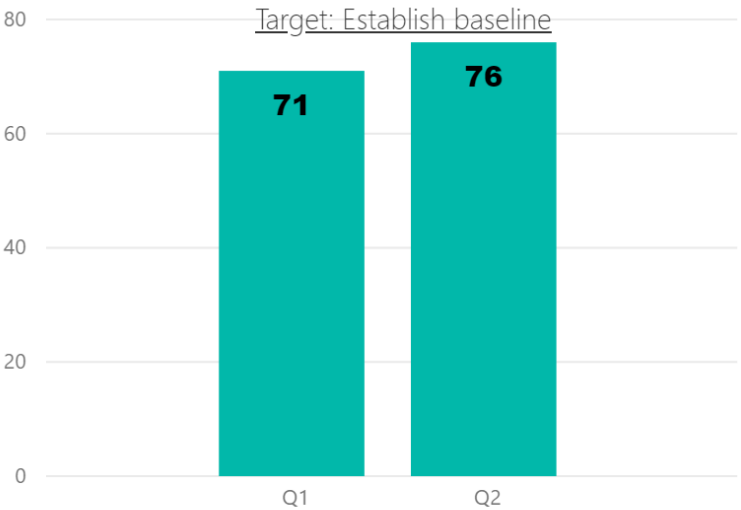


E) Efficient & Effective engagement with Businesses

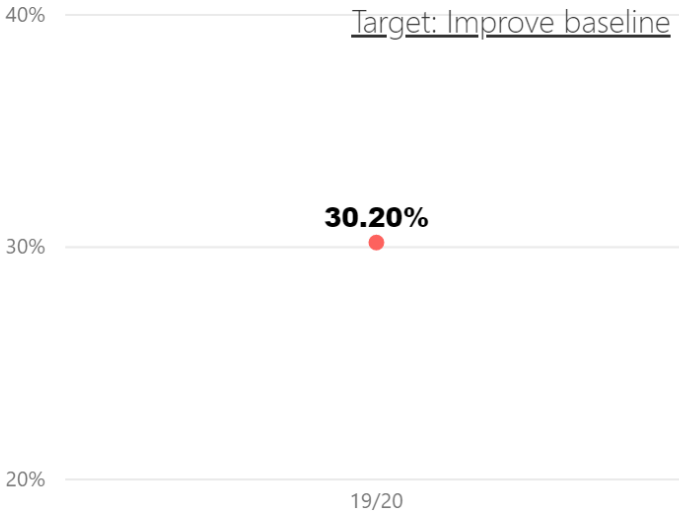


Members of the LinkedIn Maldon District - "Sense of Place" Business Group

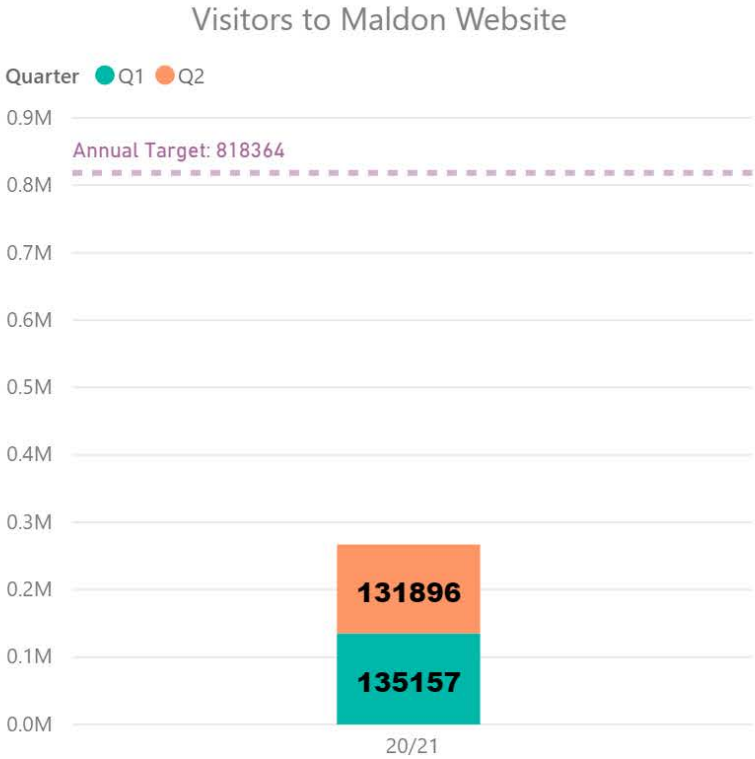
Target: Establish baseline



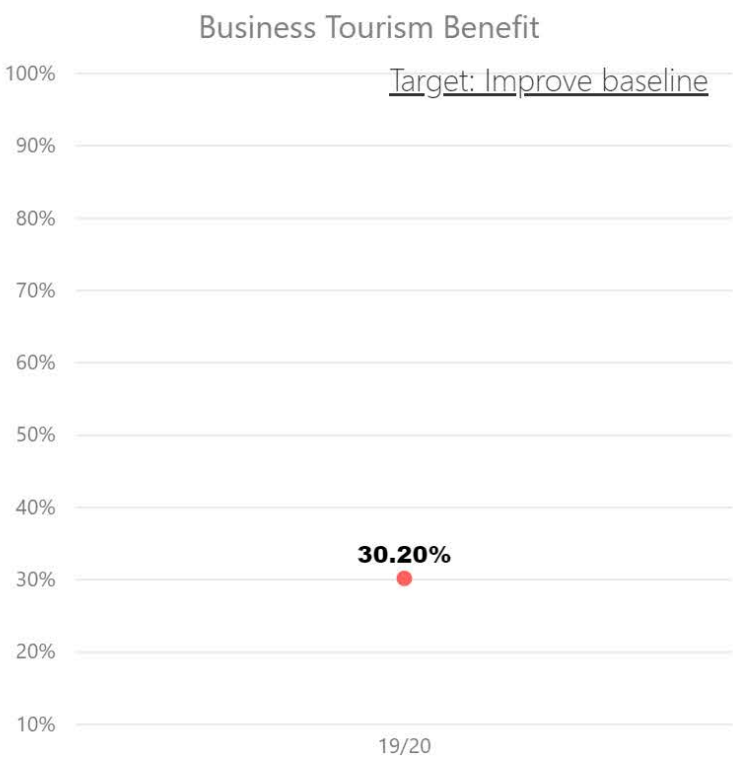
Business satisfaction with MDC services








D) Tourism supported and encouraged



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Supportive Outcome ▲	Prosperity Actions Plans	Status	Highlights/Low Lights	Targets
B) Partnership working to provide an Enterprise Centre	Deliver Enterprise Centre	Not Started 	Q2 - Currently there are no resources allocated to the delivery of this project	Enterprise Centre delivered by 2025
B) Partnership working to provide an Enterprise Centre	Deliver Enterprise Hub based in Maldon District Council's building	Not Started 	Q2 - Due to COVID all planning for this is currently on hold	Enterprise Hub delivered by 2020
C) Rural and coastal business supported	Bradwell B project	On Track 	Q2 - The Socio-economic workstream is progressing on track and officers and Members remain engaged with BRB	Engagement with BRB through the Bradwell B Development Consent Order process
C) Rural and coastal business supported	Establish Maldon Rural Business Growth Strategy	On Track 	Q2 - No update from Q1. Project remains on track  Q1 - The Establishment of a Maldon District Rural Business Growth Strategy is identified for delivery as part of the Sense of Place - Place Plan which is now approved by the Place Board. Progress has been hindered by the response to Covid-19 and the delay in recruiting the SoP Coordinator, but remains on track.	Contractual SoP Objectives met

Supportive Outcome	Prosperity Actions Plans	Status	Highlights/Low Lights	Targets
D) Tourism supported & encouraged	Digital Tourism campaigns delivered	Target Met 	<p>Q2 - The team have developed or participated in a number of Tourism campaigns over the last quarter despite the ongoing restrictions of Covid-19. These have included;</p> <ul style="list-style-type: none"> <li>- #EscapeTheEveryday (supporting Visit England National campaign)</li> <li>- River safety</li> <li>- Great adventures close to home (supporting Visit Essex campaign)</li> <li>- Promenade Park play site consultation</li> <li>- #CycleSeptember (supporting Love to ride campaign)</li> <li>- Heritage open days</li> <li>- Wind in the willows at Braxted Park</li> <li>- VJ Day 75 promotion</li> </ul>	5 Campaigns annually