

Review of Performance 2016-17



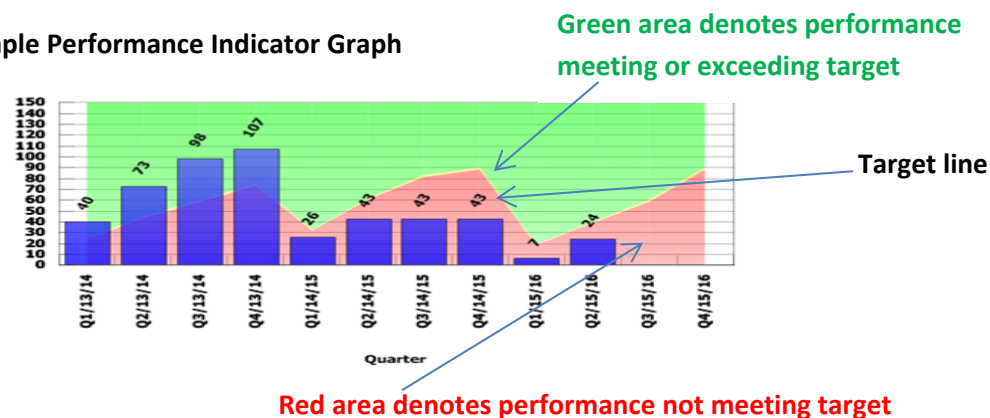
REVIEW OF PERFORMANCE

2016-17

Status Definitions for Key Corporate Activities

At Risk	There are issues which could impact the completion/ achievement of the Key Corporate Activity in the future
Behind Schedule	Target date for completion of the Key Corporate Activity , or milestones upon which activity depends, have not been met
On Track	Work progressing satisfactorily, milestones upon which the activity depends are being met and overall target for completion should be achieved
Completed	Key Corporate Activity completed – no further work required

Example Performance Indicator Graph



## Review of Performance 2016-17

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

Key Corporate Activities contributing to this goal - 4			
At Risk	Behind Schedule	On Track	Completed
	1	3	

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
Implement Community Safety Partnership action plan	Ongoing	On track	
Implement with partners the Local Action Plan that contributes to the local health and wellbeing needs	Ongoing	On track	
Embedding the Safeguarding policy and procedures across all the Council services	Ongoing	On track	
Develop the Strengthening Communities Strategy	March 2017	Behind schedule	Officers continue to work with Members to develop a strategy for the Council through the Member Task and Finish Working Group. Officers have been tasked with undertaking an audit of community groups to identify any shortfall in provision within the district for consideration by the working group when it next meets later in 2017.

Review of Performance 2016-17

Indicators

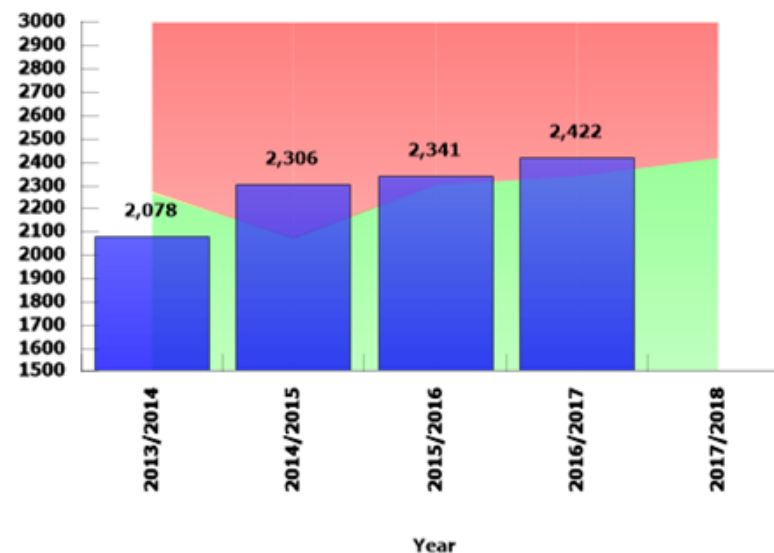
Indicator	14/15	15/16	16/17 Target	16/17	Annual target achieved
Level of reported crime	2,306 Incidents of all crime	2,341 Incidents of all crime	Fewer reported incidents than in previous year	2,422 Incidents of all crime	No
	1,113 Anti-Social Behaviour (ASB) incidents	1,087 ASB incidents		1,000 ASB incidents	Yes
			Sanctioned detection rate 11.7%	No target	Sanctioned detection rate 12.5%

Comment on performance

Sub groups of the Community Safety Partnership continue to meet on a regular basis and work streams for each individual group are effectively impacting on various areas of community safety. Rural crime remains a concern for local people so there will be a stronger focus on this for 2017/18 with the adoption of the new priority "Tackling rural crime and strengthening communities".

Team members meet with partners on a frequent basis and receive regular information to ensure that the partnership remains responsive to emerging crime trends such as monitoring of the offender cohort, community cohesion issues and children at risk of exploitation.

There was some very proactive work undertaken in the area by CID which resulted in an arrest and effectively halted a burglary/vehicle interference series.



## Review of Performance 2016-17

Tracking Measures

The following are designated as “tracking measures” for which it is inappropriate to set targets as the Council has little control of performance, but establishing these measures will enable us to gauge the impact of our actions on the desired outcomes outlined in the Corporate Plan.

Indicator	14/15	15/16	16/17
<b>Number of households where living conditions were improved through:</b>			
• Intervention of the private sector housing team	44	63	69
• Housing Act interventions			
- Overall	12	21	10
- Relating to excess cold, damp and mould	9	6	4
<b>Overall number of households within the Maldon District that have been assisted as part of the national Green Deal and ECO scheme</b>	<b>690</b> (between Jan 2013 and Mar 2015)	<b>860</b> (between Jan 2013 and Dec 2015)	<b>1,178</b> (Jan 2013 - Dec 16)
<b>Number of assisted installations to improve home energy efficiency through Council promotion</b>	<b>0</b>	<b>20</b>	<b>19</b>

Review of Performance 2016-17

Corporate Goal - Protecting and shaping the District

Key Corporate Activities contributing to this goal – 6			
At Risk	Behind Schedule	On Track	Completed
	4	2	

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs “At Risk” or “Behind Schedule”
Adopt the Local Development Plan for the District	September 2017	Behind schedule	<p>The Examination-in-Public (EIP) Hearing sessions were held in January 2017. The sessions were based on the Inspector's Matters, Issues and Questions (MIQs) published on 16 November 2016. The Inspector worked with the Council during each of the hearing sessions to consider modifications that would assist in making the Plan and individual policies within it, sound.</p> <p>The Post-Examination modifications, after sign off from the Inspector, were published for public consultation on 17 March and ran. The responses to the public consultation have been sent to the Planning Inspector, who will then complete his Report for the Secretary of State with recommendations on whether the Plan is sound. On receipt of the Planning Inspector's report, the Secretary of State will then consider the Planning Inspector's recommendation and in due course, will issue a report to Council on his decision on the Plan.</p>
Work in partnership to deliver/ensure management/maintenance of strategic infrastructure as per LDP	Ongoing	On track	

## Review of Performance 2016-17

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
Work in partnership to develop community consultation groups re management/maintenance of existing open spaces	December 2016	Behind schedule	Work around community consultation is progressing; however priority has been given to resolving operational difficulties within the service. These are now improving and the team is able to refocus on how to build on existing friends groups where they are established and re-engaging with the community where they do not. A report will be considered by Members in Autumn setting out a proposed approach to formalise how the Council works with friends groups or other recognised groups that have an interest in open spaces and how it can encourage community involvement with the ongoing maintenance and management of sites. This KCA has been rolled forward to 2017/18 and Members will receive regular updates on how this area of work is progressing throughout the year.
Adopt the Maldon District Design Guide	May 2017	Behind schedule	<p>The Maldon District Design Guide was approved by the Planning and Licensing Committee in March 2017 for public consultation which will finish on 30 June; representations will be collated and fed into final revisions to be presented to Council in due course.</p> <p>Once adopted the Guide will be a supplementary planning document and a material consideration in planning decisions.</p>
Work with partners to seek funding/bring forward flood relief projects for identified surface flooding risk areas in District	March 2018	Behind schedule	<p>Progress continues to be made on the major flood relief schemes with the majority on track, some successful funding bids and further funding being sought.</p> <p>The following schemes are considered to be behind schedule:</p> <p><b>The North Heybridge Flood Relief Scheme (Funding application)</b> - Work is continuing with consultants Capita and the Environment Agency to finalise the business case. This</p>

Review of Performance 2016-17

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
			<p>work will continue into 2017-18, but with a view to achieving final submission for grant aid in early summer 2017.</p> <p><b>Maldon, Brickhouse Farm</b> - This project is being led by ECC and is progressing through the detailed design stage. It is understood that ECC are in discussion with their asset team regarding displacement of the allotments into another suitable area. Once available the detailed designs will be reported to Members before progressing to the planning application stage.</p>
<p><b>Work with housing associations and developers to provide affordable and extra care housing</b></p>	<p><b>Ongoing</b></p>	<p><b>On track</b></p>	

## Review of Performance 2016-17

## Indicators

Indicator	14/15	15/16	16/17 Target	16/17	Annual target achieved
Total household waste arising per household	842 kgs. per household	838 kgs. per household	820 kgs. per household	818 kgs. per household	Yes
Residual household waste per household	453 kgs. per household	443 kgs. per household	400 kgs. per household	345 kgs. per household	Yes
Percentage of household waste sent for reuse, recycling and composting (including separate green waste)	46.14%	47.3%	52%	57.8%	Yes
Number of missed collections per 100,000 collections	71.58/100,000	67/100,000* 2,337 actual missed Collections* *As at end of December 2015	60/100,000	188/100,000 5,602 actual missed Collections Figures relate to period from 6 <sup>th</sup> June – 31 <sup>st</sup> March	No

Review of Performance 2016-17

Indicator	14/15	15/16	16/17 Target	16/17	Annual target achieved								
<b>Number of missed collections per 100,000 collections</b>													
<p><u>Comment on performance</u>                      The figure of justified missed collections has been on a downward trend during the year and has now stabilised at 12 per day which should be viewed against over 16,300 collections per collection day.</p> <p>Improvements are due to a number of reasons including:</p> <ul style="list-style-type: none"> <li>• Crews are now familiar with their routes;</li> <li>• Routes are mapped in zones to ensure crews work together to support each other;</li> <li>• The new management team are more settled;</li> <li>• The crews are well supervised and regularly monitored and</li> <li>• The in-cab technology aid establishing justified missed collections.</li> </ul>		<table border="1"> <caption>Data for Missed Collections Chart</caption> <thead> <tr> <th>Year</th> <th>Missed Collections per 100,000</th> </tr> </thead> <tbody> <tr> <td>2014/2015</td> <td>71.58</td> </tr> <tr> <td>2015/2016</td> <td>67.00</td> </tr> <tr> <td>2016/2017</td> <td>188.00</td> </tr> </tbody> </table>				Year	Missed Collections per 100,000	2014/2015	71.58	2015/2016	67.00	2016/2017	188.00
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2016/2017	188.00												
Indicator	14/15	15/16	16/17 Target	16/17	Annual target achieved								
Percentage of major planning appeals allowed	10.3%	9.8% *(for the 2 year minus 9 months period as per DCLG assessment re quality of decisions)	3%	8.33% (for the 2 year minus 9 months period as per DCLG assessment re quality of decisions)	No								
Percentage of all planning appeal decisions allowed	45.95%	33%	33%	44.44%	No								

Review of Performance 2016-17

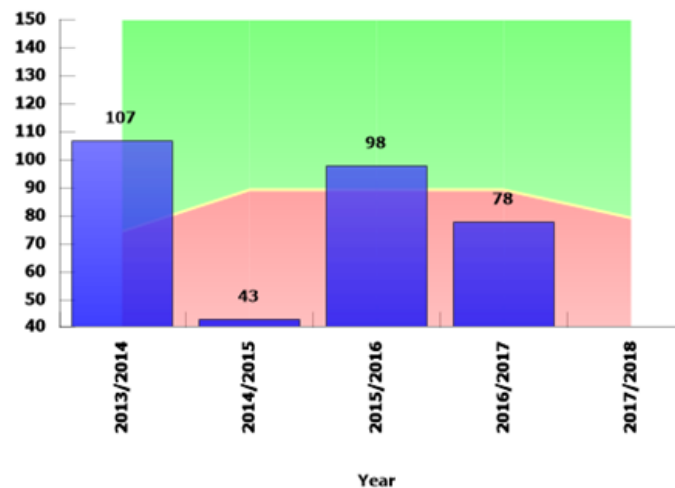
Indicator	14/15	15/16	16/17 Target	16/17	Annual target achieved																		
<b>Percentage of planning appeals allowed</b>																							
<p><a href="#">Comment on performance</a>                      This is continually monitored using a rolling period of 2 years minus 9 months, to indicate performance leading up to the annual assessment of whether the Council is underperforming undertaken by DCLG in January. Local authorities have been advised that the threshold for appeal decisions allowed on major applications will reduce to 10% for the 2018 assessment and a new target for 'minor' and 'other' applications will be introduced also at 10%.</p>																							
<b>Percentage of major planning appeals allowed over the assessment period for the quality of decisions</b>			<b>Percentage of all planning appeals allowed</b>																				
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Review of Performance 2016-17

Indicator	14/15	15/16	16/17 Target	16/17	Annual target achieved
Total number of open market homes delivered	69	248	180	Figures available in August following production of the Authority Monitoring Report	
Total number of affordable homes delivered (through legal agreements and other means)	0	45	130		
Total number of long term (i.e. longer than 6 months) empty homes in the District	252 as at 31/03/15 (43 of which have been empty in excess of 5 years)	195 as at 31/03/16 (of which 41 have been empty in excess of 5 years)	N/A	219 as at 31/03/17 (of which 39 have been empty in excess of 5 years)	<b>No</b>
Number of long empty homes returned to use	43	98	90	78	

Comment on performance

Having successfully tackled a backlog of empty homes in recent years, it has always been acknowledged that numbers of empty homes that could be returned to use in the future would reduce. For this reason the target of 90 for 2016/17, which was challenging has been reduced to 80 for 2017/18.



## Review of Performance 2016-17

**Tracking Measures:** The following are designated as “tracking measures” for which it is inappropriate to set targets as the Council has little control of performance, but establishing these measures will enable us to gauge the impact of our actions on the desired outcomes outlined in the Corporate Plan.

Indicator	14/15	15/16	16/17
<b>Fly tipping</b>			
- No. of incidents	- 222	- 214	- 381
- % removed within standard time	- 100%	- 100%	- 100%
<b>No. of reports received from the public re litter</b>	<b>75</b>	<b>38</b>	<b>26</b>
<b>No. of fixed penalty notices issued relating to litter offences</b>	<b>16</b>	<b>18</b>	<b>30</b>
<b>No of reports received from the public re dog fouling</b>	<b>94</b>	<b>50</b>	<b>74</b>
<b>No. of fixed penalty notices issued relating to dog fouling offences</b>	<b>23</b>	<b>12</b>	<b>10</b>
<b>Average Levels of Nitrous Dioxide across the whole District</b>	<b>33µ/ m<sup>3</sup></b>	<b>33.05µ/ m<sup>3</sup></b>	<b>29.60µ/m<sup>3</sup></b>
<b>I. Total no. of applicants who approached Maldon District Council’s (MDC’s) Housing service</b>	<b>I. 626</b>	<b>I. 462</b>	<b>I. 424</b>
<b>II. Number of applicants who were either prevented from becoming homeless or their situation was resolved through intervention</b>	<b>II. 287</b>	<b>II. 135</b>	<b>II. 93</b>
<b>III. Number of applicants who proceeded to make a formal homelessness application/those accepted as statutory homeless</b>	<b>III. 36</b>	<b>III. 38</b>	<b>III. 25</b>
<b>IV. Number of applicants given advice, but unsuccessful in preventing/relieving the risk of homelessness</b>	<b>IV. 303</b>	<b>IV. 288</b>	<b>IV. 306</b>

## Review of Performance 2016-17

Indicator	14/15	15/16	16/17
Affordable housing needs assessment	New indicator 15/16	The net annual requirement for affordable homes identified in the SHMA (2014) is 130. The most April 16 showed the annual requirement has increased to 218.	As part of the Council's review into its housing requirements and assessment of its Objectively Assessed Need for housing required for the Examination in Public in January 2017, a full review of both the requirement for affordable housing and the overall requirement for housing was undertaken by independent consultants in December 2016. It was found that the need for affordable housing remains as first identified at 130 homes per annum. In view of this, officers have not undertaken any further review for this period but will review once more at the end of the first quarter of 2017/18.

## Review of Performance 2016-17

## Corporate Goal - CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY

Key Corporate Activities contributing to this goal - 8			
At Risk	Behind Schedule	On Track	Completed
		8	

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
Deliver business engagement activities	Ongoing	On track	
Develop and implement an action plan for the Causeway Area re-generation	March 2018	On track	
Promote the District as a destination of choice by setting out what is on offer in Maldon District for new/existing businesses	Ongoing	On track	
Promote the District as a destination of choice by developing a plan with partners to increase visitor numbers/spend in the District	March 2018	On track	
Analyse current skills deficit in the District	March 2018	On track	
Undertake feasibility study to identify possible solutions to address skills deficit	March 2018	On track	
Promote/support improved Broadband connectivity	Ongoing	On track	
Work with partners to improve transport within District as part of ECC Passenger Transport Strategy	March 2018	On track	

## Review of Performance 2016-17

**Tracking Measures:** The following are designated as “tracking measures” for which it is inappropriate to set targets as the Council has little control of performance, but establishing these measures will enable us to gauge the impact of our actions on the desired outcomes outlined in the Corporate Plan.

Indicator	14/15	15/16	16/17
<b>Within the District total number of employee jobs</b> Source: NOMIS	<b>19,400</b> 2014	<b>19,000</b> 2015	<b>Figure not yet available</b>
<b>Claimant Count</b> Source: NOMIS	<b>430</b> (as at Feb 2015) (Job Seekers Claimants)	<b>370</b> (as at March 2016) (Job Seekers and Universal Credit out of work claimants)	<b>385</b> (as at March 2017) (Job Seekers and Universal Credit out of work claimants)
<b>Number of business enterprises within the District</b> Source: NOMIS	<b>3,090</b> (2014)	<b>3,270</b> (2015)	<b>3,295</b> (2016)
<b>Number of empty NNDR properties within the District</b>	<b>199</b> (as at March 2015)	<b>187</b> (as at March 2016)	<b>168</b> (as at March 2017)
<b>NNDR Collectable Debt</b>	<b>£13.85m</b>	<b>£14.17m</b>	<b>£14.85m</b> £0.57m real terms increase
<b>Number/percentage of 16 – 18 year olds in the District not in employment, education or training</b> Source: ECC	<b>101</b> (as at March 2015)  (16 – 19 year olds)	<b>80</b> (as at March 2016)  (16 – 19 year olds)	<b>31</b> (as at March 2017) Equivalent to 2.1% of 16 – 18 year olds in the District not in employment, education or training
<b>Number of participants starting in apprenticeship schemes within the District</b> Source: DfE	<b>520</b>	<b>290</b> (August 15 – Jan 16)	<b>240</b> (Figures for August – October 2016 only. Figures for full year not yet published )
<b>Visitor spend in the District</b> Source: TIC	<b>£150m</b> (2014)	<b>£155.5m</b> (2015)	2016 Value of Tourism report available September 2017

Review of Performance 2016-17

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

Key Corporate Activities contributing to this goal - 4				
Activity not being taken forward	At Risk	Behind Schedule	On Track	Completed
1		2	1	

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"	
<b>Implement Workforce Development Plan projects for 16/17:</b> <ul style="list-style-type: none"> <li>- Implement Performance Review System</li> <li>- Implement HRIS and self service</li> <li>- Develop recruitment strategy</li> <li>- Review online jobs portal experience</li> <li>- Introduce Total Reward Policy.</li> </ul>	<b>March 2017</b>	<b>Performance Review System</b> Complete	<p>Major projects implemented include the Performance Review process and the Core element of the HR Information System (HRIS). All key workforce data has been recorded on HRIS enabling more efficient day-to-day operational working within the HR team. In addition, it provides statistical analysis and reports.</p> <p>These projects will continue to be a focus to ensure they are embedded within the Council.</p> <p>Work has started on the recruitment strategy and the Total Reward Policy, but these have not been completed within the timescales originally stated in the Workforce Development Strategy due to factors such as changes in legislation and the Apprentice Levy. These activities are therefore being carried over to 17/18 and need to be worked on in parallel with the other factors.</p> <p>The self-service end of HRIS is stalled for technical reasons. We must be confident that the end user experience will be positive before this can be rolled out.</p>	
		<b>HRIS Core</b> Complete		<b>HRIS self service</b> Behind schedule
		<b>Recruitment Strategy</b> Behind schedule		
		<b>Online jobs portal experience</b> Complete		
		<b>Total Reward Policy</b> Behind schedule		

Review of Performance 2016-17

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs “At Risk” or “Behind Schedule”
<p><b>Implement the ICT Strategy projects for 16/17:</b></p> <ul style="list-style-type: none"> <li>- <b>implement the initial Customer Relationship Management (CRM) system</b></li> </ul>	<p><b>March 2017</b></p>	<p><b>Activity not being taken forward</b></p>	<p>The work to evaluate whether a CRM system is appropriate for MDC has been completed by the IT Manager and presented to the Corporate Leadership Team (CLT).</p> <p>A review of systems is being undertaken as part of the Transformation programme, following which the ICT Strategy will be reviewed. Any decision to purchase and implement a CRM system will be part of the wider transformation discussions so this project is now closed and the capital resources set aside for this has been rolled into the transformation budget.</p>
<p><b>Deliver the Medium Term Financial Strategy to achieve a balanced budget</b></p>	<p><b>Ongoing</b></p>	<p><b>On track</b></p>	
<p><b>Implement the Customer Strategy projects for 16/17:</b></p> <ul style="list-style-type: none"> <li>- <b>Approval of final Customer Strategy</b></li> <li>- <b>Implementation of new Automated 24 hour telephone payment service</b></li> <li>- <b>New Website</b></li> <li>- <b>Procurement of Customer Portal commenced</b></li> <li>- <b>New Self Service PCs installed in reception</b></li> <li>- <b>Public Access Wi-Fi in reception</b></li> <li>- <b>Reception design, incorporating Sense of Place Branding</b></li> <li>- <b>Corporate Feedback system approved</b></li> <li>- <b>Restructure of Customers Team</b></li> </ul>	<p><b>March 2017</b></p>	<p><b>Completed</b></p>	<p>A number of the 16/17 projects have been completed as follows:</p> <ul style="list-style-type: none"> <li>• Automated Telephone payment system fully embedded.</li> <li>• New website implemented.</li> <li>• Self-service PCs and public access Wi-Fi installed in reception.</li> <li>• Reception redesign completed to incorporate Sense of Place Branding.</li> </ul> <p>However, other projects originally scheduled to be completed in 16/17, which are being carried over to 17/18 (mainly due to decisions outside of the service's control), are as follows:</p> <ul style="list-style-type: none"> <li>• Customer Strategy - Internal Audit conclusions on Customer Strategy awaited before final version being submitted to the Finance and Corporate Services</li> </ul>

Review of Performance 2016-17

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
		<b>Behind schedule</b>	<p>Committee for approval and adoption.</p> <ul style="list-style-type: none"> <li>• Project for procurement of Customer Portal paused by CLT and this will now be considered as part of a wider systems review through the Transformation Programme.</li> <li>• The Corporate Feedback system will be reviewed as part of the Customer Strategy.</li> <li>• The business case for the restructure of the Customers Team approved by CLT May 2017.</li> </ul>

## Review of Performance 2016-17

## Indicators

Indicator	14/15	15/16	16/17 Target	16/17	Annual target achieved
% Council Tax collected	98.3%	98.3%	98.3%	98.37%	Yes
% Business Rates collected	97.8%	98.07%	97.8%	98.42%	Yes
Time taken to process Housing Benefit/Council Tax Support new claims	18.4 days	14.5 days	15 days	14.8 days	Yes
Time taken to process Housing Benefit/Council Tax Support change of circumstances	7.8 days	7.64 days	9 days	4.99 days	Yes
Percentage of major planning applications determined within 13 weeks	87.5%	73.13%	75%	92.42%	Yes
Percentage of minor planning applications determined within 8 weeks	64.31%	71.12%	70%	86.71%	Yes
Percentage of other planning applications determined within 8 weeks	74.84%	89.7%	80%	94.6%	Yes
% of major planning applications acknowledged within 10 working days	New indicator 16/17	New indicator 16/17	100%	89.47%	No
% of minor planning applications acknowledged within 5 working days	New indicator 16/17	New indicator 16/17	100%	54.57%	No

## Review of Performance 2016-17

Indicator	14/15	15/16	16/17 Target	16/17	Annual target achieved
% of other planning applications acknowledged within 5 working days	New indicator 16/17	New indicator 16/17	100%	55.75%	No
<a href="#">Comment on performance</a> Work is being undertaken by an external consultant to review a number of aspects of the Planning Service, which includes looking at improving the validation process.					

Review of Performance 2016-17

Indicator	14/15	15/16	16/17 Target	16/17	Annual target achieved
Average number of days lost per (Full Time Equivalent) FTE due to sickness	12.23 days	12.42 days <ul style="list-style-type: none"> <li>• 4.54 days short term absence</li> <li>• 7.88 days long term absence</li> </ul>	7 days per FTE	12.40 days <ul style="list-style-type: none"> <li>• 5.32 days short term absence</li> <li>• 7.08 days long term absence</li> </ul>	No

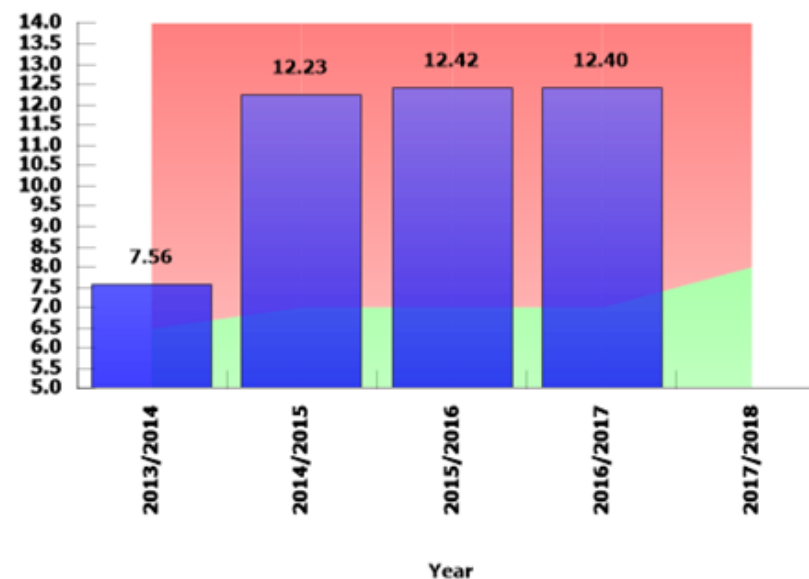
Comment on performance

For the year, the total number of days lost per FTE is 12.4 (5.32 short term and 7.08 long term).

44% of long term absences for were due to stress, depression, anxiety or mental health related conditions (50% mainly work related, 50% mainly home related).

We are continuing to focus on wellbeing and manage stress and mental health issues in the workplace. The Managing Work Related Stress policy was launched at the start of the year and all managers have received training. In addition a Manager's Good Practice Guide to Managing Stress was produced and promoted. In November 2016 the People, Performance and Policy team collaborated with the Mind Body and Soul Group on national Stress Awareness Day where the support and resources available to staff were promoted. A stress and mental health resources area has also been set up on the intranet and is regularly promoted to staff.

The Managing Attendance Policy was approved by the Council in October and all managers have received sickness absence management training. It is hoped that this will facilitate a reduction in average sickness absence levels. In addition, actions are being considered as part of the Overview and Scrutiny Committee's Working Group looking into sickness.



## Review of Performance 2016-17

## Corporate Goal - FOCUSING ON KEY PROJECTS

Key Projects contributing to this goal – 9					
Not started	Activity not being taken forward	At Risk	Behind Schedule	On Track	Completed
1	1	0	2	4	1

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs “At Risk” or “Behind Schedule”
Help to deliver new healthcare facilities for Maldon	Ongoing	On track	
Maximise the benefits from the development of a new nuclear power station at Bradwell	Ongoing	Not started	The Council has recently been informed by EDF and CGN that the Department of Business, Energy & Industrial Strategy (BEIS) has confirmed that the nuclear regulators have been asked to begin the Generic Design Assessment (GDA) for the UK HPR1000 nuclear technology. This marks a first step in the process to seek permission to build a nuclear power station at Bradwell in Essex.
Revitalise the Maldon and Heybridge Central Area	Ongoing	On track	
Deliver the Coastal Revival/Dengie Gateway/Coastal Communities Fund Projects	June 2017	On track	
Deliver the Bradwell Legacy Partnership Action Plan	Ongoing	On track	
Mobilise the waste contract	December 2016	Completed	
Implement the agreed devolution agenda (subject to further agreement by the Council)	March 2017	Activity not being taken forward	No further progress has been made in preparation and submission of a Greater Essex devolution bid to Government. This item has now been removed from our KCAs.
Explore options for provision of the future Building Control Service	March 2017	Behind schedule	The Building Control Manager was working with other adjacent local authorities to explore opportunities and to look at how resilience can be built into the service. Unfortunately, sick leave has delayed the process.  Also an external consultant has been brought in to review a number of aspects of the Planning Service; a comprehensive review of the options available to progress the BC service is part of this work.

## Review of Performance 2016-17

Key Corporate Activities (KCAs)	Target Date	Status	Comments for KCAs "At Risk" or "Behind Schedule"
Generate income through housing investment	Ongoing	Behind schedule	Detailed questions being drafted across services (Housing, Planning, Finance and Legal) to assist with assessing most appropriate options for exploring in more detail. Opportunity to link with plans for Community Led Housing and the Department for Communities and Local Government (DCLG) guidance that suggests legacy of grant funding could be a sustainable local vehicle for delivery of homes that meet local needs.