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APOLOGIES Committee Services
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Council Chamber 01621 859677

CHIEF EXECUTIVE'S OFFICE
CHIEF EXECUTIVE
Fiona Marshall

15 May 2017

Dear Councillor

You are summoned to attend the meeting of the;

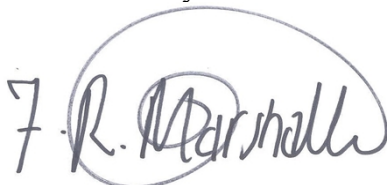
COMMUNITY SERVICES COMMITTEE

on **TUESDAY 23 MAY 2017** at **7.30 pm**.

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

A copy of the agenda is attached.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Fiona Marshall', enclosed within a hand-drawn oval.

Chief Executive

COMMITTEE MEMBERSHIP

CHAIRMAN

Councillor R G Boyce MBE

VICE-CHAIRMAN

Councillor A T Cain

COUNCILLORS

E L Bamford
H M Bass
Miss A M Beale
Mrs H E Elliott
Mrs B D Harker
R Pratt, CC
Mrs N G F Shaughnessy
Miss S White

Ex-officio non-voting Members:

Councillors B S Beale MBE,
M F L Durham CC, and
A S Fluker

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**AGENDA
COMMUNITY SERVICES COMMITTEE**

TUESDAY 23 MAY 2017

1. **Chairman's notices (please see page 5)**

2. **Apologies for Absence**

3. **Minutes of the last meeting** (Pages 7 - 12)

To confirm the Minutes of the meeting of the Committee held on 11 April 2017 (copy enclosed).

4. **Disclosure of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, other Pecuniary Interests or Non-Pecuniary Interests relating to items of business on the agenda having regard to paragraphs 6-8 inclusive 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).

5. **Public Participation**

To receive the views of members of the public on items of business to be considered by the Committee (please see below):

1. A period of ten minutes will be set aside.
2. An individual may speak for no more than two minutes and will not be allowed to distribute or display papers, plans, photographs or other materials.
3. Anyone wishing to speak must notify the Committee Clerk between 7.00pm and 7.20pm prior to the start of the meeting.

6. **Chairman's Good News Announcements**

7. **Schools 3PR Topic Update**

To receive a presentation from the South Essex Parking Partnership.

8. **Advice Services Contract Update** (Pages 13 - 16)

To receive and note the report of the Director of Customers and Community (copy enclosed) and receive a presentation from the Maldon Citizens Advice Bureau.

9. **Customers and Communities Directorate**

To receive a presentation from the Director of Customers and Community.

10. **Level One Business Plan 2017 / 18 - Directorate of Customers and Community**
(Pages 17 - 80)

To consider the report of the Director of Customers and Community, (copy enclosed).

11. **Appointment of Representatives on Liaison Committees / Panels** (Pages 81 - 84)

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

12. **Memorials in Council Owned Open Spaces** (Pages 85 - 98)

To consider the report of the Director of Customers and Community, (copy enclosed).

13. **Markets Update** (Pages 99 - 102)

To consider the report of the Director of Customers and Community, (copy enclosed).

14. **Maldon Health Hub Project** (Pages 103 - 110)

To receive and note the report of the Chief Executive, (copy enclosed).

15. **Permit for School Parents Parking**

Further to Minute No. 1182 of the last meeting of the Committee, to receive and note the following decision of the Finance and Corporate Services Committee at its meeting on 26 April 2017:

- (i) that the Finance and Corporate Services Committee support, in principle, a parking permit for parents of children attending Maldon schools;
- (ii) that the Director of Customers and Community be requested to work up the proposal for a parking permit for parents of children attending Maldon schools in consultation with Members of the Community Services Committee and this be brought forward to the July meeting of the Council for consideration.
- (iii) that the current informal arrangements for free use of the Council's car parks by parents to drop off and pick up school children be extended to end of July 2017.

16. **Any other items of business that the Chairman of the Committee decides are urgent**

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

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

18. **Waterfront Leases, Maldon** (Pages 111 - 118)

To consider the report of the Director of Customers and Community, (copy enclosed).

NOTICES

Sound Recording of Meeting

Please note that the Council will be recording any part of this meeting held in open session for subsequent publication on the Council's website. At the start of the meeting an announcement will be made about the sound recording. Members of the public attending the meeting with a view to speaking are deemed to be giving permission to be included in the recording.

Fire

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

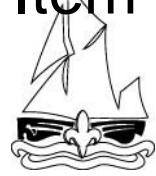
Health and Safety

Please be advised of the different levels of flooring within the Council Chamber. There are steps behind the main horseshoe as well as to the side of the room.

Closed-Circuit Television (CCTV)

This meeting is being monitored and recorded by CCTV.

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**MINUTES of
COMMUNITY SERVICES COMMITTEE
11 APRIL 2017**

PRESENT

Chairman	Councillor R Pratt
Vice-Chairman	Councillor Mrs B D Harker
Councillors	I E Dobson, M F L Durham, Miss M R Lewis, N R Pudney, Mrs N G F Shaughnessy and Miss S White
Ex-Officio Non-Voting Member	Councillor B S Beale MBE
Substitute Members	Councillor B E Harker
In attendance	Councillors R G Boyce MBE CC and M S Heard

1175. CHAIRMAN'S NOTICES

The Chairman drew attention to the list of notices published on the back of the agenda.

1176. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICE

Apologies for absence were received from Councillors Miss A M Beale and A T Cain. In accordance with notice duly given Councillor B E Harker was acting as a substitute for Councillor Miss A M Beale. It was noted that Councillor Miss M R Lewis would be arriving late.

1177. MINUTES OF THE LAST MEETING

RESOLVED

- (i) that the Minutes of the meeting of the Committee held on 14 December 2016 be received.

Minute 1037 – Parking Update

Councillor Mrs B D Harker advised that in the 2nd paragraph, in the last sentence the word 'not' was not needed.

RESOLVED

- (ii) that subject to the above amendment, the Minutes of the meeting of the Committee held on 28 February 2017, be approved.

1178. DISCLOSURE OF INTEREST

Councillor I E Dobson declared a non-pecuniary interest in Item 13 – Permit for school parents parking, as he was a governor at All Saints School.

Councillor N R Pudney declared a non-pecuniary interest in Item 12 - Maldon Health Hub Project as he was an employee of the NHS.

1179. PUBLIC PARTICIPATION

In accordance with the Council's public participation scheme, Elaine Mason, the Head teacher of Maldon Court Preparatory School, Nick Jones and Bruce Gavin, both parents of pupils at Maldon Court Preparatory School, addressed the Committee in relation to Agenda Item 13 – Permit for school parents parking.

1180. CHAIRMAN'S GOOD NEWS ANNOUNCEMENTS

The Chairman advised the Committee that he had no items to share under this Agenda Item.

The Chairman proposed that Agenda Item 13 - Permit for school parents parking be considered next by the Committee as there were members of the public present who were interested in this item. This was duly agreed.

1181. URGENT BUSINESS

The Chairman announced that in accordance with Section 100B(4) of the Local Government Act 1972 he had agreed to allow the Director of Customers and Community to raise an urgent item of business due to the procedural and preparation work required in order for the new arrangements, if agreed, to take effect from 1 June 2017.

1182. URGENT BUSINESS - PERMIT FOR SCHOOL PARENTS PARKING

The Committee considered the urgent report of the Director of Customers and Community on a proposal of a new policy on parking permits to be allocated to school parents picking up and dropping off their children at school within Maldon. It was noted that this report was also due to be considered by the Finance and Corporate Services Committee at its meeting on 25 April 2017.

Following the recent Council decision to withdraw existing arrangements for parents Members were advised that the proposed parking permit would enable parents to continue to park in the Council's car park but at a rate reflective to their use.

There was some discussion about whether offering permits to school parents would then be unfair to other organisations, such as Churches, youth clubs, evening clubs and classes.

It was brought to the Committee's attention that something similar with permits had been trialled in the past for school parents and that the permit system was abused so had been taken away.

In response to a question, the Group Manager for Community and Living advised that the word 'term' in the report referred to the period of time (39 weeks) and not a school term. It was agreed that if this report was to be approved the wording would be amended to make this clearer.

Councillor I E Dobson proposed that the recommendation to issue parking permits be subject to the time frame being extended from 30 minutes per drop off/pick up to a duration of two periods of 45 minutes'. Councillor Miss S White seconded this proposal but added that registration numbers and the time frame be included on the actual permit.

Upon being put to the meeting and a vote taken this proposition was declared lost. The Chairman therefore declared that the recommendation set out in the report were not agreed.

RESOLVED that the Council does not make available parking permits to parents of children attending Maldon schools to use in Council car parks and the Finance and Corporate Services Committee advised accordingly.

1183. THE DENGIE GATEWAY PROJECT

The Committee received a presentation from the Dengie Gateway Project Officer on progress of the above project.

Councillor Miss M R Lewis joined the meeting at this point.

Members of the Committee congratulated Officers on the hard work and great use of branding in this project.

After some discussion around rural signage, the countryside and coastal codes, it was suggested that Natural England be invited to a future meeting.

It was suggested that a news piece go out to the parish councils to remind them to inform local businesses that they can be added to the Visit Maldon District Website, by contacting the Tourist Information Centre (TIC) www.visitmaldondistrict.co.uk.

RESOLVED that Natural England to be invited to future meeting of this Committee to give a presentation on the new Coastal Trail.

1184. POLICE AND CRIME COMMISSIONER FIRE CONSULTATION ON JOINT GOVERNANCE ARRANGEMENTS

The Committee received the report of the Director of Customers and Community on the consultation which is currently being undertaken by the Essex Police and Crime Commissioner (PCC) in relation to Essex Fire and Rescue Service and proposed governance arrangements and considered the response from Maldon District Council.

Councillor M S Heard declared an interest as an employee of Essex Police Authority.

In response to a question, the Director of Customers and Community agreed to clarify from the PCC if council tax would be collected by one organisation rather than two, and if it would be transparent still what funds went to which authority. The response once received would be circulated to Members.

RESOLVED

- (i) That the following formal response to the consultation be sent on behalf of Maldon District Council:

“Maldon District Council welcomes this opportunity to respond to the consultation on the proposed changes to governance arrangements for Essex Fire and Rescue Service. The Council supports any arrangements which will improve the service provision to the district by the reinvestment of savings into frontline services. We believe the consultation has been thorough and there are clear identifiable improvements by this collaboration in terms of efficiency and effectiveness. The transition from Police Authority to Police and Crime Commissioner has proved successful therefore it would seem sensible to take this step further with the fire service. This Council will keep a local focus by having a representative on any future agreed panels. The Council is in agreement that the joint governance model should be adopted in terms of the identified benefits for public safety, effectiveness, economy and efficiency and ease of delivery and looks forward to seeing these plans implemented as soon as reasonably practicable”.

- (ii) that the following questions be put to the Police Crime Commissioner with answer to be sent to all Members of this Committee.

Will Council tax be collected by one agency in future? (as opposed to the Police and Essex Fire & Rescue Service)

Will the budgets remain separate for transparency?

1185. OUTLINE HOUSING STRATEGY

The Committee considered the report of the Interim Head of Planning Services for approval to go out to consultation on the above strategy. The Outline Housing Strategy was attached as Appendix A to the report.

The Housing Strategy covered a wide range of issues and included the homelessness strategy. It was noted that the Strategy had been timed to coincide with the release of the Government’s Housing White Paper, creating an ideal opportunity to bring together plans for housing and planning with the national agenda.

It was noted that under the Key Priorities section in Appendix A the first two points were not within the corporate plan and would be amended before the strategy is released for consultation.

RECOMMENDED that the Outline Housing Strategy (attached as **APPENDIX A** to these Minutes) be approved for consultation.

1186. RECYCLING 'BRING BANKS' SITE REVIEW

The Committee considered the report of the Director of Customers and Community reporting the findings of recycling centre in the District and seeking approval for the removal of containers from recycling sites in the District.

Appendix 1 to the report provided Members with further detailed information regarding the location, number of banks and range of materials collected at each recycling site. There was some discussion around the idea of removing all 'bring banks' as the Council offers recycling through kerbside collection.

It was brought to the Committee's attention that some 'bring banks' on supermarket sites were used during the holiday seasons by those who own or use caravans, who do not receive the kerbside collection and where recycling was not offered on the specific caravan sites.

Members questioned whether the data in the report was accurate as they had seen 'bring banks' overflowing on occasions. The Officer responded that the data the Council received was from the contract companies themselves and was down to what their drivers inputted.

In response to a question, Members were advised that an initial six month trial would be put in place during which Parish Council comments would be sought. It was agreed that the Committee would receive a six monthly performance update.

RESOLVED

- (i) That containers be removed from recycling sites in the District which are inefficient through under-use by residents resulting in excessive cost to the Council;
- (ii) That Members be updated on performance in six months.

1187. WASTE UPDATE

The Committee considered the report of the Waste Contract Task and Finish Working Group on an update of performance after the first year of the new alternative weekly refuse collection contract. The report also sought Member approval of the conclusion of the Task and Finish Working Group and creation of a liaison meeting going forward.

Appendix 1 to the report provided comparison details of the tonnage of waste recycled from June 2016 compared to the same period in 2015. Members were advised that the high number of missed bins anticipated at the commencement of the contract had reduced to what was a satisfactory level and this was evidenced in Appendix 2. Appendix 3 route the zones routes were mapped into to ensure crews worked together.

It was noted that there was no requirement for the Waste Contract Task and Finish Working Group to continue and it was suggested that this be replaced with a less formal annual liaison meeting with the relevant contractor. In response to a question, the Director of Customers and Community advised that these meetings would not replace the regular contract monitoring meetings with contractors.

The members of the Committee congratulated the Waste team on a great success story.

It was suggested that the waste contractors be invited to a future meeting of this Committee on an annual basis. Following discussion it was agreed that recommendation (iii) as set out in the report be amended to reflect this.

RESOLVED

- (i) that the performance of the new alternate weekly refuse collection service since introduction be noted;
- (ii) that Members approve the conclusion of the Waste Task and Finish Working Group;
- (iii) that the Council's principal waste and street cleansing contractors be invited to a meeting of the Community Services Committee on an annual basis.

1188. MALDON HEALTH HUB PROJECT

The Committee received the report of the Chief Executive detailing progress on the Maldon Health Hub project.

Appendix A to the report detailed a report presented to the last meeting of the Overview and Scrutiny Committee by the Clinical Commissioning Groups (CCG) Project Manager, Mr Martin Royal.

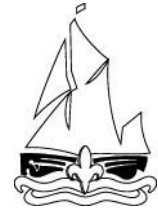
It was noted that the Council continued to work with partners to progress the delivery of a health hub in the Maldon District. Progress had been made but there had been some expression raised by Partners regarding the lack of evidence base and strategic rationale for the project direction. The Council and Partners would continue to press the CCG to develop a business case to support delivery of a facility which would meet the needs of the local community.

It was brought to the Committee's attention that Mr Royal's contract had now been extended beyond the end of March 2017.

RESOLVED that the contents of the report be noted.

There being no further items of business the Chairman closed the meeting at 9.15 pm

R PRATT
CHAIRMAN



REPORT of DIRECTOR OF CUSTOMERS AND COMMUNITY

to
COMMUNITY SERVICES COMMITTEE
23 MAY 2017

ADVICE SERVICES CONTRACT UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To provide an update on the Advice Services Contract after Year One of the Three Year contract.

2. RECOMMENDATION

That the report is noted.

3. SUMMARY OF KEY ISSUES

- 3.1 On 1 April 2016 Maldon Citizens Advice (MCA) commenced a new contractual arrangement with the Council to deliver an Advice Service. Prior to this advice services had been delivered through a Service Level Agreement, and funded through an annual grant.
- 3.2 Essex County Council (ECC) also aligned its funding for Advice Services to this new commissioned service, resulting in a total contract award of £81,300 (this was in line with previous levels of grant).
- 3.3 The main features of the new contract specification were:
- (i) **A new focus on key priorities, including a stronger focus on securing external funding:**
- Planning for future known changes;
 - Promoting, encouraging and enabling Digital Inclusion;
 - Encouraging Self Help;
 - Delivering High Quality Services that achieve the best value for money;
 - Maximising the opportunities for securing external funding;
 - Maximising opportunities for working with partners;
 - Adding value and enhancing the services delivered by the Council;
 - Focused on outcomes.

- (ii) **A greater focus on outcomes for customers**
- (iii) **Increased frequency of Monitoring**
- (iv) **Increased Opening Hours**
- (v) **Delivery of an Outreach Service at Burnham-on-Crouch** (although not funded under this contract)
- (vi) **Provision of Accommodation for a peppercorn rent.**

3.4 The first year of the contract has been extremely successful, with the MCA delivering all of the agreed outcomes.

3.5 Some of the MCA key successes (comparing 2016 / 17 data to 2015 / 16 data) have been:

- Significantly increased **opening hours** to the public – **from 18 Hours to 30 Hours** per week.
- Extended **telephone access** for residents – **18 Hours to 30 hours per week**, with access outside of these times to the national advice line, of which MCA is now a participating member.
- Increased numbers of residents being **assisted by telephone up 42%** (3368 clients).
- Increased number of **unique clients** assisted **up 38%** (3421 Clients).
- Increased use of MCA website up by 21% (£45,000).
- Increased numbers of customers receiving help with **debt advice up 22%** (514 clients).
- Increase in clients assisted with debt, resulting in the **debt being written off** through Bankruptcy or Debt Relief Order **up 128%**, total value £547,000.
- Increase in **additional benefit** gained for residents - **£1.9M** secured **up 75%**.
- Increased levels of additional funding secured **£10.6K, plus further 5 years funding totalling £60,000.**
- Maldon District Council (MDC) funding as a **percentage of overall costs** has reduced significantly, from 77 % in 2015/16 to **54%** in 2016 / 17.
- **Increased numbers of Volunteers** recruited to deliver extended service.

3.6 This extended and enhanced service has been delivered at no additional cost to either MDC, or ECC, at a time when residents have been facing a number of challenges, including significant welfare reform changes, and increasing levels of personal debt.

3.7 Following the co-location of the MCA to the Council Offices in December 2015 the service has been delivered from offices which have been updated, including purpose built interview facilities enhancing the environment for both customers and MCA staff.

4. CONCLUSION

- 4.1 The first year of the new Advice Services contract has been extremely successful. An extended and enhanced service has been delivered at no additional cost to either MDC or ECC, at a time when residents have been facing a number of challenges, including significant welfare reform changes, and increasing levels of personal debt.
- 4.2 The MCA has continued to deliver a high quality service, with recognition through its annual external audit of the high levels of service and quality of advice.
- 4.3 MCA has successfully recruited a number of additional volunteers to deliver the enhanced service.
- 4.4 The co-location of the MCA in the Council Offices has also been extremely successful, offering both MCA staff, and residents a significantly enhanced environment to deliver what is a vital service to some of our most vulnerable residents.

5. IMPACT ON CORPORATE GOALS

- 5.1 The effective procurement of an Advice Service reflects the corporate goal of delivering good quality, cost effective and valued services.
- 5.2 The delivery of the Advice Service through the use of volunteers helps to support the corporate goal of strengthening communities to be safe active and healthy.

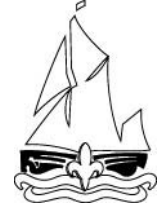
6. IMPLICATIONS

- (i) **Impact on Customers** – The effective delivery of an Advice Service reflects the corporate goal of delivering good quality, cost effective and valued services. The current contract with MCA also supports volunteering within the community.
- (ii) **Impact on Equalities** – A service which is easily accessible to residents, through website, telephone, face to face, outreach and which can undertake visits for the most vulnerable residents is essential to ensure equality of access.
- (iii) **Impact on Risk** – An effective advice service is essential to deliver a range of services which are not delivered by the Council. A lack of an effective advice service would impact adversely on the wellbeing of residents and would significantly increase the workload of the Council's own staff.
- (iv) **Impact on Resources (financial)** – The Council has made provision within its Medium Term Financial Strategy to fund an advice service. The current contract is in line with that budget.
- (v) **Impact on Resources (human)** – Failure to deliver an effective advice service would have a significant impact upon the Council as it currently does not have the capacity or skills to deliver this service.

(vi) **Impact on the Environment** – None identified.

Background Papers: None.

Enquiries to: Sue Green, Group Manager – Customers, (Tel: 01621 875892).



**REPORT of
DIRECTOR OF CUSTOMERS AND COMMUNITY**

to
**COMMUNITY SERVICES COMMITTEE
23 MAY 2017**

**LEVEL ONE BUSINESS PLAN 2017 / 18 - DIRECTORATE OF CUSTOMERS AND
COMMUNITY**

1. PURPOSE OF THE REPORT

- 1.1 To seek approval of the Level One Business Plan 2017 / 18 for the Directorate of Customers and Community (**APPENDIX 1**).

2. RECOMMENDATION

That the part of the Business Plan for the Directorate of Customers and Community for 2017 / 18 be agreed.

3. SUMMARY OF KEY ISSUES

- 3.1 The Corporate Plan is an over-arching document, detailing the Council's goals and objectives. It provides focus and direction so that all services are clear on how both operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.
- 3.2 A Corporate Plan covering the period 2015 / 2019 was approved and adopted by the Council in February 2015 (Minute No. 828 refers). The Plan sets the vision and corporate goals that the Council has agreed to focus on over the four year period, along with a suite of objectives associated with each of these goals that it wishes to achieve.
- 3.3 The second annual update to the Corporate Plan was approved by the Council in April 2017 (Minute No. 1159 refers).
- 3.4 For 2017 / 18, the Corporate Leadership Team (CLT), in liaison with the service managers, has identified and proposed activities that will help contribute to the achievement of the corporate goals and objectives. These were also approved by the Council in April 2017.
- 3.5 These activities are monitored at a corporate level with quarterly reports submitted both to CLT and the Overview and Scrutiny Committee. CLT monitors and manages progress towards the objectives and the Overview and Scrutiny Committee scrutinises decisions made by, and the performance of, both Committees and Services.

- 3.6 As in previous years, services have proposed the performance indicators / targets and measures which will assist in tracking the impact of the key corporate activities and provide evidence of achievements. All of these indicators / measures will continue to be monitored corporately.
- 3.7 When establishing and agreeing the key activities for 2017 / 18, the focus has been on assessing what can realistically be achieved with the resources available.
- 3.8 As agreed last year, a single Level One Business Plan has been produced for Maldon District Council and for each Directorate which details:
- the key corporate activities the Directorate will be taking forward which will contribute towards the achievement of the overall corporate priorities and objectives as stated in the Maldon District Council Corporate Plan 2015 – 19;
 - any other key work that the Directorate will undertake either as a result of central Government changes (e.g. Welfare Reform) or that is fundamental to service delivery (e.g. change of IT systems);
 - any other major changes on the horizon for the next five years;
 - all key capital projects (new and on-going) to be undertaken by the Directorate during the year;
 - any corporate risks for which the Directorate is responsible (as detailed on the Council's Corporate Risk Register).
- 3.9 The Level One Business Plan for the Customers and Community Directorate is attached at **APPENDIX 1**.
- 3.10 There will be other activities and indicators which will contribute to the Council's overall goals and objectives, but as these will be at a more operational level, they will be monitored and managed within the service as part of Level Two Business Plans.
- 3.11 Copies of the approved Business Plans will be attached to TEN (the Council's Performance and Risk Management System) to which all Members have access.
- 3.12 Programme Committees will receive six month and end of year performance reports as they have in the past.

4. IMPACT ON CORPORATE GOALS

- 4.1 The Council has stated its corporate goals and objectives in the agreed Corporate Plan for 2015 – 2019.
- 4.2 Managers within the Directorate of Customers and Community have set out how their services will take actions which contribute to the achievement of these objectives.
- 4.3 To ensure that Maldon District Council is progressing towards or achieving the goals stated in the Corporate Plan, it is important that performance is monitored and managed against targets and milestones.

- 4.4 Performance indicators and measures have been established to monitor the impact of these actions and to provide evidence of achievements.
- 4.5 In this age of transparency and being accountable to the community, the Council needs to be able to demonstrate that it is monitoring and managing performance effectively.

5. IMPLICATIONS

- (i) **Impact on Customers** - Business planning and performance management is about agreeing and achieving objectives and priorities, monitoring our performance against agreed targets and timescales, identifying opportunities for improvement, making necessary changes and ultimately delivering quality public services.
- (ii) **Impact on Equalities** - The Council aims to understand the needs of our staff and customers and making sure that our policies and services are designed to meet these needs and are implemented appropriately.

Maldon District Council (MDC) is committed to providing equal opportunity of access to services and working towards developing communities that are free from discrimination.

Effective performance management will assist the Council in determining whether it is achieving this.

- (iii) **Impact on Risk** – Without agreed and clearly stated corporate goals and objectives, the Council will be at risk of not effectively focusing its work and, in turn, efficiently directing limited resources.

Those risks which may prevent the Council from achieving the corporate goals stated in the Corporate Plan are identified and reviewed on an annual basis.

These are recorded on the Corporate Risk Register together with any current controls in place and further actions to be taken forward to mitigate the risks as much as possible.

The Corporate Leadership Team and the Audit Committee undertake quarterly reviews of the Corporate Risk Register as assurance that the corporate risks are being managed effectively and seeking to ensure that the corporate goals should be achieved.

- (iv) **Impact on Resources (financial and human)** - The business planning process includes the agreement of the budgets by Members. Business plans are based on the budget decisions taken and the resources available.
- (v) **Impact on the Environment** – The importance of protecting and enhancing the local environment is fully recognised in the Corporate Plan with desired outcomes focussing on this.

Background papers: None.

Enquiries to: Richard Holmes, Director of Customers and Community, (Tel: 01621 875752).

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MALDON DISTRICT COUNCIL

BUSINESS PLAN

2017/18



Introduction

The Corporate Plan for Maldon District Council is an over-arching document, detailing the Council's goals and desired outcomes. It provides focus and direction so that all services are clear on how both operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.

A new Corporate Plan covering the period 2015/2019 was approved and adopted by Council in February 2015 and sets the vision and corporate goals that the Council has agreed to focus on over the four year period, along with a suite of objectives that it wishes to achieve for each goal.

For 2017/18, the Corporate Leadership Team (CLT), in liaison with the service managers, identified and proposed activities that will help contribute to the achievement of the corporate goals and objectives. These were agreed by Council in April 2017.

Services have also identified the performance indicators/targets and measures which will assist in tracking the impact of the key corporate activities and provide evidence of achievements. All of these indicators/measures will continue to be monitored corporately.

The purpose of this business plan is to detail for each Directorate:

- the key corporate activities the Directorate will be taking forward which will contribute towards the achievement of the overall corporate priorities and objectives as stated in the Maldon District Council Corporate Plan 2015-19
- any other key work that the Directorate will undertake either as a result of central Government changes (e.g. Welfare Reform) or that is fundamental to service delivery (e.g. change of IT systems)
- any other major changes on the horizon for the next five years
- all key capital projects (new and on-going) to be undertaken by the Directorate during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored
- any corporate risks for which the Directorate is responsible (as detailed on the Council's Corporate Risk Register) together with the mitigating actions to be taken forward to reduce the risk.

A copy of this plan will be attached to TEN (the Council's Performance and Risk Management System) and all performance and risk information is also detailed on this system to which all Members and staff have access.

Monitoring and Review

The key corporate activities detailed in this plan will be monitored at a corporate level with quarterly reports submitted both to CLT and the Overview and Scrutiny Committee. CLT monitor and manage progress towards the objectives and the Overview and Scrutiny Committee scrutinise decisions made by, and the performance of, the committees and services.

There will be additional activities and indicators for each Directorate which will contribute to the Council's overall goals produced by the Directors with input from managers, team leaders and service staff. As these will be at a more operational level, they will be detailed in a lower level business plan which will be monitored and managed within the service.

Directors will review the overall plan for their Directorate with their managers regularly (at least on a quarterly basis) and will discuss progress on service activities at performance conversations every six to eight weeks. However, all Managers are expected to proactively manage performance to achieve the desired outcomes from this plan.

The Audit Committee is responsible for reviewing the Corporate Risk Register and seeking assurance that risk is being managed effectively throughout the Council.

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1. CUSTOMERS AND COMMUNITY DIRECTORATE
2. PLANNING & REGULATORY SERVICES DIRECTORATE
3. RESOURCES DIRECTORATE

1. CUSTOMERS & COMMUNITY DIRECTORATE

About the Directorate

Director: Richard Holmes

- Responsible for managing the services provided by the directorate
- Lead Officer for Safeguarding
- Lead Officer for Civil Emergencies

The Directorate consists of three teams, **Leisure, Countryside and Tourism, Customers and Community and Living.**

Leisure, Countryside and Tourism

Group Manager: Ben Brown

- Integrates leisure and sports development functions together with tourism, parks management and maintenance.
- Leisure, Countryside and Tourism Team manages services including Sports Development, Countryside and Coast (policy and development) the Parks Team, River Bailiff, Cemetery Service, Tourism and Events (development and operations), Tourist Information Centre.
- The Team leads the development and protection of the coast, countryside parks and open spaces within the district, develop recreational activities that contribute to the health and wellbeing agenda, maximise tourism and income generation opportunities.
- The team has key responsibilities for overseeing and coordinating a number of external contracts for the Council and will oversee a number of projects to meet the agreed outcomes including the procurement of works, goods or services through the Council's procurement process.
- The team takes a leading role in developing bids for external funding and implementing successful awards. Past work has included Coastal Communities Fund and Coastal Revival Fund projects.
- The team will lead the projects associated with the 'Leisure Quarter' element within the Maldon & Heybridge Master Plan process

Customers**Group Manager: Sue Green**

- Integrates customer services with revenue services and seeks to achieve first time resolution of customer enquiries across the organisation. Responsibility for Community Development is also integrated into the team. .
- The team plays a key role in driving organisational change through customer related activities including transformational projects to improve customer services and maximise efficiencies for the Council in the delivery of customer related services.
- The Customers Manager leads on developing key partnerships including the Department of Work and Pensions, the Department of Communities and Local Government and other local partners. The post holder will also commission Citizens Advice Bureau and One Place Services for the Council. Developing and supporting our strengthening communities strategy is a key part of this service area.

Community and Living (C&L)**Group Manager: Karen Bomford**

- Includes waste and street scene functions together with parking services, park rangers, community safety and emergency planning functions to maximise the effectiveness through joint working opportunities.
- The C&L team oversees the Waste and Street Cleansing Contract Management and Promotions, Street Scene Enforcement, Rangers, Dog Warden Service, Car Parking (operations, contract and enforcement), Community Safety and Emergency Planning functions.
- The C&L team continues to provide effective management of a number of external contracts including waste collection and recycling for the Council.
- The Community and Living Manager is the lead role in ensuring the Council can meet its Emergency Planning and Business Continuity duties and work with partners to warn and inform residents developing contingency plans against identified risks.

1.1 Communities and Customers - Key Corporate Activities

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
As per the Corporate Plan 2015 – 19	Action that contribute to achievement of the corporate goal	Specific actions/tasks that need to be undertaken relating to the overall key activity	What is the expected impact of the planned action, the “so what” question – “so what will happen as a result of the work undertaken?”	What evidence can be collated to show that the outcomes have been achieved? E.g. to show a reduction in the level of crime/anti-social behaviour	Date that the task is to be completed by or a milestone to monitor improvement	Officer responsible for ensuring work is progressed, action is completed and the desired outcomes/ outputs achieved	What resources will be required to complete the work such as financial and human (including new skills)? If actions cannot be adequately resourced the prioritisation needs to be looked at again. Ensure training needs for the year and IT dependencies are covered.
Strengthening communities to be safe, active and healthy	Implement projects from the Community Safety Partnership action plan to maintain the low levels of crime, support victims of anti-social behaviour and reduce the fear of crime:	1) introduce a Public Space Protection Order under the ASB, Crime and Policing Act 2014 for the relevant parts of the District to tackle clearly defined activities (i.e. consumption of alcohol, street racing) (2) deliver projects with partners and local communities to promote the safe use of our roads	The local action plan will detail how the Council will (through the Community Safety Partnership) contribute to activities ensuring low levels of crime are maintained, victims of anti-social behaviour are supported, the fear of crime within the community is reduced and road safety in our district is improved. Specific outcomes will be detailed at the end of Q1	Level of reported crime	Ongoing	Community Safety Partnership Manager	Essex Police, Essex County Council, Essex Fire and Rescue, Mid Essex Clinical Commissioning Group (CCG), The Rehabilitation Company

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		and tackle irresponsible driver behaviour (3) deliver effective education and intervention programmes which promote community safety and reduce vulnerability within the District (4) work in partnership with statutory partners and communities to develop a framework for tackling and reducing rural crime and strengthening communities					
	Implement with partners the following targeted projects that contribute to the local health and wellbeing needs: - Obesity	Specific projects will be detailed at end of Q1	Specific outcomes will be detailed at the end of Q1	Implement agreed projects in accordance with Action Plan	Ongoing	Director of Customers and Community	Maldon Community Voluntary Services (CVS), One Support, Mid Essex Clinical Commissioning Group, The Community Safety Partnership, Provide, Open Road, Environment

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	<ul style="list-style-type: none"> - Old age - Frailty - Isolation - Educational attainment 						Services Maldon District Council (MDC), Housing Services MDC, Community Development MDC
	Embed the Safeguarding policy and procedures across all Council services	Developing a training plan for staff, contractors & Members	Members and Staff are fully aware of the safeguarding responsibilities towards children and vulnerable adults and systems are in place to support activities undertaken by the Council and the Council implements any recommendations arising from Annual audits	Delivery of Training Plan Tracking of number of internal CIA forms submitted Tracking of number of referrals	March 2018	Director of Customers and Community	Human Resources. Community Safety Partnership MDC Internal Officer Safeguarding Team
	Implement the following Strengthening Communities Strategy projects: <ul style="list-style-type: none"> - Provide at least three volunteer projects within the 	An action plan will be developed harnessing the voluntary sector. The first of the identified projects will be to create at least three volunteer projects within the District's open spaces	The Council develops a detailed understanding of local issues to meet local needs harnessing the voluntary sector and focussing Council activities as required.	Implementation of the three groups Annual volunteering hours recorded for each group	March 2018	Group Manager, Leisure Countryside & Tourism	Human Resources, Customers Manager, Community Development Officer, Maldon Community Voluntary Services (CVS), Maldon CAB

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	District's open spaces for either improved conservation or improved amenity of those areas						
Protecting and shaping the District	<p>Establish management plans with existing and new community groups regarding the management and maintenance of open spaces.</p> <p>For 17/18:</p> <ul style="list-style-type: none"> - Riverside Park, Burnham-on-Crouch - Cemeteries 	To develop a strategy and action plan	To obtain a better understanding of the needs of users of local facilities to ensure they are suitably managed and developed and an on-going working relationship is maintained. (This activity links to the strengthening Communities objective above).	Delivery of Management Plans, creation of consultation groups	March 2018	Group Manager Leisure Countryside and Tourism	Departmental representatives
	Work with partners to deliver the new Maldon Health	Review CCG commissioned consultants conclusions on –	A project Board comprising Maldon District Council and health partners, including Mid Essex Clinical	Completion of each defined stage of the project plan	Ongoing	Chief Executive	CCG, NHS, ECC, local GP's Patient Groups, Mid Essex Hospitals Trust,



Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	Hub	<ul style="list-style-type: none"> - Estates Planning - Costing - Delivery options appraisal - Ongoing assessment of site options 	<p>Commissioning Group (CCG), local GP's and patient groups are working closely together to bring forward an affordable solution to meet both community and primary health (GP) needs for the Maldon District.</p> <p>Outcomes include an understanding of:</p> <ul style="list-style-type: none"> - Estate requirements - Capital costings - Affordability - Delivery options - Preferable site options 				Provide
Creating opportunities for economic growth and prosperity	Through partnership working with local businesses and agencies, implement the action plans for the Leisure Quarter	Specific Projects will be detailed at end of Q1	Specific outcomes will be detailed at the end of Q1	Completion of each defined stage of an agreed project plan	Ongoing	Group Manager, Leisure, Countryside & Tourism;	Planning & Regulatory Services

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	Implement the following key projects from the “Maldon District Marketing Plan” with partners to increase visitor numbers and visitor spend in the District: Specific Projects will be detailed at end Q1	Developing a plan with Partners to increase visitor numbers and visitor spend in the district Specific Projects will be detailed at end of Q1	Tourism offer for the Maldon District defined, action plan delivers increased visitor number to the district and its attractions resulting in increased visitor spend Specific outcomes will be detailed at the end of Q1	Specific evidence measures will be detailed at the end of Q1	March 2018	Leisure Countryside and Tourism Manager	Economic Development Manager, Tourism and Events Manager
	Work with partners on the Total Transport Pilot Project	To ensure transport matters affecting the district are identified as and when arising resulting in relevant actions being taken	The Council makes interventions resulting in improved passenger transport provision within the Maldon District	Member representation and engagement at Essex County Council (ECC) Project Board Level Implementation / contribution to future action plans as and when developed	March 2018	Director of Customers and Community	Essex Country Council, Local Transport Providers

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Delivering good quality, cost effective and valued services	Embed the process for the approval of externally funded corporate projects before submission to Council (using the Corporate Projects Working Group)	Projects are prepared by Officers and submitted to the Corporate Projects Working Group for consideration and recommendation to Council	Projects are assessed and recommended to Council for approval Council considers projects and approves Projects held and maintained ready for suitable funding opportunity	Working Group meetings held Projects submitted to Council for Approval	Ongoing	Director of Customers & Community	All Directorates within MDC

1.2 Communities and Customers - Other key activities (that need to be undertaken e.g. because of central government or legislative changes, or that are key to efficient and effective service delivery)

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Implement departmental action plan which contributes to the Corporate Transformation Programme	Deliver key tasks as detailed with the Corporate Action Plan which will include - Improved Customer services/enhanced capacity/increased efficiencies/ generation of external income/savings	The Council develops a Transformation Programme to maintain the provision of front line services provided to the community	Targets to be developed but will include implementation of relevant parts of the ICT Strategy & Customer Strategy	Phased 2015 - 2019	Director	Corporate Leadership Team, Departmental Managers

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Implement Workforce Development Plans	Develop Departmental Action Plans to support the Workforce Development Plan	Development of staff	Targets to be developed	Phased 2015 - 2019	Director, Service Managers	Group Manager, People Performance & Policy
Implement Legislative Changes relating to enforcement activities	Develop Action Plan	The Council enforcement Activities are updated in line with legislation	Member Approval Procedural/Policy changes Approved	April – December 2017	Karen Bomford	

1.3 Communities and Customers - Change Plan

This section should highlight, where necessary, any other major changes on the horizon for the next five year period.

As these activities/changes become more imminent and require resourcing within a specific year/timescale they will be considered as part of the Strategic and Financial Planning Process and will then be established as a Key Corporate Activity if funding is approved.

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
A number of functions are supported by staff working on fixed term contracts linked to external funding. A review of the functions and level of resources needed going forwards will be necessary.	A review of funding options for functions undertaken by staff on fixed term contracts will be necessary
Welfare Reform – A number of changes are being introduced over the next few years, which are having a cumulative impact upon residents, and posing an increased risk of homelessness.	Review of priorities and resources (financial and staffing) associated with impact of welfare reform – housing and customers teams

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
<p>These changes and the impact have in the main been absorbed through existing resources, through different approaches and working collaboratively with partners.</p> <p>However the increasing levels of impact are likely to require a review and prioritisation of resources over the next 2 years</p>	
<p>Business Rate Retention The proposals for 100% retention of business rates by 2020 present both significant opportunity and risk to the organisation.</p>	Develop strategies and action plans as required

1.4 Customers & Community - Resources

This section should detail all key capital projects (new and on-going) to be undertaken during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored (although could already be included as a key corporate activity and therefore monitored corporately as detailed above).

The following table provides information in relation to projects also carried forward that will be delivered during 2017/18.

Project updates will be provided via TEN and Committee reports

2017 / 18 Projects		Capital £000	Quotation (Q) / Tender (T)	Lead Officer	Target Timescale for completion
SUPP	Prom depot electronic gates	15	Q	Countryside & Coast Manager	2017/18
	Prom Park Entrance refurbishments	10	Q	Countryside & Coast Manager	Jun 17
219	Riverside Park Information Boards and	20	Q	Countryside & Coast Manager	Jun 17

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2017 / 18 Projects		Capital £000	Quotation (Q) / Tender (T)	Lead Officer	Target Timescale for completion
	Signage				
217	Riverside Park Footpaths	9	Q	Maintenance Officer	Jun 17
238	Sea Wall Resurfacing Riverside Park	11	Q	Maintenance Officer	June 17
239	Burnham Cemetery Roadway	57	T	Community Services Manager	Mar 18
216	Prom park Winter Car Parking	10	Q	Leisure, Countryside and Tourism Manager	Jun 18
255	All weather Prom Park parking improvement	60	T	Leisure, Countryside and Tourism Manager	Oct 18
205	Prom Park Road repairs	50	T	Maintenance Officer	Oct 18
257	Road Repairs Promenade Park	55	T	Maintenance Officer	Oct 18
258	Maintenance Team Vehicle	30	Q	Countryside & Coast Manager	March 18
240	Heybridge Cemetery Chapel	25	Q	Community Services Manager	March 18
249	Parks Team Machinery 17/18	22	Q	Countryside & Coast Manager	March 18
251	New Prom park accessible play site	48	Q	Countryside & Coast Manager	March 18
215	Tip Road Resurfacing (match funding)	80	T	Leisure, Countryside and Tourism Manager	Subject to joint funding agreement
260	Mobile welfare facility trailer	15	Q	Countryside & Coast Manager	Jul 17
253	Riverside Park depot screening	40	Q	Countryside & Coast Manager	Mar 18
232	Amphitheatre Fencing	10	Q	Leisure, Countryside and Tourism Manager	TBC
195	New Service and Splash Park kiosk	160	T	Leisure, Countryside and Tourism Manager	TBC
223	Coastal & Communities Fund	18	Q	Tourism & Events Manager	June 17
256	New Car parks signage (Town & Prom)	14	Q	Community and Living manager	March 18
233	CCTV Car Park and High Street Maldon	30	Q	Senior Park Ranger	March 18

The following table provides detail of projects funded from **Repairs and Renewals Fund**

	Project	Capital £000	Quotation (Q) /Tender (T)	Lead Officer	Target Timescale for completion
R & R	Lift and relay block paving adjacent to Kiosk 1 prom park	5		Leisure, Countryside and Tourism Manager	March 18
R & R	Repairs to the MUGA rebound fencing	1.5	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replacement of the flooring of the Riverside park youth shelters	4.5	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replacing surface of the BMX track at Promenade Park	10	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Oak Tree Meadow Replace the bridges linking the play elements	3	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replace picnic tables	6	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replace corroded gabion baskets to ends of platform in the boating lake	2.5	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Lift and relay the collapsed paving around the sports pavilion	5.2	Q	Leisure, Countryside and Tourism Manager	March 18

Other Revenue Expenditure over £50,000 in the year – detail whether to be authorised by a Director or the Head of Paid Service, start dates for procurement and completion dates.

Project	Capital £000	Quotation /Tender	Lead Officer	Timescale for completion	Notes	Link to Corporate Goal
New Service Level Agreement (SLA) for Citizens Advice Bureau	73.5	n/a	Customers Manager	Half yearly payment		Delivering good quality cost effective services

1.5 Communities and Customers – Corporate Risks 2017/18

Below are the corporate risks from the 2017/18 Corporate Risk Register relevant to this Directorate. Mitigating Actions for these risks are currently being identified and will be included in this Level 1 plan in due course.

Corporate Risk	Mitigating Action	Risk Owner	Timescales
Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> 1. Assess how well partners' (e.g. CAB and Housing Associations) and contractors' safeguarding procedures are embedded 2. Undertake training re: i) Understanding gypsies and travellers culture ii) responding to threats of suicide 3. Meet with statutory partners to improve communication links when making safeguarding referrals 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/03/18 2. 31/12/2017 3. 30/09/2017
Failure to identify older people and most vulnerable groups	<ol style="list-style-type: none"> 1. Launch a "Professional Curiosity" approach across the Council and with partners 2. Community Development Officer to present to Managers' Forums to increase awareness of issues faced by older/vulnerable people, locations, social prescribing etc. 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/03/2018 2. 30/09/2017
Failure to target services and influence partners effectively to meet the health and wellbeing needs of the vulnerable population	<ol style="list-style-type: none"> 1. Refresh and update data on areas of need at ward level within the District 2. Undertake a gap analysis of services currently being provided in these areas across the Directorates 3. Identify what other services are required 4. Review 2016 analysis of services provided by partners to identify gaps 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/12/2017 2. 30/07/2017 3. 30/09/2017 4. 31/12/2017
Failure to target services and influence partners effectively to support the increasing ageing population (re housing needs)	<ol style="list-style-type: none"> 1. Launch a "Professional Curiosity" approach across the Council and with partners 2. Pilot joint events between Community Development and Housing (e.g. Winter warmer events) with a view to identifying and engaging with those in need 3. Deliver a targeted project to improve information sharing with partners providing advice and support to older people 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/03/2018 2. 31/03/2018 3. 31/12/2017
Failure to have a clear shared vision regarding Strengthening Communities	<ol style="list-style-type: none"> 1. Seek approval to the Strengthening Communities Strategy (which includes the visions) 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 30/09/2017

2. PLANNING AND REGULATORY SERVICES DIRECTORATE

About the Directorate

Director: Simon Rowberry

This Directorate brings together the services that help to protect and shape the district and those that strive to help our communities and businesses to prosper and includes the following areas:-

- Economic Development and Partnerships
- Environmental Health (Environmental Protection, Commercial and Licensing)
- Housing (Policy, Options and Homelessness)
- Planning Services (Building Control, Development Management, Corporate Fraud & Planning Enforcement, Local Land Charges, Planning Administration, Street Naming & Numbering, Trees)
- Planning Policy (Policy / Strategic Planning Applications & Implementation)

Economic Development and Partnerships

Economic Development and Partnerships Manager: Vacant

Through the implementation of the adopted Economic Prosperity Strategy (EPS), the Economic Development Team will seek to secure and maintain a vibrant and competitive economy within the Maldon District which balances the needs of local businesses whilst sustaining a high quality of life, increasing incomes, and promoting the District as an attractive place to live, play, work and do business. To achieve these aims, the EPS has identified a set of strategic interventions for the District which includes increasing the supply of high quality business premises, supporting diversification and enterprise, improving skills and training provision, and improving transport and broadband based connectivity.

Through the EPS the Economic Development team will also look to deliver specific projects and initiatives aimed at mitigating the loss of 900 jobs from the closure of Bradwell Power Station and seek to secure the delivery of Bradwell B.

Environmental Health

Environmental Health and Licensing Manager: Ian Haines

Environmental Health is a regulatory service which administers and enforces a wide range of legislation aimed at protecting health and well-being of people, animals and the environment. It has a wide local customer base including residents, businesses, employees and visitors as well as contributing to national and global sustainability. The service helps maintain and improve environmental quality and the health and safety of customers, including such diverse areas of work as air quality, noise, flood risk, food safety, health and safety at work, licensing, housing conditions, statutory nuisance and pest control.

Most of the department's work is based on the Council's statutory duties. Where possible, improvements and behavioural change are achieved through advice, education and persuasion, with the backing of legislative powers where necessary to achieve compliance. The service works with many partners, both from within and outside the Council to maximise efficiency and to bring about shared outcomes and positive impacts for Maldon.

Housing

Strategic Housing Manager: Paul Gayler

The Team provides a variety of services used primarily by external customers and consists of the following teams:

- **Policy and Development** – identifying and responding to local housing need;
- **Housing Options** – meeting the Council's statutory duties to those at risk of homelessness, operating a housing register and allocating social housing to those in greatest need;
- **Home Improvements** – facilitating the improvement and adaptation of homes for those who are vulnerable due to disability or old age.

The Council has no housing stock of its own and is therefore wholly reliant on external partners to assist in meeting local housing need and the discharge of the Council's statutory housing duties.

Planning Services**Group Manager, Planning Services: Matt Leigh*****Development Management***

Planning officers work within the policy framework of Central Government guidance set out within the National Planning Policy Framework and the adopted Local Plan (and emerging local plan where this is capable of being a material consideration) as well as planning legislation and secondary legislation where appropriate. Planning applications are required to be determined within 8 weeks for 'Householder' and 'Other' development (which includes applications for advertisement consent), 13 weeks for Major applications (10 or more Dwellings) and 16 weeks for applications which are subject to an Environmental Impact Assessment. Around 65% of planning applications are dealt with by officers under the Council's Scheme of Delegation.

Development Management services five **Planning Committees**:

- Central Area Planning Committee (Maldon & Heybridge)
- South Eastern Area Planning Committee (Southminster, Burnham-on-Crouch & Dengie Peninsula);
- North Western Area Planning Committee,
- Planning & Licensing Committee which deals with planning policy matters and a number of planning of applications and,
- Meetings of the Extraordinary Council which considers certain applications of a strategic nature

Planning Officers within Development Management also deal with Planning Appeals, where those who have had their planning applications refused have the right of appeal to the Planning Inspectorate. Planning appeals can be dealt with by way of written representations, informal hearing or Public Inquiry. Maldon also has a Major Applications Team dealing with the strategic allocations resulting from the emerging Maldon Local Development Plan

Corporate Fraud and Planning Enforcement

This team seeks to ensure that Council Tax and other benefits/discounts are correctly claimed and employs a formal criminal caution, penalty and prosecution service. The service also investigates development to ensure that it has consent, and where it has consent, that it has been undertaken in accordance with the terms of the planning permission and its conditions.

Fraud and planning investigation/enforcement is evidence based; there are a number of means to remedy problems, but this can be a slow process that can ultimately result in prosecution through the courts.

Planning Administration

Provides technical and administration support to Development Management, including monitoring of planning key performance indicators and local indicators identified through the Planning Services Improvement Plan, identifying and implementing service improvement, updating of



Council website pages, maintenance of Comino and Uniform systems for the processing of planning applications, registration of planning applications, preparation of enforcement reports, weekly list of planning applications, list applications received as valid, list of appeal decisions, outstanding appeals, unallocated enforcement complaints. Dealing with notification of new appeals and preparation and despatch of appeal documentation to Planning Inspectorate

Building Control

The primary function of Building Control is to advise on the compliance of the construction of buildings in relation to applications for approval under the current Building Regulations, so as to ensure the health, safety, welfare and convenience of people using them and also ensure access to buildings for all persons regardless of age or disability. Building Control also deals with enforcement against unauthorised works, dangerous structures and the conservation of fuel and energy in buildings. Work on buildings requiring building regulations consent may also require planning permission.

Local Land charges

Local authority searches form part of the standard conveyancing process for the purchase of land and/or property. The search results are used to assist a prospective purchaser decide on the desirability and suitability of the property, as well as informing of any enforceable registrations in existence and future proposals under consideration at the time the search was carried out.

Trees

The Tree Officer provides professional advice on all planning matters involving trees, including Tree Preservation orders, trees in conservation areas and trees on development sites in relation to consultation of planning applications and where necessary initiates the issuing of new Tree Preservation orders. In addition, the work involves dealing with applications to undertake works to trees that are protected by a Tree Preservation Order (TPO), as well as requests to make new TPO's.

Street Naming & Numbering

The naming and numbering of streets and buildings is a statutory function of the Council. The address of a property is an important issue. Organisations such as Royal Mail, the utilities, delivery companies, emergency services and the general public need an efficient and accurate means of locating and referencing properties. Without a correct registered address it can also be difficult to open bank accounts and obtain credit.

Spatial Planning & Implementation

Strategic Planning Policy Manager: Vacant

Planning Policy

A proactive non-regulatory service, which delivers planning policy, site specific promotion and evidence to support the wider service, developers, partners and neighbourhood planning groups.

The service is producing the Local Development Plan (LDP) which will set out the planning strategy for future growth over the period 2014-2029. The LDP is the primary means by which Maldon District Council will deliver sustainable development across the Maldon District and provide a spatial strategy for the delivery of the required future employment, homes, retail, community facilities and infrastructure.

It has a number of component parts which sit alongside the spatial strategy. These include supplementary planning documents, design guides, master plans and planning briefs – see below. Equally, the LDP will indicate those areas where it is not appropriate to build and provides the planning policies which allow the Council to resist inappropriate development.

The Policy Team is also responsible for producing:

- **Development & Design Briefs** which relate to specific sites provide the detail to show what is required for a site to address issues including highways, access, density and layout, landscaping etc.
- **Supplementary Planning Documents** which amplify the Local Plan. These may include providing more in-depth information on addressing affordable housing issues, or how the local authority would like to see a town centre transformed.
- **Duty to cooperate** which means the requirement of the Council to work with other Councils in the preparation of our own and their plans and strategies, This is a statutory requirement and comes in many guises from joint commissioning of evidence to support plans, to working groups on key infrastructure projects.

The Policy Team also supports local communities in preparing Neighbourhood Plans, Village Design Statements and other local planning guidance documents.

Planning policy documents and consultation responses to other organisations strategies are reported to Planning and Licensing Committee, with the final approval or adoption of policy documents, including the local plan, made by Full Council.

Conservation & Urban Design

This specialist team provides advice in relation to applications for consent to works to Listed Buildings and planning applications in Conservation Areas as well as general advice on design, and also archaeological advice.

The team is also responsible for the annual Conservation & Design Awards scheme which seeks to promote and recognise best practice, and provides design advice on development proposals to help ensure the Council secures the highest quality development possible. The Council offers pre-application advice on payment of a fee.

In addition, the team maintains the County register of Listed Buildings “At Risk” and has a modest budget to help ensure that the buildings identified are proactively managed. The Team work with owners and developers to see these buildings repaired and improved. The Team takes a central role in relation to planning applications for Listed Buildings. Listed Buildings are graded in three categories with Grade I being of national importance, Grade II* and the Grade II, providing the most common category (93.5%). Within Maldon District there are 13 Conservation Areas and over 1,030 listed building, with 14 (1.5%) being Grade I and 58 (5%) Grade II*.

The team leads on the preparation of the Maldon and Heybridge Central Area Master Plan, which will be adopted in 2017 and enter into its delivery phase, which will include site specific planning and development briefs, It also produced the Garden Suburb Design Codes and the Maldon District Design Guide.

2.1 Planning and Regulatory Services – Key Corporate Activities

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
As per the Corporate Plan 2015 – 19	Action that contribute to achievement of the corporate goal	Specific actions/tasks that need to be undertaken relating to the overall key activity	What is the expected impact of the planned action, the “so what” question – “so what will happen as a result of the work undertaken?”	What evidence can be collated to show that the outcomes have been achieved? E.g. to show a reduction in the level of crime/anti-social behaviour	Date that the task is to be completed by or a milestone to monitor improvement	Officer responsible for ensuring work is progressed, action is completed and the desired outcomes/ outputs achieved	What resources will be required to complete the work such as financial and human (including new skills)? If actions cannot be adequately resourced the prioritisation needs to be looked at again. Ensure training needs for the year and IT dependencies are covered.
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p> <p>Creating opportunities for economic growth and prosperity</p>	Adopt the Local Development Plan for the Maldon District	<p>Completion of consultation into the final set of Modifications in April 2017.</p> <p>This will be followed by the completion of the Inspector’s Report to the Secretary of State and the Secretary of States final decision, which is anticipated in Summer 2017.</p>	The Council will have an up to date Local Plan in place, which will strengthen the Council’s ability to defend planning decisions on appeal, create greater certainty and a framework delivery of strategic projects.	<p>LDP completed second Public Examination and modifications to make the Plan sound agreed with the Inspector for public consultation.</p> <p>KPI as set out in the appendix to the LDP</p>	<p>Post Examination Modifications consultation – March to April 2017</p> <p>Adoption of Plan - Summer 2017</p>	Strategic Planning Policy Manager	Planning policy team to take lead with support from other areas within the Council and external consultants on evidence base

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p> <p>Creating opportunities for economic growth and prosperity</p>	Work in partnership to deliver and ensure management and maintenance of strategic infrastructure	<p>Continuing to work with key organisations to deliver the infrastructure e.g. ECC and EA</p> <p>New planning performance agreements which set out resources to support delivery of strategic developments and their associated infrastructure</p>	Infrastructure is delivered in a timely manner commensurate with key stages of development in accordance with the Infrastructure Delivery Plan	Infrastructure delivered	Ongoing	Strategic Planning Policy Manager	Support from external agencies/bodies, developers and land owners
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p>	Adopt the Maldon District Design Guide	<p>Consultation on draft plan agreed early March 2017</p> <p>Review of consultation responses, revision to plan and approval</p>	Design guide adopted and implemented in decision making.	<p>Quality of new developments</p> <p>Measurement of standards through appeals</p>	<p>Consultation – Spring 2017</p> <p>Review of responses – summer 2017</p> <p>Approval – Autumn 2017</p>	Strategic Planning Policy Manager	<p>Urban design officer and new design panel to be created.</p> <p>Training of staff to implement new guidance</p>

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Protecting & Shaping the District Strengthening Communities to be safe, active and healthy	Work with partners to seek funding/bring forward flood relief projects for identified surface flooding risk areas in the District	Work with EA and Anglian Water and ECC (SUDS) Confirm S106 agreement for North Heybridge Flood Alleviation scheme	Flood alleviating schemes implemented	Flood mitigation measures in place. Reduction in flood incidents.	March 2018 for start of flood alleviation scheme	Environment and Licensing Manager Planning Policy Manager	Various officers in directorate working with partners
Protecting & Shaping the District Strengthening Communities to be safe, active and healthy	Co-ordinate work with housing associations and developers to provide affordable housing and meet the identified requirements for older persons' independent living with the District	Work with partners	Improved provision within the district	Implementation of schemes	Ongoing	Strategic Housing Manager	Various officers in directorate working with partners
Creating opportunities for Economic Growth and prosperity	Implement the agreed business engagement framework including development of a Local Business Forum and Chambers	Causeway Business Forum to develop into Maldon Chamber of Commerce Relaunch, support and promote Burnham Chamber of Commerce Business	Improved activity and engagement Understanding of business needs Promotion of opportunities for business Shared best practice	Number of events and level of attendance Circulation numbers of newsletter Number of business visits Take up of funding / other opportunities	Sept 17 June 2017 Ongoing	Economic Development and Partnerships Manager	Working with internal teams e.g.- Comms and Tourism Close working with elected Members Working with and across organisations

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		engagement events Business newsletter Business visits	Improved understand of Council policies Business networking facilitation Developing a sense of place		Ongoing Ongoing		
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p> <p>Creating opportunities for Economic Growth and prosperity</p> <p>Delivering good quality, cost effective and valued services</p>	<p>Through partnership working with local businesses and agencies, implement the action plan for the Central Area Master Plan:</p> <ul style="list-style-type: none"> • Causeway Regeneration Area • The Leisure Quarter • Maldon Central 	<p>Development of project business cases</p> <p>Fund raising – ECC, Haven Gateway, SELEP, EA, RCCE, Lottery funds</p> <p>Economic consideration within planning decisions.</p> <p>Development of detailed coordinated delivery plan and resources in place.</p> <p>Complete the</p>	<p>Delivery of objectives set out in Central Area Master Plan</p>	<p>Successful project delivery</p>	<p>Ongoing</p>	<p>Economic Development and Partnerships Manager</p> <p>Group Manager, Leisure, Countryside and Tourism</p> <p>Strategic Planning Policy Manager</p>	<p>Internal team, including planning, economic development, countryside, urban design, and project management supported by consultants</p> <p>Private sector</p> <p>Funding bodies</p>



Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		<p>public consultation on the Master Plan and approve the Master Plan as SPD</p> <p>Establish internal multi-disciplinary team, with programme and project management resource</p> <p>Support new and appropriate developments in line with the Maldon and Heybridge Central Area Masterplan</p>					
Creating opportunities for Economic Growth and prosperity	Promote the District as a destination of choice by defining and promoting existing/new employment land	<p>Develop directory of land owners</p> <p>Maintaining an up to date register of available land for key employment sites</p> <p>Effective use of</p>	<p>Fully occupied employment sites</p> <p>Increased number of businesses</p> <p>Increased employment</p> <p>Business retention</p>	<p>Directory in place</p> <p>Log in place</p>	<p>March 2018</p> <p>March 2018</p> <p>Ongoing</p>	Economic Development and Partnerships Manager	<p>Businesses</p> <p>Land owners</p> <p>Development Management Team</p> <p>Planning Policy Team</p> <p>Elected Members</p>

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		empty properties list. Economic consideration within planning decisions for change of use. Communications strategy to promote the district opportunities Work with wider Essex Partnership on promotion of Essex and Maldon's place and role within it	Increased business rate income Improved quality of business sites Improved awareness of Maldon District Business land offer	ED input in planning reports and results of planning applications	Ongoing		
Creating opportunities for Economic Growth and prosperity	Develop and implement a strategy to meet the skills need within the District	Work with County skills partners and Haven Gateway Partnership to develop strategy Implement actions as set out in Strategy	Clear understanding of local / sub regional needs Clear strategic direction to meet needs Various solutions identified and actions plans prepared	Baseline information available to be able to move forward to delivery stage	a. October 2017 b. March 2017	Economic Development and Partnerships Manager	Partners/external agencies Funding bodies Coastal teams

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Creating opportunities for Economic Growth and prosperity	Work with partners on the Total Transport pilot project	Attend Project Board meeting Promote activity locally	Demand responsive transport within the District	Key project stages completed	March 2018	Director of Customers and Community	ECC Suffolk CC Other local partners
Creating opportunities for Economic Growth and prosperity Delivering good quality, cost effective and valued services	Develop package to promote the District as a place of choice to start and grow a business. With a range of offers including:- <ul style="list-style-type: none"> • Business rate discounts for new businesses and those relocating to the District • Fast tracked planning and regulatory services • A register of available land and premises 	Business case for discount scheme to F&CS Review of service standards Promotion of Best Growth Hub and Dengie Enterprise	Business retention and inward investment Increased business rate income	Gross rateable value Business numbers Employment	September September Ongoing	Group Manager, Customers Group Manager Planning Services See above Economic, Development and Partnerships Manager Economic, Development and Partnerships Manager	<ul style="list-style-type: none"> • Comms Team • Strategic Planning • Development Management • Planning Enforcement • Environment Services • Revenues and Benefits • Customer services • IT Services • Elected Members • External partners

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	<ul style="list-style-type: none"> • Business support services • Accessible website pages dedicated to business support and advice, including a page on how to do business with the Council and sign posting to a range of services • Master planning, development and planning briefs and support for key employment areas • Coordination and support for 	<p>Service</p> <p>Review content and accessibility</p> <p>Update content and publish</p> <p>See above</p> <p>See above</p>			<p>March 2018</p>	<p>Strategic Planning Policy Manager</p>	<ul style="list-style-type: none"> • Businesses • Land owners

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	locality based business forums.						
Protecting & Shaping the District Creating opportunities for Economic Growth and prosperity	Co-ordinate the delivery of an Enterprise Centre for the Maldon District	Secure funding for detailed feasibility study Implementation strategy to deliver the project Secure project funding and acquire site	Increased small business unit space Increased business confidence Improved business survival rate Increased employment	Funding secured for the feasibility study Funding for project Delivery of project Ongoing performance KPIs to the agreed	Completion of feasibility study March 2018	Economic, Development and Partnerships Manager Strategic Planning Services Manager	Magnox Consultancy support Causeway Businesses Land acquisition resource
Protecting & Shaping the District Creating opportunities for Economic Growth and prosperity	Agree a vision for, and develop, a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell	Develop the ECC and MDC joint management board Communications plan Establish S43 (2008 Act) pre-application protocols with the National Infrastructure Planning Unit	Work towards the delivery a new nuclear powers station Council adequately resourced for the project	To form part of an action plan	Vision June 2017 Agreement – March 2018 This will be a long term project over the next 10 years or more	Director of Planning & Regulatory Services	This will require impetus from a range of partners as well as the Council and ECC

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		<p>Engagement by the developer as part of the statutory development consent process</p> <p>Comprehensive action and resource plan to cover all anticipated elements of the project</p> <p>Post 2017/18:</p> <p>Economic development strategy to capture the economic benefits for the District</p> <p>Identification of skills and training during construction phase</p>					
Creating opportunities	Promote and support improved	Participate in the Essex Broadband programme	Increased broadband coverage across	Additional premises (residential and businesses) have	Ongoing in accordance with programme	Economic and Partnerships Manager	Working with ECC as lead authority on Superfast Essex

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
for Economic Growth and prosperity	Broadband connectivity	Ensure that new development have infrastructure provided as part of the development to support superfast connections	the district	improved access	timetable which is regularly reviewed.		programme Identify possible other solutions to areas not likely to covered by the programme

2.2 Planning and Regulatory Services - Other key activities (that need to be undertaken e.g. because of central government or legislative changes, or that are key to efficient and effective service delivery)

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Implement departmental action plan which contributes to the Corporate Transformation Programme	Deliver key tasks as detailed with the Corporate Action Plan which will include - Improved Customer services/enhanced capacity/increased efficiencies/ generation of external income/savings	The Council develops a Transformation Programme to maintain the provision of front line services provided to the community	Targets to be developed but will include implementation of relevant parts of the ICT Strategy & Customer Strategy	Phased 2015 - 2019	Director	Corporate Leadership Team, Departmental Managers
Implement Workforce Development Plans	Develop Departmental Action Plans to support the Workforce Development Plan	Development of staff	Targets to be developed	Phased 2015 - 2019	Director, Service Managers	Group Manager, People Performance & Policy
Secure improved efficiency and effectiveness of the Planning Service	Agree and implement revised Planning Improvement Action Plan	Deliver more effective Planning Service, providing enhanced value for money	Measure against revised suite of performance indicators, to be agreed	Report delivered in stages – April to August 2017. Action Plan developed and agreed as recommendations delivered Implementation to agreed timescale thereafter	Group Manager Planning Services	External consultant and internal resources
Agree and implement a robust Development Management	Provide a bespoke suite of specific local indicators to demonstrate the performance of Planning Services in relation to	Deliver more effective Planning Service, providing	Measure against revised suite of performance indicators, to be agreed	Report delivered in stages – April to August 2017. Action Plan developed	Group Manager Planning Services	External consultant and internal resources

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Team Approach	<p>corporate goals</p> <p>Ensure an efficient and effective enforcement service.</p>	<p>enhanced value for money</p> <p>To ensure the resilience of Planning Services</p> <p>To provide improvement to performance in the processing of planning applications</p> <p>To ensure Customers' needs are being met</p>		<p>and agreed as recommendations delivered</p> <p>Implementation to agreed timescale thereafter</p>		
Improvement to the number of applications determined within statutory timeframe.	Part of consultant's review	A greater number of applications determined within statutory timeframe.	Performance against revised and agreed targets	<p>Consultant's work completed – July 2017</p> <p>Action Plan agreed – August 2017</p> <p>Implementation immediately thereafter</p>	Group Manager Planning Services	<p>Staff resources</p> <p>External consultant</p>
A comprehensive review of processes from receipt of	Part of consultant's review	Improved customer experience, streamline	Performance against revised and agreed targets	<p>Consultant's work completed – July 2017</p> <p>Action Plan agreed –</p>	Group Manager Planning Services	<p>Staff resource</p> <p>External consultant</p>

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
application to determination.		process, cost saving due to reducing officer time spent on process, quicker determination of planning applications.		August 2017 Implementation immediately thereafter		
Encouragement of channel-shift through improving the on-line customer experience	Contribute towards development and implementation of Corporate Website	Improved customer focused website that will improve information available to customers, reduce demand, and assist in achieving channel shift	Higher levels of customer satisfaction – measurement methodology and targets to be agreed	July 2017	Business Development and Improvement Officer	Staff time and external
Review of staffing resource in Development Management	Part of consultant's review	Efficient and resilient service delivery for Development Management	Performance against revised and agreed targets	Consultant's report – June 2017 Action Plan agreed – July 2017 Implementation immediately thereafter	Director of Planning and Regulatory Services	Staff resource External consultant HR Business Partner
Review of Building Control function	Undertake review to look at business case for alternative provision of	Greater resilience for the Building Control	Performance against revised and agreed targets	Options/Preferred Option – July 2017	Director of Planning and Regulatory Services	External consultant Support from within

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
	<p>Building Control services</p> <p>Undertake analysis of the financial position and other potential benefits measured against risks of continuing as is.</p> <p>Development and implementation of a Preferred Option</p>	Service		Action Plan – August 2017		the Council e.g. HR, governance, finance and ICT
Annual Authority Monitoring Report (AMR)	<p>Review previous report and agree scope</p> <p>Undertake surveys and evidence gathering, including retail and housing land availability</p> <p>Produce report including Five-Year Housing land supply</p> <p>Publish</p>	Monitoring of development against LDP targets	To be set out in the scope of the AMR based on LDP KPIs	Complete by end of August 2017	Strategic Planning Policy Manager	Development Management team to support
Community Infrastructure Levy	<p>Review of existing charging schedule / evidence base and decision on whether to continue with existing work or start again, postponing the Examination</p> <p>Depending on outcome of</p>	Robust CIL charge	<p>KPI on CIL collected against charging schedule</p> <p>KPI on % of successful exemption applications</p>	<p>Review – March / April 2017</p> <p>Timetable thereafter to be confirmed dependent on the Review</p>	Strategic Planning Policy Manager	S106 Officer Procurement

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
	review, recommission new evidence base and consult.		KPI on collection of CIL			
Prepare and Approve: <ul style="list-style-type: none"> • Vehicle Parking Standards SPD • Renewable Energy SPD • Affordable Housing SPD • Statement of Community Involvement 	Review of existing, national and local policy and best practice Consultation Revisions Adoption	New guidance in place in accordance with Local Development Scheme All involved in decision making	Delivery of documents against timetable Quality of new developments Measurement of standards through appeals	All to be adopted by end of 2017 (subject to individual project plans)	Strategic Planning Policy Manager	Planning policy with support from various departments within council, in particular Housing Strategy on the Affordable Housing SPD and other ECC Councils on the Vehicle Parking standards
Community Led Housing	Implementation of a programme of Community Led Housing	Additional supply of affordable homes	Pipeline of Community Led Housing projects	Commence April 2017 and ongoing	Strategic Housing Manager	
Homelessness Reduction Bill	Support implementation of Trailblazer scheme in partnership with ECC	Improved knowledge impact of Bill and options available and required	Outcome of pilot cases and development of joint strategic approach to prevention with ECC and other partners	From April 2017	Strategic Housing Manager	Homelessness Reduction Bill DCLG Funding
Deliver revised Planning Improvement	Implement recommendations arising from consultants' study	More efficient and responsive planning service	Performance against suite of agreed indicators	Report delivered in stages – April to August 2017.	Group Manager Planning Services	As available within the Directorate, plus external consultancy

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Action Plan		which provides enhanced value for money		Action Plan developed and agreed as recommendations delivered Implementation to agreed timescale thereafter		support as required
Implement new SuDS regime	Amend validation list for new development Establish additional criteria for SuDS referral to ECC Establish process and decision making	Implement Government Policy	Planning Guidance and Government Statements Monitor the new regime and suggest improvements if required	Ongoing	Group Manager Planning Services Strategic Planning Policy Manager	Essex County Council Environment Agency Anglian Water
Implement the Regulators' Code	Develop and seek adoption of a corporate enforcement policy for Council's regulatory services. Provide simple and straightforward ways to engage with those they regulate and hear their views	Reducing regulatory burdens and supporting compliant business growth	Revised enforcement policy published on website	March 2018	Environmental Health and Licensing Manager	Co-operation from other regulatory services
Housing White Paper and Review of the NPPF	Annual Five Year Land Supply Demonstration of achieving	Reduced risk of planning by appeal and need for further	Achieve 5-year housing land supply Meet housing	On going	Strategic Planning Policy Manager	Housing strategy Development Management

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
	Housing trajectory Delivery rates Others to be determined during year New Planning Fees implementation	housing allocations	trajectory targets			
Self and Custom Build	Maintain register Promote register Promote via pre-application discussions Produce local guidance	Increased self and custom building housing	Number of Self and Custom Build Homes Number of people on register	2017-2020	Strategic Planning Policy Manager	Planning Policy Development Management Use of Government New Burdens Funding 2017 to 2020
Income generated through housing investment	To identify most appropriate method for securing delivery of proposed development and generating income for the Council	Agreed delivery vehicle for investment in development	Business case agreed and progressed	2018	Strategic Housing Manager	Community Housing Fund (DCLG) Commutated sums

2.3 Planning and Regulatory Services - Change Plan

This section should highlight, where necessary, any other major changes on the horizon for the next five year period.

As these activities/changes become more imminent and require resourcing within a specific year/timescale they will be considered as part of the Strategic and Financial Planning Process and will then be established as a Key Corporate Activity if funding is approved.

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
Provision of temporary accommodation to relieve homelessness	Requirement arising from increasing demand on statutory duty to accommodate homeless and inability to meet requirements for affordable housing. Possible use of commuted sums to meet capital cost of securing additional accommodation to reduce growth in revenue requirement.
Implementation of the Maldon and Heybridge Central Area Master Plan	Completion of the Master Plan approval process during 2017. Resources needed to support its delivery dependent on an agreed delivery plan and level of Council interventions. Additional resources include programme and project management and consultants. Use of grants, capital funding or recovery from disposals to meet the costs of these resources.
Continued spending constraints and need to commercialise where possible the service through effective use of Planning Performance Agreements (used to fund staff for specific projects); increase in planning fees and the reinvestment into the service; and shared services / out and insourcing with other LPAs	PPAs under review and require changes to Fees and Charges Planning fee increases to be brought in July 2017 Long term service planning to look at resources and skills, and ongoing discussions with other LPAs on their needs. Service will need to be sufficiently resourced to deliver these changes so commitment to reinvestment into the service is required

2.4 Planning and Regulatory Services - Resources

This section should detail all key capital projects (new and on-going) to be undertaken during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored (although could already be included as a key corporate activity and therefore monitored corporately as detailed above).

2016/17 Projects carried forward		Capital £000	Quotation/Tender	Lead Officer	Timescale for completion	Notes	Link to Corporate Goal
	Empty Homes Scheme	£32.8		Strategic Housing Manager			Protecting and shaping the District
	Mandatory Disabled Facilities Grants	£440		Strategic Housing Manager	2017/18	Subject to confirmation by ECC	Protecting and shaping the District

Other Revenue Expenditure over £50,000 in the year – detail whether to be authorised by a Director or the Head of Paid Service, start dates for procurement and completion dates.

Project	Capital £000	Quotation /Tender	Lead Officer	Timescale for completion	Notes	Link to Corporate Goal

2.5 Planning and Regulatory Services - Corporate Risks 2017/18

Below are the corporate risks from the current Corporate Risk Register relevant to this Directorate together with the mitigating actions which are being taken forward to reduce the risk. For some risks the mitigating actions and timescales for the mitigating actions are still to be established.

Corporate Risk	Mitigating Action	Corporate Risk Owner	Timescales
Failure to have an adopted LDP	<ul style="list-style-type: none"> Continue ongoing work in relation to Duty to Co-operate Provide Inspector and Secretary of State with information required to make a positive decision 	Director of Planning & Regulatory Services	30/09/2017 30/09/2017
Failure to deliver the required infrastructure to support development arising from the LDP	<ul style="list-style-type: none"> Negotiate effectively with developers/relevant key partners to ensure appropriate level of infrastructure and phasing of delivery Identify funding mechanisms and monitor drawing down on funding in a timely manner Establish a mechanism for determining ownership, future management and maintenance of infrastructure e.g. green spaces/flood defences Improve project management Increase use of pre-planning agreements 	Director, Planning & Regulatory Services	Ongoing
Being designated as an under-performing authority due to major planning applications and/or appeals performance	<ul style="list-style-type: none"> Identify ways of streamlining decision making process Recruitment of skilled staff Arrange specific Member Training from external specialists 	Director, Planning & Regulatory Services	Ongoing 30/07/2017 31/03/2018
Failure to maintain a 5 year supply of Housing Land	<ul style="list-style-type: none"> Submission to PINs of statements for certification Developers submission of annual completion and trajectory statements Roll out of self and custom build Establish a programme of community led housing 	Director, Planning & Regulatory Services	30/09/2017 30/06/2018 Ongoing Ongoing
Failure to target services and influence partners effectively to support the increasing ageing population (re housing needs)	<ul style="list-style-type: none"> Pilot joint events between Community Development and Housing (e.g. Winter warmer events) with a view to identifying and engaging with those in need Deliver a targeted project to improve information sharing with partners providing advice and support to older people 	Director, Customers and Community	31/03/2018 31/03/2018 31/12/2017
Failure to adapt policy to meet the affordable housing need	<ul style="list-style-type: none"> Housing and Homelessness Strategy to be adopted Affordable Housing SPD to be adopted Identify opportunities for additional investment into affordable housing 	Director, Planning & Regulatory Services	30/09/2017 31/03/2018 31/12/2017
Failure of the Council to influence	<ul style="list-style-type: none"> Input into the Essex Integrated Growth Forum to ensure Maldon priorities are 	Chief Executive	Ongoing

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Corporate Risk	Mitigating Action	Corporate Risk Owner	Timescales
regional partners to support/encourage economic prosperity and inward investment to the Maldon District	included <ul style="list-style-type: none"> • Undertake longer term strategic planning for sub region on key projects • Develop robust business cases for external funding (including research and maintenance of up to date evidence) • Increasing awareness of SELEP/sub-regional/County strategies and scoring mechanisms 		
Failure to have a co-ordinated approach to supporting new and existing businesses	<ul style="list-style-type: none"> • Establish an internal communications strategy to ensure all services are aware of the priority • Improve internal awareness/signposting of support available to businesses 	Chief Executive	30/09/2017 Ongoing
Inefficient Committee structure	<ul style="list-style-type: none"> • Track impact of change in delegation/call in for planning applications 	Chief Executive	30/09/2017

3. RESOURCES DIRECTORATE

Director: Emma Foy

The Directorate consists of five teams, **Facilities and Asset Management, Finance, Information Technology, Legal and Democratic Services, People, Performance and Policy**. Internal Audit is outsourced with the contract provided by BDO LLP.

Facilities and Asset Management

Facilities and Asset Manager: David Rust

This team is responsible for facilities management (including caretaking, cleaning, responsive maintenance and the delivery of the planned repair and maintenance programme for the Council Offices), procurement and the General Office which includes the post room, reprographics services and the processing of cheque payments. In addition the team maintains the Council's contract register and works with Essex Procurement Hub to provide support to departments across the Council when procuring goods and services. The team is also responsible for maintaining the Council's asset register and management of corporate leases.

Finance

Finance Manager: Carrie Cox

The Finance team is responsible for Accountancy, Financial Planning and Budget monitoring, Accounts Payable and Receivable, Payroll and Treasury Management. This team manages the Council's cash flow, producing financial monitoring reports, Statutory Accounts, Council Tax setting and is responsible for drafting the Medium Term Financial Strategy. It also ensures that salaries, allowances and suppliers are paid on time and that external sundry debts are recovered efficiently and effectively.

Information Technology

IT Manager: Andrew Mowbray

The Information Technology team provides technical and operational support for a wide range of applications running on a variety of servers as well as desktop support for approximately 350 Personal Computers. This team provides front line technical support to our client base as well as systems design, development and implementation. This team is responsible for the ICT Strategy, which will support the Council's Transformation Programme.

Legal and Democratic Services

Legal and Democratic Services Manager: Melissa Kelly

This team provides legal advice on the Council's activities and its governance arrangements as well as providing support to Members. The team is responsible for the coordination of Freedom of Information requests, providing support to Committees and maintains the Register of Electors, manages Elections, Referenda and by-elections.

The Legal and Democratic Services Manager is also the Council's Monitoring Officer (a Statutory position) and the Data Protection Officer.

People, Performance and Policy

Group Manager, People, Performance and Policy: Dawn Moyse

This team brings together the Human Resources, Public Relations and Engagement, Policy and Performance functions. The primary focus of this team is to develop, support and steer cultural and transformational change as well as providing a robust performance, policy and risk management framework. This team is also responsible for managing external relationships with the media and key stakeholders as well as leading the approved Workforce Development Strategy, which aims to develop the organisation to deliver the Corporate Plan.

Internal Audit

The Internal Audit function was outsourced to BDO LLP in February 2016. BDO provide assurance to the Council on internal control, risk management and governance processes. A medium term internal audit strategy and annual audit plan is agreed by the Audit Committee. The Committee receives regular summary assurance reports on the audits completed and outstanding audit recommendations including progress against the in-year annual plan.

3.1 Resources - Key Corporate Activities

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
As per the Corporate Plan 2015 – 19	Action that contribute to achievement of the corporate goal	Specific actions/tasks that need to be undertaken relating to the overall key activity	What is the expected impact of the planned action, the “so what” question – “so what will happen as a result of the work undertaken?”	What evidence can be collated to show that the outcomes have been achieved? E.g. to show a reduction in the level of crime/anti-social behaviour	Date that the task is to be completed by or a milestone to monitor improvement	Officer responsible for ensuring work is progressed, action is completed and the desired outcomes/ outputs achieved	What resources will be required to complete the work such as financial and human (including new skills)? If actions cannot be adequately resourced the prioritisation needs to be looked at again. Ensure training needs for the year and IT dependencies are covered.
Delivering good quality, cost effective and valued services	Implement Workforce Development Plan projects for 17/18.	<ul style="list-style-type: none"> a) Monitor/review use of the Performance Review System and transfer it on to HRIS. b) Review the recruitment strategy c) Introduce a Total Reward Policy d) Conduct a Council-wide skills audit 	<p>Staff can access their HR data on line.</p> <p>Recruitment process is efficient.</p> <p>Objectives and performance is easily monitored and reported.</p> <p>Identified learning needs can be easily captured to enable efficient deployment of budget.</p>	<p>Robust performance management of staff.</p> <p>Time from notification of leaver to new member of staff in post lessened.</p> <p>Reduction in agency usage.</p> <p>Staff using self service</p>	March 2018	Group Manager (People, Performance and Policy)	Human Resources Team and Project team

APPENDIX 1

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
			Our reward structure is in line with our competitors.				
	Implement the ICT projects for 17/18: a) Implement a new telephony system b) Upgrade the e-mail system	Review Mobile Working / Forms solutions	Replacement / enhancement of e-forms solution to provide Mobile Working capabilities	Implementation of e-form solutions	March 2018 August 2017	IT Manager	Service personnel as appropriate – Project Team will be formed
	Deliver the Medium Term Financial Strategy to achieve a balanced budget	<ul style="list-style-type: none"> i. Drafting budget setting timetable for 17/18 ii. Savings proposals to be submitted by officers iii. Organise budget workshops with Members iv. Review of the current Medium Term Financial Strategy v. Setting of the 17/18 budget and Council tax 	Production of a balanced 17/18 budget and a sustainable budget in the medium term	Budget and Council Tax report and updated Medium Term Financial Plan	Ongoing	Director of Resources	Finance Manager and Senior Accountants, input from Corporate Leadership Team and Members

APPENDIX 1

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	Deliver the Transformation Strategy:	a) Agree the vision for the MDC Transformation Strategy b) Agree a programme of transformation projects for implementation	Council is more financially sustainable and efficient.	Identification and delivery of savings. Performance improvement on KPIs.	June 2017	Director of Resources	Directors and Managers
	Develop and implement an income generation programme	Develop and implement an action plan to generate income through additional fees and charges and new services being provided.	Income being generated through housing investment to support the Council's budget	Completed actions set out in the plan	September 2017	Director of Resources	Directors and Managers

3.2 Resources - Other key activities (that need to be undertaken e.g. because of central government or legislative changes, or that are key to efficient and effective service delivery)

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Budget Setting 2018/19 – Review of service and functions	Review service functions and options for change	Contribution to the overall corporate 18/19 budget setting process	Targets to be developed	October 2017	Director of Resources and all departmental managers	All Departmental Managers, Finance Team
Review of Council's Procurement Strategy	Review of procurement strategy, in light of recent changes in Procurement Regulations, to include roll out of e-tendering system and training where necessary.	Clear and transparent procurement guidance.	Implementation of new procurement procedures designed to ensure contract managers are regularly testing the market.	July 2017	Facilities and Contracts Manager	Inputs from Procurement Hub, Facilities & Contracts Manager, Finance
Review of General Office processes.	Undertake review of General Office processes in line with IT Strategy and Maldon.gov roll out.	General Office remains an efficient and effective service.	Identification of potential savings, improved processes and additional work streams.	June 2017	Facilities and Contracts Manager	Facilities and Contracts Manager, General Office, IT, Finance.
Improve Employee engagement	To prioritise under the Employee Engagement Strategy, opportunities to involve and encourage employee participation. To ensure the recommendations of	Motivated workforce and low staff turnover	Staff survey and Staff turnover	December 2017	Group Manager PPP	All Departmental Managers

APPENDIX 1

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
	the Employment Deal Diagnostic survey are communicated and incorporated into our day to day work					
Implement Workforce Development Plans	Develop Departmental Action Plans to support the Workforce Development Plan	Development of staff	Targets to be developed	Phased 2017 - 2019	Director, Service Managers	Group Manager, People Performance & Policy
Attendance Management	Roll out and embed new policy Monitor OH provision. Roll out training to all managers	Clearly defined policy which differentiates between short/long-term absences. Supports MDC in managing absence effectively. Managers competent to undertake absence management.	Lower level of short and long term absence in the organisation and positive assurance from internal audit.	Internal Audit February 2018	Group Manager (People, Performance and Policy)	Group Manager (People, Performance and Policy), HR Business Partner
Compliance with General Data Protection Regulation	Will arise from the GDPR advisory review carried out by BDO.	The Council is compliant with all aspects of the regulations thus avoid potential fines and reputational	Follow up of implementation of recommendations arising from the BDO audit.	December 2017	Directors, Service Managers	To be determined by BDO advisory review.



APPENDIX 1

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
		risk				
Compliance with the PSN Code of Connection	Multiple activities (managed as a project in its own right)	Certification as compliant	Certification	Certification by the end of May 2017	IT Manager	IT team
Delivering Internal Audit Plan	Internal Audits undertaken in accordance with Internal Audit Plan 2017/18	Assurance to CLT, the Audit Committee and Council on the adequacy and effectiveness of the framework of controls, risk management and governance	Internal Audit reports and recommendations are acted upon	March 2018	Director of Resources	BDO LLP
Elections	Deliver both the County and Parliamentary Elections in May and June 2017.	Smooth running of the elections on 4 May and 8 June 2017 and that the Verification and count process is successfully delivered	Implementation of the project plan and improvements identified from 2015 Elections	May and June 2017	Legal and Democratic Services Manager	Director of Resources, Senior Solicitor, Electoral Management Officer and Elections core team
Risk Management	Review the Corporate Risk Register for 2018/19	Identification and effective management of those risks which could prevent achievement of the MDC corporate goals	An updated Corporate risk register	June 2017	Performance & Risk Officer Director of Resources	Performance and Risk Officer, Corporate Leadership Team and managers

3.3 Resources - Change Plan

This section should highlight, where necessary, any other major changes on the horizon for the next five year period.

As these activities/changes become more imminent and require resourcing within a specific year/timescale they will be considered as part of the Strategic and Financial Planning Process and will then be established as a Key Corporate Activity if funding is approved.

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
Corporate roll-out of Mobile Working	As defined within ICT Strategy
Potential shared accommodation opportunities with major external partners.	Commitment from external partners. Financial contribution from partners.
Implement the actions set out in the Workforce Development Strategy	As defined within Workforce Development Strategy

3.4 Resources - Resources

This section should detail all key capital projects (new and on-going) to be undertaken during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored (although could already be included as a key corporate activity and therefore monitored corporately as detailed above).

CAPITAL PROGRAMME	2017/18 £000
PC and Printer Replacement Programme	35
IT Project Officer to roll out capital projects	50
Email replacement	60
Replacement of polling booths	25

3.5 Resources - Corporate Risks 2017/18 –

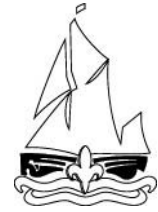
Below are the corporate risks from the 2017/18 Corporate Risk Register relevant to this Directorate. Mitigating Actions for these risks are currently being identified and will be included in this Level 1 plan in due course.

Corporate Risk	Mitigating Action	Risk Owner	Timescales
Inefficient committee structure	<ul style="list-style-type: none"> Track impact of change in delegation/call in for planning applications Governance review being undertaken as part of Transformation Review and respond to recommendations in BDO report 	Chief Executive	<ul style="list-style-type: none"> 30/09/2017 30/03/2018 31/12/2018
Failure to protect personal or commercially sensitive data	<ul style="list-style-type: none"> Review and implement a new Document Retention Policy Draft and seek approval to Data Protection Policy (as part of the GDPR requirements) Establish an Information Asset Register Seek approval to reviewed IT Security policies Implement actions arising from Cyber Crime Audit Seek CLT approval to cease using "All Staff" e-mails Set IG as a screensaver for a week regularly throughout the year 	Director of Resources	<ul style="list-style-type: none"> 30/06/2017 31/12/2017 30/01/2018 30/07/2017 30/09/2017 30/06/2017 31/03/2018
Unable to retain and recruit in national skill shortage areas to meet the demands of the service	<ul style="list-style-type: none"> Develop and implement the recruitment strategy to include: <ul style="list-style-type: none"> - Smarter recruitment and retention strategies to address current and future hotspots - Increasing use of digital recruitments strategies - Strengthening MDC reputation - Reducing time taken to from advert to offer - Exploring the creative use of graduate, apprenticeship and trainee schemes - Employing people with right behaviours as well as technical skills Implement Transformation Service and Systems Review to improve efficiencies and workloads 	Group Manager, People, Performance & Policy	<ul style="list-style-type: none"> 31/03/2018 31/03/2018
Failure to plan and deliver balanced budgets over the medium term	<ul style="list-style-type: none"> Implement transformation projects to achieve more efficient working/save costs Implement Strategic Financial Planning process for 18/19 according to agreed timetable 	Director of Resources	<ul style="list-style-type: none"> 31/03/2018 Budget for 17/18 agreed by F&CS in 30/01/17.

APPENDIX 1

Corporate Risk	Mitigating Action	Risk Owner	Timescales
			Council – 8/02/17
Corporate Policies not managed and reviewed	<ul style="list-style-type: none"> Review/update of policies and strategies by managers and included in business plans with target dates (and fed back to Corporate Policy Officer) Establish a Corporate Policy database 	Director of Resources	<ul style="list-style-type: none"> 30/06/2017 (TBC) TBC
Lack of access to legal resource	<ul style="list-style-type: none"> Recruit staff to cover current maternity leave Undertake a service review to ascertain resource requirements 	Director of Resources	<ul style="list-style-type: none"> 30/06/2017 31/12/2017

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**REPORT of
CHIEF EXECUTIVE**

to
COMMUNITY SERVICES COMMITTEE
23 MAY 2017

APPOINTMENT OF REPRESENTATIVES ON LIAISON COMMITTEES / PANELS

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to remind Members of the existing representatives on Liaison Committees / Panels and for new appointments to be made for 2017 /18.

2. RECOMMENDATION

That the Committee appoints representatives to the bodies detailed below, for the ensuing municipal year.

3. SUMMARY OF KEY ISSUES

- 3.1 Members are asked to consider and nominate representatives to serve on the following Liaison Committees / Panels for the ensuing municipal year.

Body	CURRENT Representative(s)
The Affordable Housing Delivery Board and Housing Services Board (Moat)	Councillors B S Beale MBE, Mrs B D Harker, R Pratt and N R Pudney <i>Substitute: Not appointed</i>
Brickhouse Farm Management Committee	Councillors A T Cain and Mrs B D Harker
Car Parking Task and Finish Working Group (Minute 588 – 17/11/15)	Councillors A T Cain, I E Dobson, M F L Durham, Mrs B D Harker, R Pratt and N R Pudney
Cemeteries Working Group	Councillor M F L Durham, R Pratt and N R Pudney

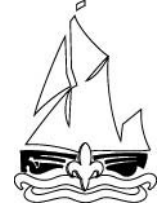
Body	CURRENT Representative(s)
Economic Prosperity and Tourism Working Group (Minute 974 -08/04/14)	Councillors M F L Durham, Mrs B D Harker, R Pratt and Miss S White <i>(plus representatives from the Finance & Corporate Services and Planning & Licensing Committees)</i>
Health and Wellbeing Partnership Group (01/09/15)	Chairman and Vice-Chairman of the Community Services Committee <i>Substitute: Leader of the Council</i>
Leisure Contract Task and Finish Group (22/11/11 – Minute 481 refers)	Councillors M F L Durham, Miss M R Lewis and R Pratt <i>(plus representatives from the Finance & Corporate Services Committee)</i>
Maldon Citizens Advice Bureau Liaison Committee	Councillors I E Dobson, R Pratt and <i>one vacancy</i>
Maldon District Museum Liaison Committee	Councillors M S Heard and Miss M R Lewis
Maldon and Blackwater Estuary Coastal Community Team (Management Team)	Chairman and Vice-Chairman of the Community Services and Planning & Licensing Committees <i>Substitutes: Councillors E L Bamford and P G L Elliott</i>
Parish Clerk's Forum	Chairman of the Community Services Committee <i>Substitute: Vice-Chairman of the Community Services Committee</i>
Places for People Liaison Committee	Councillors M F L Durham and R Pratt <i>Substitute: Councillor Mrs B D Harker</i>
River Crouch Coastal Community Team (Management Team)	Chairman and Vice-Chairman of the Community Services and Planning & Licensing Committees <i>Substitutes: Councillors E L Bamford and P G L Elliott</i>
Strengthening Community Member Task and Finish Working Group (Minute 710 -17/12/15)	Councillors M F L Durham and R Pratt <i>(plus representatives from the Finance & Corporate Services and Planning & Licensing Committees)</i>

Body	CURRENT Representative(s)
<p>Waste Contract Member Task and Finish Working Group</p> <p>(14/04/14 – Minute 982 and 15/04/14 – Minute 1003 refer)</p>	<p>Councillor R Pratt (as Chairman of the Community Services Committee)</p> <p>Councillor Mrs B D Harker (as Vice-Chairman of the Community Services Committee)</p> <p>Councillors M F L Durham and Miss M R Lewis</p> <p><i>(plus representatives from the Finance and Corporate Services Committee)</i></p>

Background Papers: None.

Enquiries to: Tara Bird, Committee Services Officer, (Tel. 01621 875791).

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**REPORT of
DIRECTOR OF CUSTOMERS AND COMMUNITY**

to
**COMMUNITY SERVICES COMMITTEE
23 MAY 2017**

MEMORIALS IN COUNCIL OWNED OPEN SPACES

1. PURPOSE OF THE REPORT

- 1.1 To propose a policy for the control and installation of memorials and commemorations in all Council owned Open Spaces including Cemeteries.

2. RECOMMENDATIONS

- (i) that the draft Policy proposed (**APPENDIX 1**), including details of Memorial Benches, Trees, Plaques, Fixed Memorials, Memorabilia / tributes, and income considerations, be reviewed and approved to allow Officers and the Public clear guidance regarding Memorials in Council owned open spaces;
- (ii) that the Director of Customers and Community be authorised to prepare a further report outlining the need and suggested process required to challenge the occurrence of memorial tributes clearly outside of policies;
- (iii) that the Director of Customers and Community be authorised to investigate alternative / non-traditional options for memorial / legacy projects, and specifically in relation to the creation of an ongoing fund or foundation to support capital and revenue projects within the Council's Open Spaces, and prepare an options paper for a future meeting of this Committee.

3. SUMMARY OF KEY ISSUES

- 3.1 The Council has offered traditional Memorial / Remembrance opportunities for a number of years with current schemes in need of review and improvement to offer clearer guidance to both Officers and Public.
- 3.2 Existing policy only relates to Cemeteries and there are no policies / controls in place for Parks or other Green Spaces.
- 3.3 Following a request by Officers, this Committee granted a temporary suspension of permissions for new benches being placed within Cemeteries and Parks at the Committee on 24 May 2016 (Minute No. 112 refers), to allow for development of a Policy that would include guiding principles for all Open Spaces.

- 3.4 Benchmarking of other Local Authorities Memorial Policies was undertaken to establish general guidelines and accepted best practice.
- 3.5 This policy (**APPENDIX 1**) clarifies the protocols for the Council's existing Memorial schemes, extending them to cover those Open Spaces outside of Council Cemeteries, and also seeks to accommodate guidance for Fixed Memorials and Woodland planting schemes.
- 3.6 During the process of benchmarking and site inspections, Officers highlighted the proportionally small number of memorials, specifically those with large amounts of personal memorabilia / tributes, that are visually out of keeping with the nature of our Cemeteries and existing guidance and burial agreements.
- 3.7 Benchmarking also highlighted that a number of local authorities and public bodies operate "legacy" schemes, which can allow for a variety of alternative memorial schemes, improvement and infrastructure, projects, and new developments to take place within given sites.

3.8 **Income**

- 3.8.1 The sale of Memorial benches does not currently generate any surplus and the charges made by the Council only cover the cost of bench purchase and a minimal overhead installation. The new Policy provides allowance to ensure full cost recovery of any memorial installation.
- 3.8.2 The Council has offered traditional Memorial / Remembrance opportunities for a number of years but it is clear that the current schemes need refreshing and improving to offer alternatives that might be more appropriate to our settings and offer a wider variety of opportunities for those seeking to commemorate or celebrate events other than the death of a loved one.
- 3.8.3 A memorial, commemoration or legacy fund / foundation would allow for project specific funding to be generated from sources and donations outside of Maldon District Council (MDC) budgets to enable Capital and Revenue projects and to potentially assist in match-funding from Grants.
- 3.8.4 Local Authorities are using other ways to gain revenue from the Cemeteries Services. Columbarium's are used as a final resting place of cremated remains. A columbarium is usually 5 - 6 foot in height and in width, and made from a marble construction and depending on the exact size of the Columbarium holds approximately 48 cremated remains caskets. Other income opportunities include brass / metal trees with engraved leaves of lost loved ones. The tree is usually 8 - 10 foot in height and holds approximately 100 leaves. These are two examples of how the Cemeteries Service can offer families other ways of remembering loved ones.

4. **CONCLUSION**

- 4.1 A new policy regarding memorials in open spaces has been written to provide guidance for Officers and Public for memorial bench and tree placement in MDC owned open spaces.

- 4.2 This Policy will be used in conjunction with purpose drawn plans and setting limitations to memorial numbers to ensure that any such are appropriate to site and setting.
- 4.3 There is clear evidence that within our cemeteries there are practices taking place clearly outside of existing and proposed regulations, which are not only out of keeping with the nature of the sites themselves but can negatively impact on other legitimate users and residents.
- 4.4 A memorial, commemoration or legacy fund / foundation would allow for project specific funding to be generated from sources and donations outside of MDC budgets to enable Capital and Revenue projects and to potentially assist in match-funding proposed schemes for Grant funds e.g. Big Lottery Fund or Heritage Lottery Fund, etc.

5. IMPACT ON CORPORATE GOALS

- 5.1 This activity and report supports the corporate goals of delivering good quality, cost effective and valued services.

6. IMPLICATIONS

- (i) **Impact on Customers** – The Council could consider other Memorial Schemes to offer customers, (as detailed above) in the longer term alternatives may be more popular and offer greater choice when deciding how to remember a loved one, celebrate significant events in an individual / family life, achievements of groups, Community organisations etc.
- (ii) **Impact on Equalities** – By potentially introducing commemorative offers other than benches and trees which have a lower associated cost, there would be a positive impact on financial equality for residents and visitors to the District.
- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – The current cost to a customer of purchasing a memorial bench is £776 and this cost just covers the cost of the bench and installation.

A Columbarium costs around £7,000 to purchase and install. It holds approximately 48 cremated remains at a cost to the customer £650. Each base costs approximately £210.

A Brass Ornamental Tree Costs around £3,500 to purchase and install and can hold approximately 100 leaves at a cost of £350 - £400 with an outlay cost of £64 per leaf.

- (v) **Impact on Resources (human)** – None.

- (vi) **Impact on the Environment** – Some alternative commemorative schemes such as woodland or meadow creation could provide significant improvements to local environment and wildlife at those sites.

Background Papers: None.

Enquiries to:

Matt Wilson, Countryside and Coast Manager, (Tel 01621 876275) or

Richard Heard, Leisure, Leisure and Community Services Manager, (Tel 01621 875838).

Document Control Sheet

Document title	Memorials in Cemeteries, Parks and Open Spaces (Draft)
Summary of purpose	Guidance and protocols for the Management of memorials with MDC Cemeteries, Parks, and Open Spaces
Prepared by	Matt Wilson
Status	
Version number	V1.1
Approved by	
Approval date	
Date of implementation	January 2017
Review frequency	Annually
Next review date	December 2017
Circulation	Cemeteries service, Countryside & Coast Team, Funeral directors, publicly available.
Published on the Council's website	Yes

Validity Statement

This document is due for review by the date shown above, after which it may become invalid. Users of the strategy or policy should ensure that they are consulting the currently valid version of the document.

Memorials in Cemeteries, Parks and Open Spaces

1. Introduction

1.1 Purpose of the document

- The Council supports the needs and principles of allowing memorials in Cemeteries, Parks and Green Spaces but is mindful that these facilities have many uses and are enjoyed by a wide range of users and residents.
- The Council will ensure that the process is managed and regulated for the mutual benefit of all.
- Any application for a memorial must be submitted in writing and each will be assessed on the basis of appropriateness of location, appearance, style, size, visual impact on setting, and impact on other users of facilities.
- This policy and associated fees and charges will be annually reviewed and any proposed changes shall be submitted to Members for approval.
- This policy will be made available to the general public via the Website and on request

1.2 Our visions and objectives

The Council is seeking to ensure it is adopting a clear, measured and sympathetic approach to the management of its facilities which will take account of the sometimes contrasting needs of users.

This policy has been produced with the following guiding principles:

- To be respectful and sympathetic to those seeking to install a memorial
- To be clear and easily understood by residents and users
- To ensure that the primary purpose of any proposed location for a memorial is not compromised and the high quality of their appearances are maintained
- To establish responsibility for maintenance, repair and replacement.

2. Background

Although guidance has been in place with regard to memorials in MDC cemeteries for a number of years, there has been no protocol in place for the rest of the Open Spaces within the ownership of the Council. As such, installation of benches and other memorials within such sites has been on a discretionary *ad hoc* basis. This policy seeks to resolve this situation.

3. Operation of policy

General arrangements

- Applications for installation of memorials, benches, trees in Council owned cemeteries, parks or open spaces shall be submitted in writing, by email or on the Remembrance Scheme leaflet.
- The Registered placing or burial of cremated human remains, or the scattering of human ashes can only take place in the Council's cemeteries in Maldon, Heybridge and Burnham-on-Crouch.
- The unregistered scattering of ashes in other MDC sites is subject to approval by the Council, which would not be unreasonably withheld.
- The Council does not permit the Registered placing or burial of pet. Neither the Registered scattering of pet ashes in any of its Cemeteries or public open spaces.
- For the avoidance of doubt, any memorial other than a headstone/kerbstone placed or planted within Council owned land is the property of the Council.
- Any memorial bench, tree or plaque should be paid for by the applicant prior to installation, and the location agreed in writing.
- The Council accepts no liability for damage or theft of any memorial bench, tree or plaque from vandals or third parties.
- The Council reserves the right to remove any memorials that are damaged beyond economical repair or that become dangerous.
- The Council accepts no replacement liability for a bench, tree or plaque which is considered by the Council to have passed beyond a safe use for purpose.
- It is the responsibility of an applicant to ensure that the Council is kept informed about their contact details. Should a bench or tree need replacing or a personalised plaque be removed, written contact will be made to the applicant's last known address.
- No memorial, tribute or memento such as vases, statues, solar lights, obelisks, flowers, wreaths, balloons or other ornamentation should be placed around a bench, tree or other location outside of a purchased formal burial plot. If this were to occur, the Council reserves the right to remove and dispose of any such the items after a 28 day period. Adhering to MDC Dimensions of Memorials, tributes within the purchased burial plot must not exceed a 3 feet maximum height.

3.1 Memorial Benches

- The Council will limit the maximum number of memorial benches in the following key sites:
 - Maldon Cemetery
 - Heybridge Cemetery
 - Burnham-on-Crouch Cemetery

- Promenade Park, Maldon
- Riverside Park, Burnham-on-Crouch
- The location in which a bench can be placed will be determined by a map showing availability of plots.
- Where applications for Memorial benches are submitted for un-mapped areas (e.g. Sea Walls, community spaces etc.) benches will be positioned to maximise the benefit for all users of the space concerned, the prime purpose of the site, and in consideration of any future development.
- While the Council will try to locate a bench at the location requested or within a given site, this cannot be guaranteed. The Council reserves the right to refuse applications on this basis. There will be the capacity to Appeal the Refusal.
- Benches will be of a type, colour, and construction specified by the Council, to be in keeping with the intended location.
- All Bench installations will be undertaken by the Council, unless permission is granted by written consent
- Memorial benches have an expected minimum life of five years and will not be maintained by the Council. After this time the bench may need to be removed. Applicants will be given the option to replace the bench with a new one at full cost, if required, or to relinquish the site.

3.2 Memorial Trees

- The Council will limit the maximum number of individual memorial Trees in the following key sites:
 - Maldon Cemetery
 - Heybridge Cemetery
 - Burnham-on-Crouch Cemetery
 - Promenade Park, Maldon
 - Riverside Park, Burnham-on-Crouch
- Areas of memorial woodland will be identified and/or created where appropriate for mass planting of trees, such as occurs in the Maldon Cemetery Woodland Glades.
- The location in which a tree can be planted will be determined by a map showing availability of plots.
- Where applications for Memorial trees are submitted for un-mapped areas Trees will be positioned to maximise the benefit for all users, the prime purpose of the site, and in consideration of any future development.
- The Council encourages the planting of semi-mature native species. Any Individual tree planting application will be considered in the context of it's proposed setting. Woodland planting areas will be given an outline planting plan and suitable species mix identified for any given site/location.

- While the Council will try to locate a tree at the location requested or within a given site, this cannot be guaranteed. The Council reserves the right to refuse applications on this basis.
- All tree plantings will be installed by an MDC Officer with a support stake, guard, and (if appropriate) watering system. Guards will be removed once the tree has out-grown the need or three years after planting, whichever occurs earliest.
- Trees which fail within the first year of planting will be replaced on a one-time only basis at the Council's expense. Any further replacements will be at the expense of the applicant.
- The Council accepts no liability for any tree and all tree plantings (individual or woodlands) will be subject to a standard grounds maintenance regime for the site in which they are planted.
- Should a tree become diseased or damaged to the point of being unsafe, then
 - following appropriate assessment by a suitably qualified officer/professional
 - the Council reserves the right to remove any such tree without notification.Should this occur, all efforts will be made by officers to contact applicants/families.
- After 10 years from original planting date, the Council reserves the right to consider any tree as part of its general tree stock, and as such will subject to standard Arboricultural or Woodland management practices. These works will, in general, be implemented with no notification to applicants and may include (but not be limited to):
 - pruning
 - thinning
 - crown lift
 - limb removal
 - coppicing
 - pollarding
 - felling/removal.

Should this last be deemed necessary by a qualified officer/professional, all efforts will be made by officers to contact applicants/families to inform them of actions and justification, and to arrange a replacement planting if so desired at the cost of MDC.

3.3 Memorial Plaques

- Memorial plaques are to be a maximum size of 7" (175mm) wide and 5" (75mm) high. Plaques shall be made of cast bronze and mounted on either an approved Hardwood plinth or the centre of the upper most lath of the back of the bench.

- Plastic plaques have been permitted in the Parkland and Garden of Remembrance areas in cemeteries. This practice will cease from 1st April 2017.
- Plaques are not permitted within woodland plantings or to be fixed to any tree.
- The inscription on any plaque is to be restricted to “In the memory of” the name of the person, recognition of public office (if appropriate) and the dates of birth and death. There should be no more than four lines of inscription on the plaques and the wording is subject to the approval of the Council.
- Any plaques that need to be removed due to damage/deterioration of plinths/benches, replacement of infrastructure, or justified operational need will:
 - In the case of cemetery plaques, be placed upon the Memorial Wall
 - In the case of other Open spaces, either to be returned to original applicant or held in safe storage until such time as an appropriate equivalent of a Memorial Wall is available for such relocation.
 - Any broken plaques will be removed and original applicant(s) contacted to be advised of such.

3.4 Fixed Memorials

- Memorial walls
 - Memorial walls are solely for the placing or relocation of plaques from within a given site
 - Plaques must meet approval criteria (see 3.3)
 - Plaques are to be affixed to any Memorial Wall in a uniform and ordered fashion
 - All plaque installations will be undertaken by the Council, unless permission is granted by written consent
- Columbaria
 - Columbaria will be used for the placing of cremated remains within our Cemeteries.
 - Plaques must meet approval criteria (see 3.3)
 - These plots will be offered for periods of 15 or 30 years.
 - Inscriptions will be available and ordered through MDC.
 - Once the validity expires on the Columbaria, MDC will reserve the right to scatter the ashes in their Cemetery if the applicant cannot be traced.
- Buildings and Installations

- No Plaques, memorials or tributes are to be affixed to any building, fixture, fitting or other installation without express written consent of Maldon District Council

3.5 Memorabilia & Tributes

- As stated in General Arrangements; no memorial, tribute or memento such as vases, statues, solar lights, obelisks, flowers, wreaths, balloons or other ornamentation should be placed around a bench, tree or other location outside of a purchased formal burial plot. If this were to occur, the Council reserves the right to remove and dispose of any such the items after a 28 day period.
- Burial plots are of the following dimensions:
 - Maximum size grave shall not normally* exceed 6 feet 6 inches (1982mm) by 3 feet (915mm)
*in the case of an oversize coffin this size will be case specific
 - Burial plots for cremated remains are 24inches (610mm) by 28inches (711mm) and are designed to accommodate a maximum of two casket interments and dug at double depth on request.
- MDC Cemetery Regulations points 60 – 71 clearly prescribe permitted tributes within Cemeteries. The understanding of, and agreement with, these terms and conditions is assumed upon the purchase of any burial plot.

3.6 Income

- In order to maintain consistency of appearance, quality, and control over location, all benches and trees will be ordered and installed by Maldon District Council.
- The total cost of installation/planting is reviewed on an annual basis through the normal Fees & Charges budget setting process of the council. This cost will include purchase price, any required ground works/infrastructure, plus at least 10% overhead to ensure full cost recovery (covering staff time, labour, materials, transport and ongoing maintenance).

4. Monitoring and Reporting

Ongoing implementation, monitoring, and the annual review will be undertaken by the following officers:

Cemetery Manager – Richard Heard

- Cemetery Officer – Esme McCambridge

Countryside & Coast Manager – Matt Wilson

- Maintenance Officer – Steve Krolzig
- Parks & Countryside Supervisor – Paul Clark

5. Conclusion

This Policy will provide guidance for both Officers and the general public ensuring that the process of applying for and managing memorials in Cemeteries, Parks and Green Spaces is clear, measured and sympathetic whilst being mindful that these facilities have many uses and are enjoyed by a wide range of users and residents.

DRAFT

References:

MDC Communities Services Committee report “*Memorials in Council owned open spaces*”, 24th May 2016

Maldon District Council, Cemeteries Service *Remembrance Scheme* (April 2015)

Maldon District Council, Cemeteries Service *Cemetery Regulations* (April 2010)

External documents referred to for Benchmarking:

Dacorum Borough Council “*Policy on Memorial benches, Trees and Shrubs within parks and Green Spaces*”

London Borough of Hackney “*Parks and Greens Spaces Memorial Policy*”

Rochford District Council “*Policy for Memorials in Parks and Open Spaces*”

Rushcliffe Borough Council “*Parks & Green Spaces Memorial Policy*”

Tendring District Council “*Memorial Tree Scheme*” & “*Memorial Bench Scheme*”

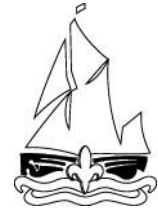
The Royal Parks “*Memorials in the Royal Parks*”

Essex Local Authority Web-based research:

(Limited online Information)

- Basildon Council
- Braintree District Council
- Brentwood Borough Council
- Castle Point Council
- Chelmsford City Council
- Colchester Borough Council
- Epping Forest District Council
- Harlow Council
- Uttlesford District Council

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**REPORT of
DIRECTOR OF CUSTOMERS AND COMMUNITY**

to
COMMUNITY SERVICES COMMITTEE
23 MAY 2017

MARKETS UPDATE

1. PURPOSE OF THE REPORT

1.1 To update Members on current arrangements for Markets within the District and to set out a proposal that deals with future market provision.

2. RECOMMENDATIONS

- i) that the Committee notes the update on Market provision;
- ii) that the Committee requests Officers tender for a two year contract for a Maldon Market on a Thursday, and a Saturday Market of three stalls;
- iii) that the Committee requests Officers tender for a two year contract for a Burnham-on-Crouch Market on a Tuesday;
- iv) that subject to (ii) above, Planning Permission is sought for the Maldon Market for the next two years in the Butt Lane Car Park on a Thursday and Saturday as detailed in the report;
- v) that subject to (iii) above, Planning Permission is sought for the Burnham-on-Crouch Market for the next two years in the High Street on a Tuesday as detailed in this report.

3. AREA FOR DECISION / ACTION

3.1 Background

3.1.1 The Council provides markets in Maldon on a formalised contracted basis. The following table sets out the current arrangements for each market:

Location	Day(s)	Status	End Date
Butt Lane, Maldon	Thursday and Saturday	Contracted	August 2017
Promenade Park, Maldon	Bank Holiday Mondays Only	Contracted	September 2019
High Street, Burnham-on-Crouch	Tuesday	Contracted	August 2017

3.2 **Update and Areas for Decision**

3.2.1 Butt Lane Car Park Markets

3.2.1.1 The Central Area Planning Committee on August 2016 agreed to the extension for the Maldon Market until 31 August 2017 (Minute Nos. 410 and 411 refers). Planning Permission was granted for a Thursday Market covering approximately 38 parking spaces, and a Saturday Market covering approximately three Spaces.

3.2.1.2 The Thursday Market occupies a leased area of the Butt Lane Car Park covering 38 car parking spaces. Thursday offers a variety of goods and services including;

- jewellery and watch repairs;
- fruit and vegetables;
- stationery;
- domestic items;
- food and sweets
- cleaning products.

The Market has capacity space for approximately 16 stalls but regularly 10 - 12 stalls on a Thursday. However, when the weather is inclement the number of stalls does diminish.

3.2.1.3 The Saturday Market occupies a smaller leased area in the car park covering 3 car parking spaces, with only one regular stall. Stall holders have been attending the Market for many years and have many regular customers. With a smaller leased area of the car park, it releases more parking bays for vehicles.

3.2.2 High Street Burnham-on-Crouch

3.2.2.1 The Burnham-on-Crouch weekly Tuesday market has been a success from its outset and is well supported by the local community. Planning permission is in place for the Market until October 2017. A tendering process has been completed and the operator has a contract that coincides with the end of the Planning Permission.

3.2.2.2 The market will require its Planning Permission extended from October 2017, and the contract retendered if it is to continue past this date.

3.2.3 Promenade Park Bank Holiday Markets

3.2.3.1 The bank holiday markets continue to be popular and well attended by the public. A new three year contract was put out to tender and the incumbent operator bid was successful. The April and May Bank Holiday markets were both successful with 60 stalls and many visitors to the Promenade Park.

4. **IMPACT ON CORPORATE GOALS**

3.1 This report links to the corporate goal of “Delivering good quality, cost effective and valued services”.

5. IMPLICATIONS

- (i) **Impact on Customers** – The Burnham-on-Crouch Market offers a wide range of goods and has been received well by the local population. The Bank Holiday Market continues to attract a high volume of customers, especially when there is good weather. The Maldon Thursday Market has improved, and the Saturday Market regularly only has one stall.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – No corporate risks have been identified.
- (iv) **Impact on Resources (financial)** – The Maldon Town, Promenade Park Bank Holiday Market and Burnham-on-Crouch Markets brings in a small income to the Council.

The Maldon Market has a negative impact upon parking income, if the spaces were used by paying customers and there were no other spaces available to park.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

6. CONCLUSIONS

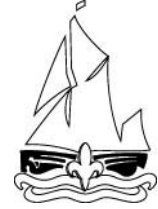
- 6.1 The Promenade Park Bank Holiday Market contract has been re-let for three years. The market draws people to this regular event and provides a good income from the market contractor, as well as additional income from car parking in the Promenade Park.
- 6.2 The Maldon Town Market is established on a Thursday, and regularly sees 10 - 12 stalls operating. Now that the Saturday Market has been reduced to three parking spaces and one or two stalls, more area of the Butt Lane Car Park is available for car parking.
- 6.3 The Burnham-on-Crouch Market is thriving with approximately 20 stalls every week. Officers must now seek further Planning Permission for the market and re-tender for its operation.

Background Papers: None.

Enquiries to:

Richard Heard, Leisure and Community Services Manager, (Tel: 01621 875838).

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REPORT of CHIEF EXECUTIVE

**to
COMMUNITY SERVICES COMMITTEE
23 MAY 2017**

MALDON HEALTH HUB PROJECT

1. PURPOSE OF THE REPORT

1.1 To update Members on progress of the Maldon Health Hub Project.

2. RECOMMENDATION

That the contents of this report be noted.

3. SUMMARY OF KEY ISSUES

3.1 This report is for Members' information only.

3.2 A meeting of the Maldon Health Hub Stakeholder Project Board took place on 28 April 2017 and the following key points are of note.

3.3 Primary Care

3.3.1 Presentations providing an overview of the primary care provision across both the Dengie and Maldon localities were provided. The presentations provided the following information:-

3.3.1.1 Negotiations regarding the provision of health care facility North Heybridge Garden Suburb are underway and draft Heads of Terms have been drawn up. National Health Service (NHS) England, Mid Essex Clinical Commissioning Group (MECCG), Countryside and Maldon District Council (MDC) are involved in those discussions. The need for certainty on space requirements was stressed so that work on the business case can commence.

3.3.1.2 The Project Manager confirmed that the previous uncertainties regarding the impact of relocation of the surgeries on dispensing and pharmacy provision have now been ironed out.

3.3.1.3 Both Blackwater and Longfield surgeries have been allocated funding from the General Practitioner (GP) Resilience Fund to enable them to undertake joint "diagnostic" work that will help identify strategies to improve their resilience. Conclusions from this work will contribute to the business case for relocation of the Blackwater practice into the new health hub.

3.3.1.4 A copy of the presentations are provided as background papers to this report.

3.4 **Health Hub**

3.4.1 The services currently provided at St Peter's Hospital are as follows:

- Inpatient Stroke / Rehabilitation Services;
- Midwifery-Led Maternity Services;
- Outpatients;
- Audiology;
- Tissue Viability and Lymphoedema Services;
- Imaging;
- Phlebotomy;
- Physiotherapy;
- Occupational Therapy;
- Speech and Language Therapy;
- Early Supported Discharge;
- Out of Hours GP service.

3.4.2 The CCG's stated intention is that the new Maldon Health Hub will incorporate all services currently provided at St Peter's Hospital (with the possible exception of inpatient beds) and a range of new services.

3.4.3 The provision or otherwise of Inpatient Services is the subject of a review being led by Mid Essex CCG, set in the context of the regional Sustainability and Transformation Plan. Members have previously been informed of the CCG's aim of delivering high quality care, closer to home. Development of their 'Home First' model of care is being led and designed by nurses and doctors. The CCG wish to ensure that a patient's journey is supported from the point of acute (hospital) admission to discharge home. They also intend to make provision of more intensive care within people's homes and look to ensure that patients who can be treated within the community without the need for a hospital admission will be able to access high quality and timely care when required. It is possible that as part of this development they will look to pay for less community hospital beds and instead invest in better ways to care for patients in their own home or potentially in nursing homes with extra care. The CCG is aiming to make recommendations on this new model of care in May 2017. A Clinical Review Group chaired by the CCG Director of Nursing will lead this work and will share conclusions on the model with partners and patients for their views during the summer.

3.4.4 It has been confirmed that the Maldon Health Hub will include GP services (expected to be provided by the Blackwater Practice) and, potentially, a Pharmacy.

3.4.5 The key outstanding issues to resolve in relation to the scope of service for the Maldon Health Hub are the provision of Mental Health services, local authority services (both Essex County Council (ECC) and MDC) and voluntary sector services.

3.4.6 An assessment has been made, at high-level, of the space that would be required in the Maldon Health Hub to accommodate the proposed scope of services and projected future activity volumes. The approach that has been adopted is as follows:

- Activity projections for clinical services have been provided by Mid Essex CCG;
- Activity projections have been converted into capacity requirements by Arcadis;
- Space requirements for clinical services have been estimated on the basis of relevant guidance and experience of similar schemes delivered elsewhere;
- Allowances have been made for departments for which detailed specifications have not yet been provided, i.e. support facilities, community & commercial facilities and a staff administration base (hot-desking) for community clinical staff;
- Engagement with commissioners and providers is now required to finalise the activity projections, capacity requirements and room-by-room Schedule of Accommodation.

3.5 **Site Options**

3.5.1 There has been an ongoing process of identifying and assessing potential sites for the Maldon Health Hub. The most recent assessment was undertaken by representatives of Mid Essex CCG and Maldon District Council in March 2017. Four sites were considered as follows (the references relate to a previous site list produced in 2016):

- Site A:St Peter's Hospital, Spital Road
- Site F:Maldon Leisure Quarter
- Site G:North of Wycke Hill
- Site H:Maldon Hall Farm

3.5.2 It was concluded that Sites A and G would be viable locations for the Maldon Health Hub; and Site F, which is likely to be more complex to bring forward, be held in reserve. Further discussions with the landowner for Site H are required to understand their aspirations.

3.6 **Service Model**

3.6.1 The CCG is out to procurement for some additional senior project management support to assist in the delivery of the Home First model. Evaluation undertaken through this project will help the CCG draw conclusions on the bed capacity required within the new facility.

3.6.2 At the current time the following options for potential service models have been identified:

- Primary Care and Community Health Services;
- Primary Care and Community Health Services + Inpatient Beds;
- Primary Care and Community Health Services + Care Home.

3.7 Commercial Model

3.7.1 The Outline Business Case for the Maldon Health Hub will need to set out proposals for:

- which organisation(s) will own the land and building;
- how leasing arrangements will be structured;
- which organisation(s) will be responsible for procuring the facility (i.e. “the developer”);
- how the capital funds will be obtained.

3.7.2 There will also need to be an assessment of the expected revenue cost impact of the new facility, for commissioners and providers.

3.7.3 An initial identification and appraisal of the potential funding, ownership and procurement options for the Maldon Health Hub was undertaken in 2016 with Mid Essex CCG, Mid Essex Hospitals NHS Trust, Provide and Maldon District Council. The key issues were considered but a commercial plan was not finalised, as the plan must take account of the specific features of the “preferred option” for the Maldon Health Hub.

3.7.4 The potential sources of funding for the Maldon Health Hub are:

- NHS capital;
- MDC capital;
- Private sector capital;
- or a combination of two or three of these sources.

3.7.5 On the basis of the proposed short-list of options for the Maldon Health Hub, the principal options for ownership of the new facility (and site) are as follows:

St Peter's Hospital Site	North of Wyke Hill Site
MEHT retains ownership of the land and owns the new building	The site is acquired by MDC and the building is owned by MDC
MEHT retains ownership of the land – the building is owned by NHS Property Services, MDC, Provide or a 3 rd Party Developer	The site is acquired by NHS Property Services and the building is owned by NHS Property Services
The land and building are owned by NHS Property Services, MDC, Provide or a 3 rd Party Developer	The site is acquired by Provide or a 3 rd Party Developer and the building is owned by Provide or the 3 rd Party Developer

3.7.6 In the case of either site option, a Joint Venture involving one or more parties could be created and that there are a range of options relating to lease and/or licence structures.

3.8 Next Steps

3.8.1 The next stage in the planning and implementation of the Maldon Health Hub is the development of an Outline Business Case (OBC) (which will be preceded by public

consultation on the service model options, as explained above). The working assumption is that Mid Essex CCG will need to produce an Outline Business Case in line with current NHS England guidance, regardless of the procurement / funding route. The OBC will need to demonstrate that the development of the Maldon Health Hub is:

- supported by local needs (the Strategic Case);
- value for money (the Economic Case);
- commercially viable (the Commercial Case);
- affordable (the Financial Case);
- deliverable (the Management Case).

The appraisals undertaken for the OBC will inform the public consultation exercise.

- 3.8.2 A project plan setting of the key tasks required to progress the Maldon Health Hub project through to public consultation (in July 2017) and Outline Business Case development are shown in at **APPENDIX 1**.

4. IMPACT ON CORPORATE GOALS

- 4.1 Work with partners to deliver the new Maldon Health Hub is a key corporate activity set out in the Council's Corporate Plan for 2015 - 2019.

5. IMPLICATIONS

- (i) **Impact on Customers** – A new Community Health Hub has the potential to improve access to health care and thereby improve the health and wellbeing of residents.
- (ii) **Impact on Equalities** – The provision of a new facility will play a role in reducing health inequalities.
- (iii) **Impact on Risk** – A project risk register is provided as a background paper to this report.
- (iv) **Impact on Resources (financial)** – None at the current time.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – A full environmental impact assessment will be required as part of the development of a Community Hospital.

Background Papers:

Maldon Locality Profile

Dengie Locality Profile

Enquiries to: Fiona Marshall, Chief Executive, (Tel: 01621 875710).

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- The following key tasks are required to progress the Maldon Health Hub project through to public consultation (in July 2017) and Outline Business Case development:

Task	Completion
Finalise MHH Specification/Accommodation Schedule	12 th May
Confirm short-list of options (CCG)	12 th May
Develop concept designs	9 th June
Produce capital/revenue cost estimates	9 th June
Undertake risk assessment (all options)	9 th June
Undertake benefits appraisal	9 th June
Run economic appraisal	16 th June
Determine procurement strategy	16 th June
Produce consultation documentation	30 th June
Undertake public consultation	22 nd September
Produce Draft Outline Business Case	29 th September

- The submission date for the OBC is dependent on the timescale and outcomes of the public consultation exercise

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