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CHIEF EXECUTIVE'S OFFICE
CHIEF EXECUTIVE
Fiona Marshall

25 October 2017

Dear Councillor

You are summoned to attend the;

MEETING OF THE MALDON DISTRICT COUNCIL

on **THURSDAY 2 NOVEMBER 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 dark ink, appearing to read 'F. R. Marshall', is enclosed within a large, hand-drawn oval.

Chief Executive

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AGENDA COUNCIL

THURSDAY 2 NOVEMBER 2017

1. **Chairman's Notices**

2. **Apologies for Absence**

3. **Minutes - 7 September 2017** (Pages 7 - 14)

To confirm the Minutes of the meeting of the Council held on 7 September 2017 (copy enclosed).

4. **Minutes - 21 September 2017** (Pages 15 - 18)

To confirm the Minutes of the extraordinary meeting of the Council held on 21 September 2017 (copy enclosed).

5. **Declarations 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).

6. **Public Questions**

To receive questions from members of the public, of which prior notification in writing has been received (no later than noon on the Tuesday prior to the day of the meeting).

7. **Chairman's Announcements**

8. **Recommendation of Committees for Decision by the Council** (Pages 19 - 160)

- (i) To consider the report of the Director of Resources (copy enclosed).

Please note: Where appropriate this report contains links to the relevant Committee agenda, reports and Minutes.

- (ii) **Minutes of meetings of Committees**

To note that since the last meeting of the Council, up until Wednesday 25 October 2017 (Council agenda dispatch) the following Committees have met, and to receive any questions in accordance with Council and Committee Procedure Rule 6(2).

Minutes report to the last meeting and now published:		Minute Numbers
Community Services Committee	29 August	335 – 346
Overview and Scrutiny Committee	30 August	347 - 356

Minutes published:		Minute Numbers
South Eastern Area Planning Committee	11 September	390 - 405
Appointments Committee	12 September	406 - 422
Appointments Committee	15 September	423 - 431
Planning and Licensing Committee *	14 September	432 - 447
Appointments Committee (adjourned from 12 September)	15 September	423 - 431
Central Area Planning Committee	20 September	448 - 458
Finance and Corporate Services Committee *	26 September	463 – 477
North Western Area Planning Committee	2 October	478 – 487
Overview and Scrutiny Committee	4 October	488 – 495
South Eastern Area Planning Committee	9 October	496 – 508
Appointments Committee (adjourned from 15 September)	11 October	509 - 511

Minutes NOT finalised for publication:

Central Area Planning Committee	18 October	-
Joint Standards Committee	19 October	-

* Please see item (i) above as these Minutes contain recommendations to the Council.

9. **Petition to Reinstate the Marine Lake, Promenade Park, Maldon** (Pages 161 - 168)

In accordance with the provisions of the Council's Petition Scheme, to receive and consider the petition of the Prom Swimming Committee requesting that the Council reinstates Maldon Prom Swimming Lake and Paddle Boats (report of the Director of Customers and Community copy enclosed).

10. **Questions in accordance with Procedure Rule 6(3) of which notice has been given**
11. **Adoption of International Holocaust Remembrance Alliance (IHRA) Working Definition of Anti-Semitism** (Pages 169 - 174)

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

12. **Committee Structure Review** (Pages 175 - 180)

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

13. **Questions to the Leader of the Council in accordance with Procedure Rule 1 (3) (m)**
14. **Business by reason of special circumstances considered by the Chairman to be urgent**
15. **Exclusion of Public and Press**

To resolve that under Section 100A (4) of the Local Government Act 1972 (the Act) the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 7 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

16. **Llys Helig Update** (Pages 181 - 184)

To receive 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.

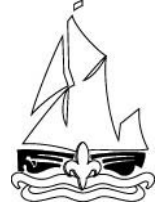
Health and Safety

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
COUNCIL
7 SEPTEMBER 2017**

PRESENT

Chairman Councillor H M Bass

Vice-Chairman Councillor N R Pudney

Councillors J P F Archer, E L Bamford, B S Beale MBE,
R G Boyce MBE, A T Cain, Mrs P A Channer, CC,
I E Dobson, A S Fluker, Mrs B D Harker, B E Harker,
M S Heard, J V Keyes, Miss M R Lewis, R Pratt, CC,
S J Savage, Mrs N G F Shaughnessy, Rev. A E J Shrimpton,
D M Sismey, A K M St. Joseph and Miss S White

374. CHAIRMAN'S NOTICES

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

375. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillor Mrs B F Acevedo, Miss A M Beale, M F L Durham CC, Mrs H E Elliott, P G Elliott, M W Helm, M R Pearlman and Mrs M E Thompson.

376. MINUTES - 29 JUNE 2017

RESOLVED

- (i) that the Minutes of the extraordinary meeting of the Council held on 29 June 2017 be received.

Minute No. 211 – Disclosure of Interests

Councillor S J Savage requested that his declaration of interest be amended as he was a single person and had spoken against having single bedroom properties as he felt these were antisocial.

RESOLVED

- (ii) that subject to the above amendment, the Minutes of the extraordinary meeting of the Council held on 29 June 2017 be confirmed.

377. MINUTES - 13 JULY 2017

RESOLVED that the Minutes of the meeting of the Council held on 13 July 2017 be confirmed.

378. DECLARATIONS OF INTEREST

Councillor S J Savage declared a non-pecuniary interest in Agenda Item 15 – Llys Helig Update advising that as the item of business was confidential he would provide details of his declaration when the Council got to that item of business.

Councillor Mrs P A Channer declared a non-pecuniary interest as a Member of Essex County Council (ECC) and made specific reference to Agenda Item 10 – Essex Vision. She also declared an interest in Agenda Item 15 – Llys Helig Update relating to ECC and also advised of a further declaration she wished to make and sought clarification as to whether it should be declared in this part of the meeting or once the public and press had been excluded from the meeting. The Chairman confirmed that if declared in the private part of meeting this would be recorded in the Minutes.

Councillor R Pratt declared a non-pecuniary interest in relation to Agenda Item 10 – Essex Vision as he was an Essex County Councillor.

379. PUBLIC QUESTIONS

There were none.

380. CHAIRMAN'S ANNOUNCEMENTS

(i) Long Services Award

Chairman presented Mr Richard Holmes, Director of Customers and Community with a gift from the Council in recognition of his 40 years' service. The Chairman provided Members with a brief outline of the roles carried out by Mr Holmes during his time at the District Council. He outlined how Mr Holmes was a major asset and thanked him for his service to the Council.

In response, Mr Holmes thanked the Chairman and Members referring to the opportunities that the Council had given him over the years and highlighted the most memorable. Mr Holmes referred to the liveability project and the personal support he had received from Councillor R G Boyce and Mrs Peel and was proud to say he worked for Maldon District Council.

(ii) Chairman's' announcements

The Chairman advised that he had attended a number of events which are detailed below and thanked the Vice-Chairman for attending events on his behalf. He also thanked Councillor R G Boyce for representing him at the funeral of the Rt Reverent John Wraw.

15/07/2017	Woodham Walter Flower and Art Show
18/07/2017	Maldon Mayor's Italian and Opera Night <i>Vice-Chairman</i>
19/07/2017	Civic Luncheon - Lord Bishop of Chelmsford, Bishopsgate
22/07/2017	Launch of the 1st Burnham Parkrun <i>Vice-Chairman</i>
27/07/2017	Stay Safe for Summer event
03/08/2017	Essex Rural Skills Project
03/08/2017	meeting staff who were awarded Connect Well Champions
04/08/2017	Presentation of Portrait on the retirement of HM Lord Lieutenant of Essex
05/08/2017	Maldon District Council Chairman's Civic Reception, Wickham Bishops
07/08/2017	Launch of the Group Cycling Class - Blackwater Leisure Centre
07/08/2017	Funeral of Bishop of Bradwell, the Rt. Revd John Wraw <i>Councillor R G Boyce</i>
12/08/2017	Opening of the Military and Flying Machines event at Chigborough Lakes
13/08/2017	Steeple Vintage Gathering
17/08/2017	Visit to the Burnham-on-Crouch Tourist Information Centre
17/08/2017	Macmillan Cancer Support, Burnham-on-Crouch
21/08/2017	Community Police Launch <i>Vice-Chairman</i>
27/08/2017	Bell Meadow Day - Official Opening <i>Vice-Chairman</i>
03/09/2017	Maldon Town Council Merchant Navy Red Ensign Day Commemorative Service

At this point the Chairman made reference to Rule 8(4) – Content and Length of Speeches and how there was no provision for Members to make supplementary and points of clarification.

381. RECOMMENDATIONS OF COMMITTEES FOR DECISION BY THE COUNCIL

(a) REPORT OF THE CHIEF EXECUTIVE

The Council considered the report of the Chief Executive presenting recommendations of Committees to the Council.

Finance and Corporate Services Committee (25 July 2017)

Minute 287 – Human Resources Policy and Procedure

RESOLVED that the Probation Policy and Procedure, attached to the report, be approved.

(b) MINUTES OF MEETINGS OF COMMITTEES

The Council noted the list of Committees that had met before and since the last meeting of the Council, up until Tuesday 30 August 2017 for which Minutes had been published.

382. QUESTIONS IN ACCORDANCE WITH PROCEDURE RULE 6 (3) OF WHICH NOTICE HAS BEEN GIVEN

There were none.

383. ESSEX VISION

The Committee received the report of the Chief Executive updating Members on work that had been underway to develop a vision for Essex and presenting the vision adopted by Essex Partners in June 2017.

A high level document ‘the Future of Essex’ (attached as Appendix 1 to the report), had been put together to unite partners around a number of key ambitions and priorities development through extensive and wide ranging consultation. The report highlighted the work undertaken and contribution received that had fed into creating the vision. A road map highlighting ongoing work was set out at Appendix 2 to the report.

The Chief Executive clarified that this was not an Essex County Council strategy. It was noted that there would be an Essex assembly in mid-September to increase knowledge of and contribution to the Vision.

RESOLVED that the contents of the report be noted.

384. BURNHAM-ON-CROUCH NEIGHBOURHOOD DEVELOPMENT PLAN

The Council considered the report of the Chief Executive seeking Members agreement to ‘make’ the Burnham-on-Crouch Neighbourhood Development Plan (the Plan) and for it to become part of the Development Plan for the District. It was noted that once made the Plan would be given full weight when assessing planning applications which affected land covered by the Plan Area.

The report set out the results of the recent referendum on the Plan and the process and considerations required when making a Neighbourhood Development Plan. A copy of the decision statement which would be published once the Plan was made was attached as Appendix 1 to the report.

The Deputy Leader of the Council paid tribute to all those involved in the Plan making special reference to Ian Sisterson who had been instrumental in moving the Plan forward but had sadly recently passed away. Thanks were also paid to Councillor R Pratt and Town Councillor W Stamp who along with a number of others had worked on the Plan.

In response to a question, the Chief Executive advised that the Plan accorded with the Council’s Local Development Plan.

RESOLVED that the Burnham-on-Crouch Neighbourhood Development Plan be made in accordance with Section 28(A)(4) of the Planning and Compulsory Purchase Act 2004.

385. QUESTIONS TO THE LEADER OF THE COUNCIL IN ACCORDANCE WITH PROCEDURE RULE 1 (3) (M)

Councillor Miss S White asked the Deputy Leader if there was a risk to the Council following a recent upper tier tribunal ruling regarding Freedom of Information Act requests and the way they were handled by the Authority. In response the Deputy Leader advised that there were always risks attached to a decision from the Information Commissioner's Office. He reported that he along with the Leader would be meeting with the Chief Executive and Director of Resources to discuss the ruling.

Councillor S J Savage asked when the final draft of the Local Government Authority Peer Review would be available and when the Peer Review would be coming before the Council. The Deputy Leader advised that the Leader had been speaking with the Peer Review Team and going through the required process which would result in the Peer Review Team coming back to the Council.

Councillor I E Dobson advised that it had been a year since the Aquila site in Maldon had been cleared and he asked for an update on this. The Deputy Leader informed Members that there had been issues with the site but confirmation had been received from Aquila that work would be starting on 25 September and all works would be practicably completed by mid-August 2018. He noted that the development was anticipated to bring over 200 jobs.

Councillor B S Beale referred to the disappointing news in the local paper regarding St. Peters Hospital. He asked what the Council was going to do in respect of finding the information highlighted in the paper and when this would then be brought to the Council for debate. In response, the Deputy Leader provided an update following a recent meeting that had taken place (attended by Councillor N R Pudney) and assured Members that the Chief Executive was doing everything she could to bring this to the table. Any further updates would be sent to Members.

At this point in the meeting the Chairman allowed a short deferral of business in order for Mr Holmes to open the gifts he had been presented with. The Chairman also advised that he was not wearing his chain of office as it was currently being re-gilded and the engraving updated.

386. EXCLUSION OF PUBLIC AND PRESS

RESOLVED that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 7 of the Part 1 of Schedule 12A to the Act and that this satisfies the public interest test.

387. LLYS HELIG UPDATE

Prior to the start of debate, Councillors S J Savage, Mrs P A Channer, N R Pudney and J P F Archer all declared non-pecuniary interests in this item of business. There was some discussion regarding declarations of interest and in response advice was provided by the Deputy Monitoring Officer.

The Council considered the report of the Director of Customers and Community updating Members on progress in resolving the capsized vessel known as Llys Helig berthed on the foreshore in Burnham-on-Crouch.

Councillor A S Fluker proposed that recommendation (iii) be amended to read “...report back to the Leader and Deputy Leader of the Council on an ongoing basis and to the next meeting...”. This proposal was duly seconded.

The Council received a further update from the Director of Customers and Community. A number of concerns were raised regarding the current status of the vessel.

A lengthy debate ensued, during which questions were raised and various information provided by Officers. Councillor R G Boyce proposed that the recommendations set out in the report, with the proposed amendment to recommendation (iii) be agreed. This proposal was duly seconded.

Following further debate Councillor Fluker proposed that the recommendations (i) and (ii) be agreed, recommendation (iii) be amended in accordance with his earlier proposition and a further recommendation (iv) be added to request that the Council proceeds to obtain a licence from the Crouch Harbour Authority to remove the wreck and starts a formal procurement process to achieve a quote to allow for removal to be progressed. This was duly seconded and upon a vote being taken was agreed.

RESOLVED

- (i) that Members note the update on the Llys Helig and the actions being taken to recover debt;
- (ii) that Members note the joint work with the Crouch Harbour Authority using their powers to remove the wreck of the Llys Helig if the owner fails in his attempts to take action;
- (iii) that Officers report back to the Leader and Deputy Leader of the Council on an ongoing basis and to the next meeting of the Council (or sooner if necessary) on progress to resolve the situation;
- (iv) that the Council proceeds to obtain a licence from the Crouch Harbour Authority to remove the Llys Helig and starts a formal procurement process to achieve a quote to allow for removal to be progressed

388. RESUMPTION OF BUSINESS IN OPEN SESSION

The Chairman advised that he would reconvene the meeting in open session to allow for declarations of interest to be heard. This was duly seconded and agreed.

RESOLVED that the meeting resumes in open session.

389. DECLARATIONS OF INTEREST

At this point Councillor S J Savage declined to make any declaration as he felt he would be breaching confidentiality.

Councillor N R Pudney declared a non-pecuniary interest as he sat on the Crouch Harbour Authority as a representative for Burnham-on-Crouch Town Council.

Councillor J P F Archer declared that he sat on the Crouch Harbour Authority.

Councillor Mrs P A Channer sought clarification on the process as to whether her earlier declaration under the confidential part of the meeting was negated and she made reference to having sought guidance on this matter at the start of the meeting. In response the Deputy Monitoring Officer advised that original declarations were negated and Councillor Mrs Channer was therefore able to make a fresh declaration.

Councillor Mrs Channer advised how she felt she had been put in a position to declare and raised concern that this would prejudice her. She then declared that she had been appointed to the Crouch Harbour Authority by the Kent and Essex Inshore Fisheries and Conservation Authority (KIFCA) and that she sat on KIFCA as appointed by Essex County Council.

There being no further items of business the Chairman closed the meeting at 8.45 pm.

H M BASS
CHAIRMAN

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**MINUTES of
COUNCIL (EXTRAORDINARY)
21 SEPTEMBER 2017**

PRESENT

Chairman	Councillor H M Bass
Vice-Chairman	Councillor N R Pudney
Councillors	Mrs B F Acevedo, J P F Archer, E L Bamford, Miss A M Beale, B S Beale MBE, R G Boyce MBE, A S Fluker, Mrs B D Harker, B E Harker, M S Heard, Miss M R Lewis, M R Pearlman, S J Savage, Mrs N G F Shaughnessy, A K M St. Joseph and Mrs M E Thompson

459. CHAIRMAN'S NOTICES

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

460. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A T Cain, Mrs P A Channer CC, I E Dobson, M F L Durham CC, Mrs H E Elliott, P G L Elliott, M W Helm, R Pratt, Rev. A E J Shrimpton, D M Sismey and Miss S White.

461. DISCLOSURE OF INTERESTS

There were none.

462. RES/MAL/17/00712 - LAND HOLLOWAY ROAD, HEYBRIDGE, ESSEX

Application Number	RES/MAL/17/00712
Location	Land Holloway Road Heybridge Essex
Proposal	Reserved matters application for the approval of appearance, landscaping, layout and scale on approved planning application OUT/MAL/14/00990 (Outline planning application with all matters reserved other than access for a residential development of up to 100 dwellings, with associated public open space and infrastructure.)
Applicant	Bellway Homes Ltd.
Agent	Mr David Fletcher - Strutt & Parker LLP
Target Decision Date	25 September 2017
Case Officer	Mark Woodger, TEL: 01621 875851
Parish	HEYBRIDGE WEST
Reason for Referral to the Committee / Council	Strategic site within the strategic submitted Local Development Plan Member Call In – Councillors Miss M R Lewis and I E Dobson

Prior to the Officer's presentation, in response to a question, the Chairman advised that if Councillors were not present during the Officer's report or the following debate, then they could not vote to determine an application.

Councillor Miss M R Lewis arrived at this point in the meeting.

Following the Officer's presentation of the report, Mr D Benson, an Objector, of Heybridge Residents' Association and Mr D Fletcher, the Agent, both addressed the Council.

Councillor A S Fluker proposed that the Officer's recommendation be accepted. This proposal was duly seconded.

Members then debated this application and raised several questions:

- Was there was a construction traffic management plan and, if not, could one be worked on;
- Were the working hours for the site within those set out in the outline permissions;
- Was the issue of parking for contractors and operatives being addressed as there was not room for them to park along Holloway Road.

In response, the Officer confirmed that there was a construction traffic management plan in existence which would cover hours of operation, amongst other things.

Further questions were asked regarding the lack of response from the Environment Agency, the Tree Officer and Anglian Water. The Officer advised that it was extremely unlikely that the Environment Agency would raise any objections and, if they did, then it would be necessary for the application to be resubmitted. With regard to Anglian

Water, a response from this consultee was due imminently. A verbal update was then given on behalf of the Tree Officer.

There followed a discussion regarding the ditches and, in response to a question, the Officer advised that the S106 Agreement required the owner to covenant with the Council to lay out and construct the Sustainable Urban Drainage System (SuDs) and also to maintain it in perpetuity.

In response to a further question regarding open space, the Officer advised that all open space on the development would be controlled by a management company. Whilst there was no play equipment on this site, there was play space. Play equipment would be located on the nearby Countryside development.

Councillor B D Harker then proposed that a condition be included, should this application be approved, that no development shall take place until a flood alleviation scheme had been approved by the Environment Agency and implemented. This proposal was not seconded.

The Chairman advised that surface water drainage was dealt with in the Officer's report and was also dealt with in an earlier application for this site. The Officer further advised that the flood alleviation scheme referred to was outside of the ownership of this particular applicant and, therefore, it was not possible for a condition to be imposed relating to flood alleviation. Furthermore, Essex County Council's SuDs team had raised no objection to this application.

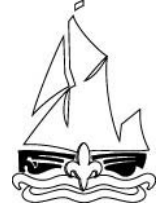
RESOLVED that this application be **APPROVED**, subject to the following conditions:

- 1 The development hereby permitted shall be carried out in complete accordance with the approved drawings specifically referenced on this decision notice.
- 2 No development shall take place until written details or samples of all materials to be used in the construction of the external surfaces of the development hereby permitted have been submitted to and approved in writing by the Local Planning Authority. The development shall be carried out using the materials and details as approved.
- 3 Within the first available planting season (October to March inclusive) following the commencement of the development the landscaping works as shown on the approved plan(s) drawing number(s) as may be agreed and specifications attached to and forming part of this permission shall be fully implemented. If within a period of five years from the date of the planting of any tree or plant, or any tree or plant planted in replacement for it, is removed, uprooted or destroyed or dies, or becomes, in the opinion of the Local Planning Authority, seriously damaged or defective, another tree or plant of the same species and size as that originally planted shall be planted at the same place, unless the Local Planning Authority gives its written consent to any variation.
- 4 No development shall commence until a landscape management plan, including long term design objectives (five year period), phasing, and maintenance schedules for all landscape areas, other than domestic gardens, has been submitted to and approved in writing by the Local Planning Authority. The landscape management plan shall be carried out in accordance with the details as approved.

- 5 The trees and hedges identified for retention on the approved plans and accompanying arboricultural reports which is attached to and forms part of this permission shall be protected during the course of the development. The trees and/or hedges shall be protected by which accord with British standard 5837:2012 (trees in relation to construction). The protective fencing and ground protection shall be erected before the commencement of any clearing, demolition and building operations and shall be maintained until all equipment, machinery and surplus materials have been removed from the site. Within the fenced protection zone(s) no materials shall be stored, no rubbish dumped, no fires lit and no buildings erected inside the fence, nor shall any change in ground level be made within the fenced area unless otherwise first agreed in writing by the Local Planning Authority. If within five years from the completion of the development a tree or hedge shown to be retained is removed, destroyed, dies, or becomes, in the opinion of the Local Planning Authority, seriously damaged or defective, a replacement shall be planted within the site of such species and size, and shall be planted at such time, as specified in writing by the Local Planning Authority.
- 6 Layout details of the proposed finished surfaces of the internal roads, footways and cycle ways within the development, and the footpath and cycle way connections to the rest of the North Heybridge Garden Suburb shall be as agreed in the submitted drawings and be implemented prior to the erection of the dwellings intended to take access therefrom or within any such extended period that may otherwise be agreed in writing by the Local Planning Authority.
- 7 No clearance or destruction of any vegetation or structure which may be used as a breeding site shall take place during the bird breeding season, 1 March to 31 August, unless otherwise agreed by a variation of condition application by the Local Planning Authority.
- 8 Notwithstanding the provisions of Article 3, Schedule 2, Part 1 of the Town & Country Planning (General Permitted Development) Order 2015 (or any Order amending, revoking or re-enacting that Order) no development under Class A (enlargement improvement or other alteration of a dwelling house), Class B (enlargement of a dwelling house consisting of an addition or alterations to its roof) Class C (other alteration to its roof), Class D (the erection or construction of a porch), Class E (buildings incidental to the enjoyment of dwelling house) except for an ancillary buildings not exceeding 10 cubic metres in volume, Class F (hard surfacing), Class H (installation of a microwave antenna) save where the antenna would be on an elevation of any building which does not front a road, shall be erected within the site without planning permission having first been obtained from the Local Planning Authority.

There being no further items of business the Chairman closed the meeting at 8.04 pm

H M BASS
CHAIRMAN



**REPORT of
CHIEF EXECUTIVE**

**to
COUNCIL
2 NOVEMBER 2017**

RECOMMENDATIONS OF COMMITTEES FOR DECISION BY THE COUNCIL

1. PURPOSE OF THE REPORT

- 1.1 To present for the decision of the Council the recommendations of the Committees.

2. RECOMMENDATION

That Members consider the recommendations from the following Committees contained in sections 3 - 4 of this report:

Section 3: Planning and Licensing Committee – 14 September 2017

- Historic Revival Waterfront Projects Outcome (section 3.2)
- Maldon and Heybridge Central Area Masterplan – Adoption as Supplementary Planning Document (section 3.3)
- Code of Good Practice and Guidance on the Conduct of Planning Matters (section 3.4)

Section 4: Finance and Corporate Services Committee – 26 September 2017

- Asset Management Working Group (section 4.2)

3. PLANNING AND LICENSING COMMITTEE – 14 SEPTEMBER 2017

3.1 Web link to agenda, reports and Minutes for the above meeting

<https://democracy.maldon.gov.uk/ieListDocuments.aspx?CIId=133&MIId=1261&Ver=4>

3.2 HISTORIC REVIVAL WATERFRONT PROJECT OUTCOMES

3.2.1 Minute Extract (DRAFT as Minutes have not been finalised):

The Committee considered the report of the Director of Customers and Community updating Members on progress made towards the completion of the Coastal Revival Funded, Historic Waterfront, Revival Project.

The report provided detailed background information regarding the project, including its links to the Maldon and Heybridge Central Area Masterplan and the aims of the feasibility study undertaken. A number of project outputs were set out in the report and an executive summary of the Historic Waterfront Project report was provided at Appendix 1. Appendix 2 set out the required project outputs, a summary of the consultants findings and how the Council may wish to take forward each output to delivery.

Councillor S J Savage raised some concern regarding the accuracy in relation to a map showing footpaths and in response the Chairman requested that he raise his concerns with the Group Manager (Leisure, Countryside and Tourism) outside of the meeting.

In response to a question, the Urban Design Officer provided the Committee with an update regarding the Combined Military Museum and discussions regarding relocation.

Some concern was raised regarding the ability to view documents containing large graphical images through the Modern.Gov system. In response, the Committee Services Supervisor advised that Committee Services were looking at ways to reduce the size of agenda packs.

3.2.2 Committee recommendation:

- (i) that the Council's Corporate Projects Task and Finish Working Group be requested to manage the next steps of the project as set out in **APPENDICES 1 and 2** and below:

The Consultants recommendations are set out in the following list. The main project should be an application to the Heritage Lottery Fund Parks for the People fund for work that involves:

- restoring the qualities of the historic Edwardian park.
- creating a park café with new toilets for the public and changing rooms for the splash park to replace the current toilet block. We (the consultants) think that it would probably be optimal for it to incorporate a flexible space that can incorporate community events of different type

and functions such as weddings. It would probably be a popular facility and offer a good return on investment.

- improving the appearance of the kiosks (if not replaced) and creating a more attractive outdoor seating area in their vicinity.
- extending and modernising Maldon District Museum, and employing a curator – manager. Maldon District Council (MDC) should help the museum to take a wider role in conserving and telling the whole Maldon story, including the maritime heritage.
- replacing the public realm at Hythe Quay with surfacing that is more attractive and in keeping with the heritage, and reduces the impact of parking, while not compromising the operation of the businesses there.
- adapting the Bailiff’s workshop and classroom occupied by the Gig Club to provide flexible ground floor space that can be used for activities of different sort.
- providing a better interpretation and wayfinding system, including panels that tell the story of the Battle of Maldon and Maldon Salt. This would ideally extend to the town centre and along the river.

3.3 **MALDON AND HEYBRIDGE CENTRAL AREA MASTERPLAN – ADOPTION AS SUPPLEMENTARY PLANNING DOCUMENT**

3.3.1 Minute Extract (DRAFT as Minutes have not been finalised):

The Committee considered the report of the Chief Executive presenting the final version of the Maldon Heybridge Central Area Masterplan (the Masterplan) (Appendix 1 to the report).

It was noted that the final copy of the Masterplan incorporated all of the approved amendments following the public consultation and consideration by this Committee which had resolved to remove ‘the bridge’ across the River Chelmer from the masterplan.

The revised Project 7 Heybridge Creek Connection was attached at Appendix 2 to the report) and highlighted a number of amendments made.

In response to concern raised regarding key intervention six as shown in Appendix 1 to the report, the Urban Design Officer explained that what was shown in the Appendix was indicative and any bollards, surface treatment, signage etc. would be subject to a full highways audit for safety and accessibility.

3.3.2 **Committee recommendation:**

That the Maldon and Heybridge Central Area Masterplan (as set out in **APPENDIX 3**), be adopted.

3.4 **CODE OF GOOD PRACTICE AND GUIDANCE ON THE CONDUCT OF PLANNING MATTERS**

3.4.1 Minute Extract (DRAFT as Minutes have not been finalised):

The Committee considered the report of the Chief Executive seeking endorsement of the Code of Practice and Guidance on the Conduct of Planning Matters (attached as Appendix 1 to the report) prior to it being adopted by the Council as part of its Constitution in the light of further revision.

Following consideration by this Committee in June 2017 and comments made the Chairman and Vice-Chairman of this Committee along with the Leader and Deputy Leader of the Council had met with Officers to review the document. The report set out the changes made to the document including Member training along with proposed changes to the constitution and site visit guidelines.

3.4.2 **Committee recommendation:**

- (i) that the Code of Practice and Guidance on the Conduct of Planning Matters (**APPENDIX 4**) be endorsed and the Council is recommended to adopt it as an annexe to the Constitution;
- (ii) that the changes to constitutional arrangements as set out below, be agreed:

Procedure Rule 13 – Voting

Add to (1) – If a Member has not been present at the meeting for the whole of the consideration of a planning application or related matter, or has not undergone fundamental induction training once such a programme has been introduced he/she shall not vote on the matter.

Planning and Licensing Committee Scheme of Delegation

To the Chief Executive (Director) –

In consultation with the Chairman of the Committee, to review the accuracy of agreed planning conditions due to the passage of time between the Committee decision and the issue of a decision notice consequent upon the completion of a S106 planning obligation.

Terms of Reference of Area Planning Committees

Delete provision (a) – To consider and report to the Council

Amend existing para. (b)(i)11 by the deletion of “The approval of”

4. FINANCE AND CORPORATE SERVICES COMMITTEE – 26 SEPTEMBER 2017

4.1 Web link to agenda, reports and Minutes for the above meeting

<https://democracy.maldon.gov.uk/ieListDocuments.aspx?CIId=131&MIId=1241&Ver=4>

4.2 ASSET MANAGEMENT WORKING GROUP

4.2.1 Minute Extract:

The Committee considered the report of the Director of Resources seeking recreation of the Asset Management Working Group (AMWG).

The report provided background information regarding the AMWG and a copy of its previous terms of reference were attached at Appendix 1 to the report. Members were advised that in order to increase challenge and provide increased insight of member views on asset management recreation of the AMWG was recommended.

A number of comments were raised regarding the membership of the Working Group and holding meetings in the daytime to increase availability of Officers and save costs.

It was agreed that the request to provide all Members with a copy of the report considered by this Committee on 23 June 2015 which led to the resolution to disband the Asset Management Working Group be added to the recommendations.

4.2.2 Committee recommendation:

- (i) that the Asset Management Working Group be reformed with immediate effect in accordance with the Terms of Reference (attached at **APPENDIX 5**);
- (ii) that subject to (i) above the Council's constitution be amended to allow meetings of the Asset Management Working Group to take place in the evening;
- (iii) that a copy of the report considered by the Finance and Corporate Services Committee on 23 June 2015 which led to the resolution to disband the Asset Management Working Group be circulated to all Members.

Background Papers: Previous related reports and Minutes to the above meetings.

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

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Options for Regeneration of Maldon Historic Waterfront

EXECUTIVE SUMMARY REPORT
MARCH 2017

PREPARED FOR MALDON DISTRICT
COUNCIL

**COLLIERS INTERNATIONAL PROPERTY CONSULTANTS LIMITED**

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1 INTRODUCTION

The purpose of the study is to assess options for enhancement of the Hythe Quay and Promenade Park area of Maldon. The brief is specifically to assess the viability of 5 different projects for potential improvement:

- Use of Hythe Quay area for commercial activities such as specialist markets.
- A “destination hub” in Promenade Park that could include a visitor centre, heritage centre and restaurant(s).
- Improvement of facilities for visiting yachts / craft at Hythe Quay.
- Enhancement of St Mary’s Church to form a community hub.
- Improvements to Maldon District Museum.

The report also considers other options, however.

The work has been done by a consortium of professionals led by the Destination Consulting team of Colliers International. Destination Consulting specialises in providing consultancy services to places that attract visitors.

The other members of the consortium are:

- Thomas Ford Architects.
- The Morton Partnership – civil and structural engineers.
- WMC Retail Partners – consultants specialising in markets.
- Michael Copeman – historic buildings specialist.

The research for the study included an online survey of stakeholders. 75 responses were received. A separate report reproduces them in full. We also facilitated three stakeholder forums on 17 February which had large attendance. A note of points made has also been produced.

There is a detailed report with the full analysis and conclusions.

Figure 1 to Figure 7 summarise the context of the study and the current situation.

Figure 1: Study Area

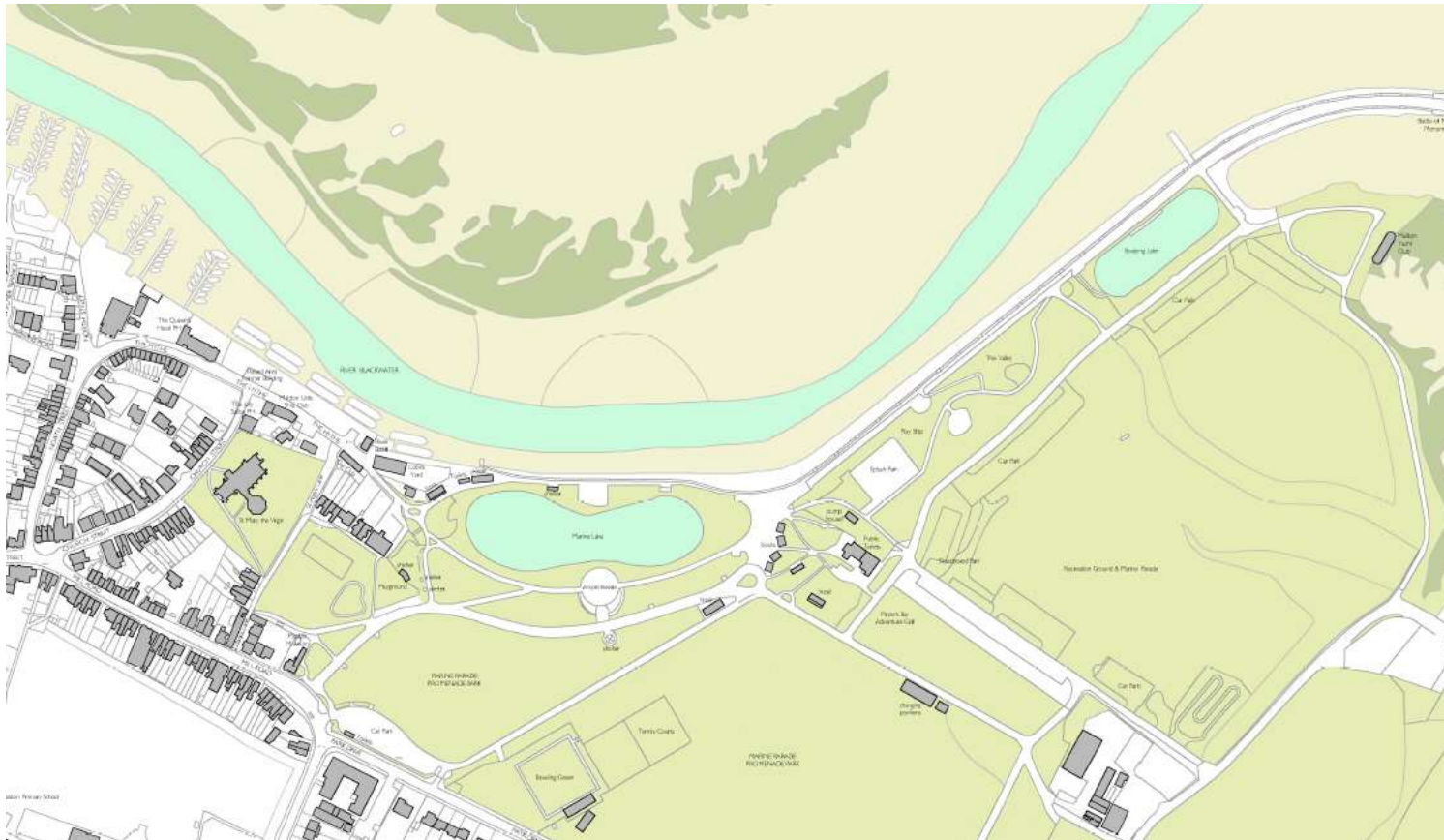


Figure 2: Assessment of current situation at Family Fun Area of Promenade Park



Quintessential views of Maldon from the promenade



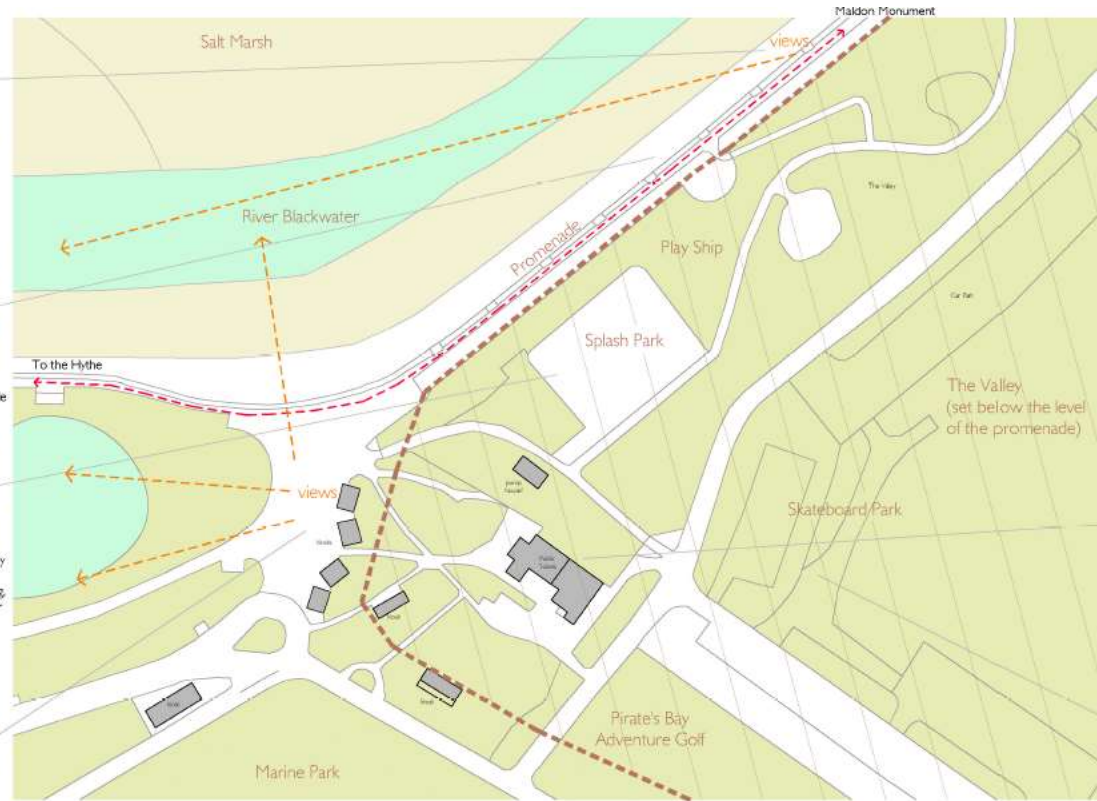
The promenade is used by walkers, bird-watchers and people walking their dogs.



The Splash Park is a popular family destination in summer. Set at a lower level, vulnerable to flooding, it coexists happily with the quieter regime of walkers on the promenade.



Kiosks built to serve the bathing pond now have an anomalous relationship with the park. Open in summer, they have a desultory appearance off-season



The Battle of Maldon monument is a popular destination at the end of the promenade for walkers in all seasons



Summer pavilions - kiosks, shelters and 'beach-huts' - are scattered ad-hoc throughout the park



The toilets, which deal with peak demand when the Splash Park is open during the summer season, are a dowdy eye-sore



The popular crazy golf course and play area

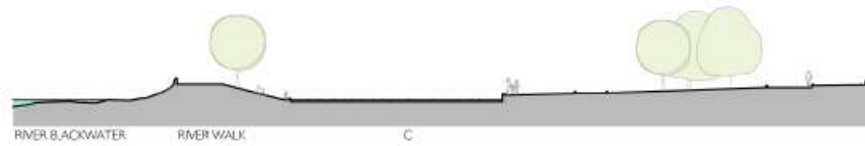
Figure 3: Assessment of current situation at Historic section of Promenade Park



Figure 4: Current situation with toilets and kiosks in Promenade Park

KEY

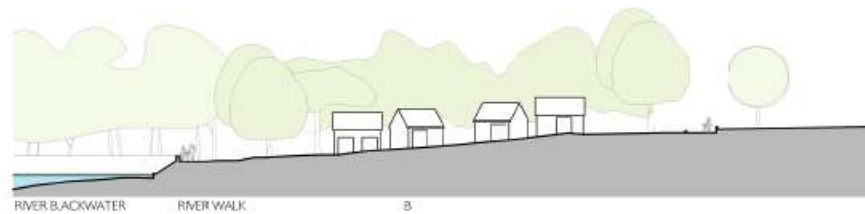
- A Existing public toilets in dilapidated condition
- B Existing kiosks do not complement the landscaped setting of the park & river walk
- C Existing splash pool - a popular summer attraction



(E) SECTION 3
- PARK CAFE - EXISTING



(D) SECTION 2
- PARK CAFE - EXISTING



(C) SECTION 1
- PARK CAFE - EXISTING



Figure 5: Assessment of current situation at Hythe Quay



Figure 6: Key pedestrian routes

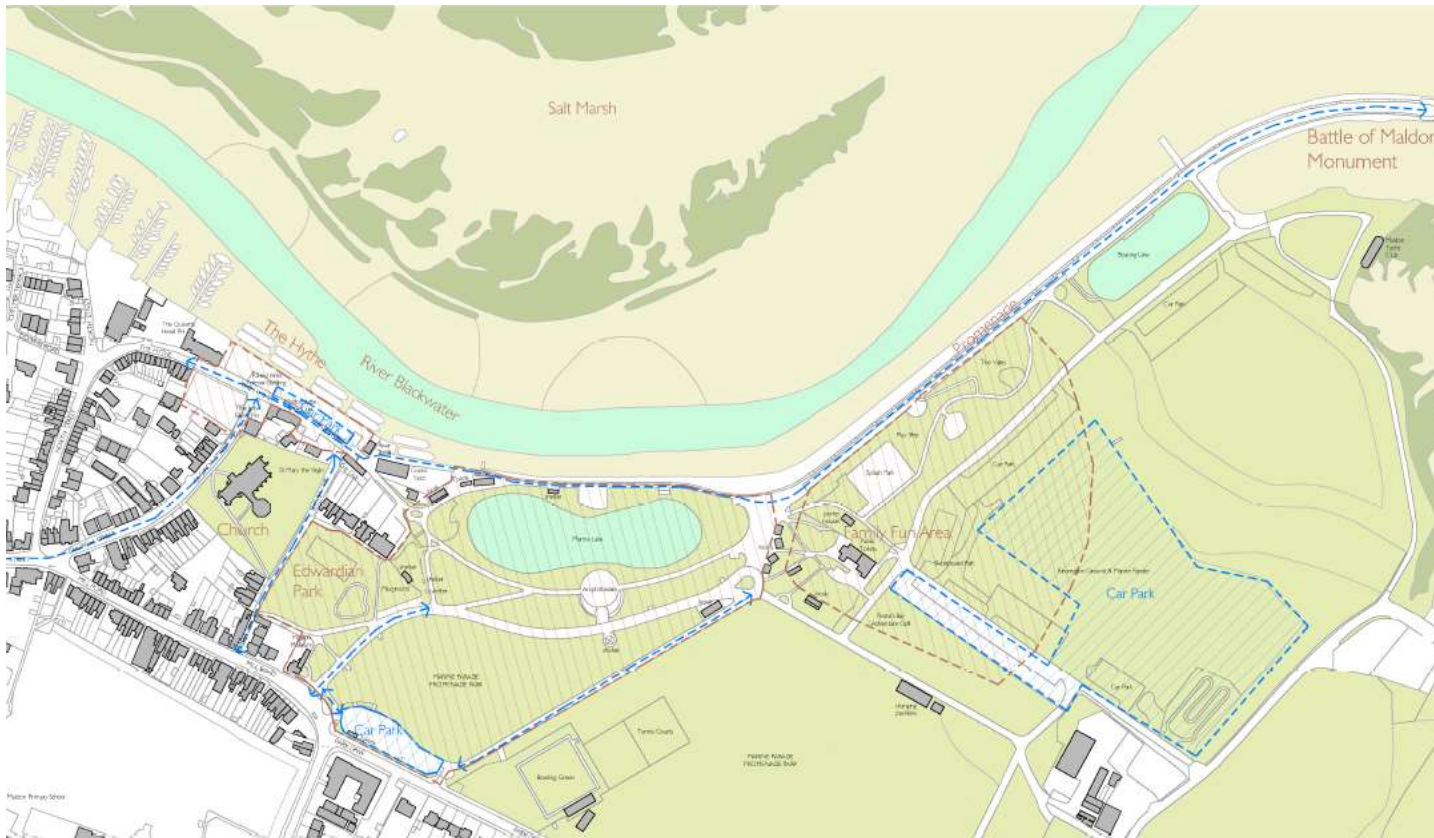
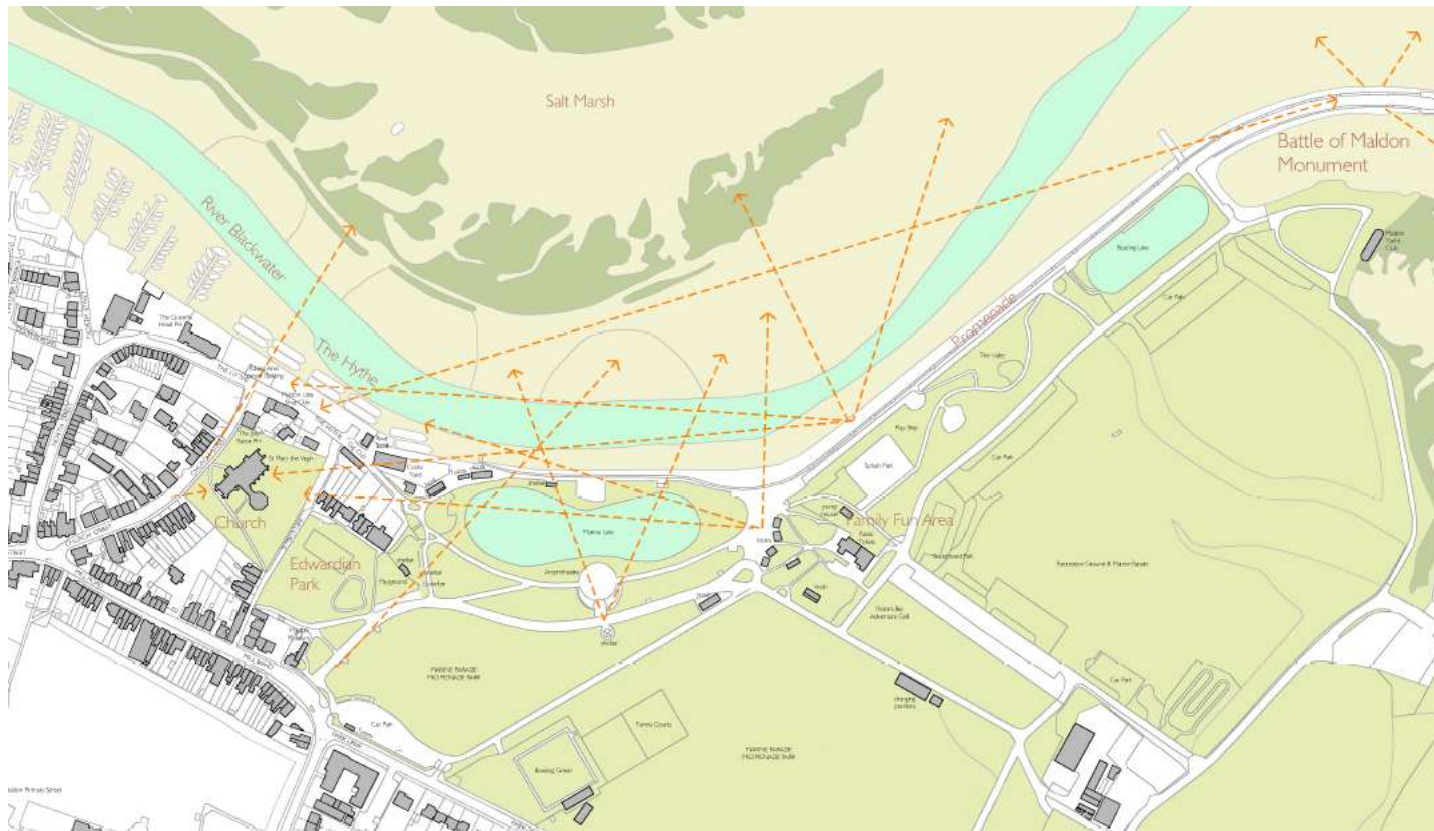


Figure 7: Key Views



2 EXECUTIVE SUMMARY

The study concludes the following in relation to the specific projects that we were asked to analyse:

- Hythe Quay is not appropriate for commercial activities such as specialist markets if they require any form of permanent or semi-permanent structures because they would compromise the operation of the maritime-related businesses there, would be out of keeping with the heritage townscape, and be affected by the regular flooding of the quay. A pop-up market with stalls that are put up and taken down on the same day could, in our opinion, be a success, albeit there is little support for the idea amongst stakeholders. Our view is that there is a case for undertaking a trial.
- Our advice is that a “destination hub” that includes a visitor centre or heritage centre of size would be difficult to fund, would probably require a substantial revenue subsidy and would not be an attraction that would entice a large number of people to the area. An extension to the museum, alongside a wayfinding and interpretation system, is likely to be a better and more sustainable long term approach to telling the story of the area and encouraging visitors to move between the waterfront and the town centre.
- We advise against endeavouring to establish an exhibition-orientated maritime heritage centre at Hythe Quay for the same reason of lack of sustainability and also because it would have to take space from Cook’s Yard which would be better used for workshops.
- The large tidal range at Hythe Quay, giving a limited window of access to yachts, and reluctance of owners of modern yachts to rest them in mud, means that Hythe Quay / Promenade Park is unlikely to be a significant destination for visiting craft and that there would not be a return on investment in substantially improving facilities for them. The Maldon Harbour Improvement Commissioners have submitted plans for moderate improvement to the current pontoon which seem to be a pragmatic way forward.
- A project to repair St Mary’s Church and make it more flexible so that it can be used more easily for events like musical and theatrical performances, and exhibitions, would be a useful addition to the range of facilities in the area.

Our recommendation is that the main project should be an application to the Heritage Lottery Fund Parks for the People fund for work that involves:

- Restoring the qualities of the historic Edwardian park.
- Creating a park café with new toilets for the public and changing rooms for the splash park to replace the current toilet block. Figure 11 and Figure 12 show variations of this, one with existing kiosks replaced and the other with them refurbished. We think that it would probably be optimal for it to incorporate a

flexible space that can incorporate community events of different type and functions such as weddings. It would probably be a popular facility and offer a good return on investment.

- Improving the appearance of the kiosks (if not replaced) and creating a more attractive outdoor seating area in their vicinity.
- Extending and modernising Maldon District Museum, and employing a curator – manager. MDC should help the museum to take a wider role in conserving and telling the whole Maldon story, including the maritime heritage. Figure 13 shows what this could be like.
- Replacing the public realm at Hythe Quay with surfacing that is more attractive and in keeping with the heritage, and reduces the impact of parking, while not compromising the operation of the businesses there.
- Adapting the Bailiff's workshop and classroom occupied by the Gig Club to provide flexible ground floor space that can be used for activities of different sort. Figure 14 shows how this could be done.
- Providing a better interpretation and wayfinding system, including panels that tell the story of the Battle of Maldon and Maldon Salt. This would ideally extend to the town centre and along the river.

The project should probably not include lighting on the promenade because of the adverse impact it would have on the heritage environment and I creating light pollution that could have an adverse impact on navigation.

MDC should support the endeavours of Topsail Charters to open a tea room on a barge at Cook's Yard and to create workshops in the yard that are occupied either by craftspeople that do work related to the maintenance and restoration of historic craft, and / or artisan craftspeople that make and sell items on site, assuming that Topsail continue to operate Cooks as an active yard involved in maintaining and restoring barges and other historic craft. Figure 14 shows what this could be like. Topsail are not requesting public funding.

Figure 10 summarises the proposed project. The stakeholder consultation indicated that a project of this nature would have a high level of stakeholder support. Figure 8 and Figure 9 have indicative capital cost and funding package.

Figure 8: Indicative Cost

	Capital Cost
Hythe Quay Public Realm Renewal	£700,000
Wayfinding and Interpretation System	£120,000
St Mary's Church Events Centre	£300,000
Historic Park Renewal	£1,250,000
Park Café, toilets and changing	£1,500,000
Revitalised Museum	£1,000,000
Project Planning & Applications	£130,000
Total:	£5,000,000

Figure 9: Indicative Funding

Heritage Lottery Fund	£4,300,000
Private Sector	£200,000
Other Charitable Foundations	£250,000
MDC	£250,000
	£5,000,000

We recommend that MDC considers options for the management of Promenade Park and Hythe Quay, with the objective of ensuring that it is treated as a business unit with a clear manager and appropriate branding and marketing for the major visitor destination that it is.

MDC should support other initiatives to maintain the vitality of the boatyards in Maldon and providing training in traditional skills. This could be the subject of a Coastal Communities Fund application that benefited all yards.

KEY TO PROPOSALS

- A Resurfacing of Hythe Quay
- B Cook's Boatyard/Workshops
- C St Mary's Church Events Centre
- D Restoration and Revitalisation of Edwardian Park
- E Extension and renewal of Maldon District Museum
- F Park Café, Toilets and Changing Facilities
- G Refurbished Kiosks and outdoor Seating Area

The map shows the River Blackwater flowing through the center, with Salt Marsh to the north. The town of Maldon is on the left, and the Battle of Maldon Monument is on the right. The Sports Area is at the bottom. Various buildings and green spaces are labeled, including St Mary's Church, Maldon District Museum, and Maldon Park. The map also shows the proposed routes for the new pedestrian and cycle paths, indicated by blue dashed lines.

Figure 11: New park café and toilets, with new kiosks to replace existing

KEY

New Park Cafe, Kiosks & Toilets

UPPER GROUND LEVEL

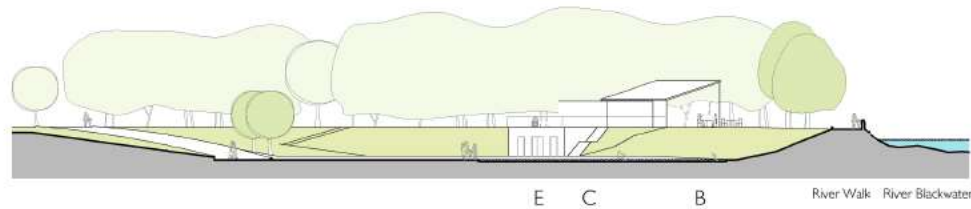
- A Kiosk
- B Cafe
- C Kitchen

LOWER GROUND LEVEL

- D Existing Kiosks renovated
- E Toilets & changing Rooms
- F Gravel Terrace
- G Paved Terrace
- H Plant rm relocated to area E
- Pedestrian routes
- Views



B UPPER LEVEL PLAN
PARK CAFE - PROPOSED



C SECTION 6
PARK CAFE - PROPOSED



A LOWER LEVEL PLAN
PARK CAFE - PROPOSED



Figure 12: New park café, with existing kiosks retained and refurbished

KEY

New Park Cafe, Kiosks & Toilets

UPPER GROUND LEVEL

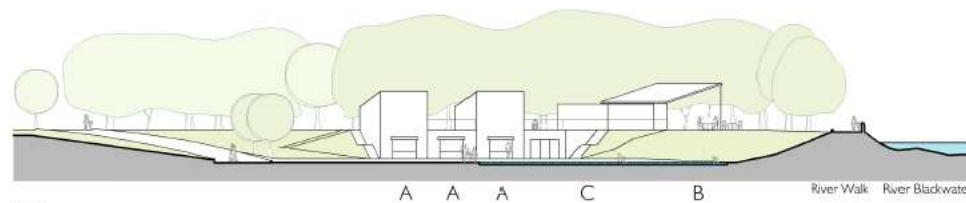
- A Kiosk
- B Cafe
- C Kitchen

LOWER GROUND LEVEL

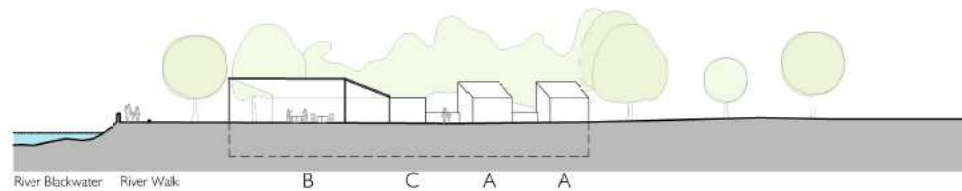
- D Kiosk
- E Toilets & changing Rooms
- F Gravel Terrace
- G Paved Terrace
- H Plant rm relocated to area E
- Pedestrian routes
- Views



(E) PERSPECTIVE VIEW
PARK CAFE - PROPOSED



(D) SECTION 5
PARK CAFE - PROPOSED



(C) SECTION 4
PARK CAFE - PROPOSED



(B) UPPER LEVEL PLAN
PARK CAFE - PROPOSED



(A) LOWER LEVEL PLAN
PARK CAFE - PROPOSED

Figure 13: Improvements to Museum

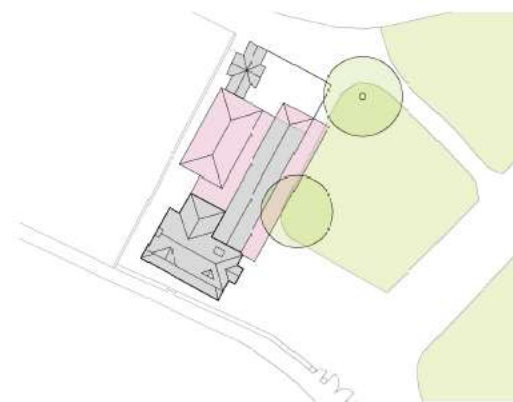


(C) PROPOSED PERSPECTIVE VIEW
MALDON MUSEUM

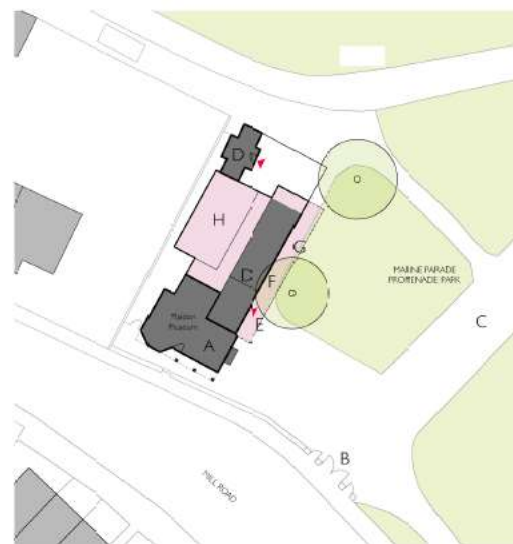
- A Existing Museum (former Gatekeeper's lodge)
- B Edwardian Park Gate
- C Edwardian promenade & landscape re-insatated
- D Existing Museum & out-buildings adapted
- E New entrance & cafe
- F New display window
- G New entrance canopy
- H New accommodation (the remodeled Museum will include renovated & new displays, additional education/communications room, accessible toilet and storage)



(D) EXISTING VIEW
MALDON MUSEUM

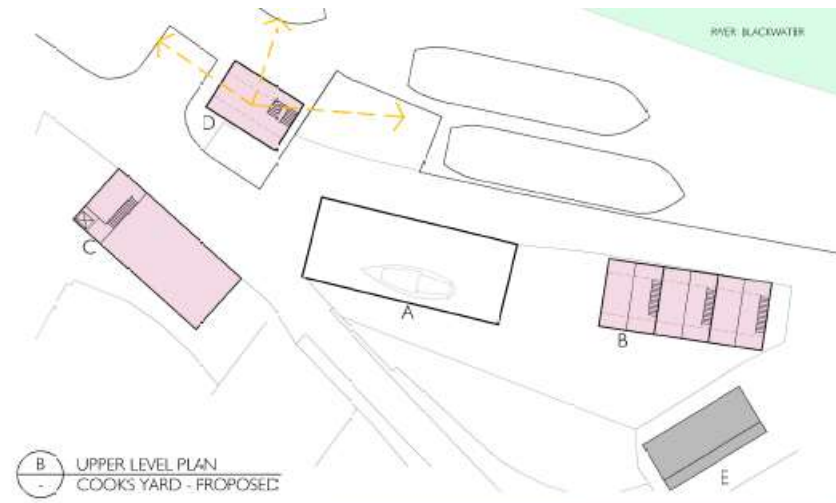
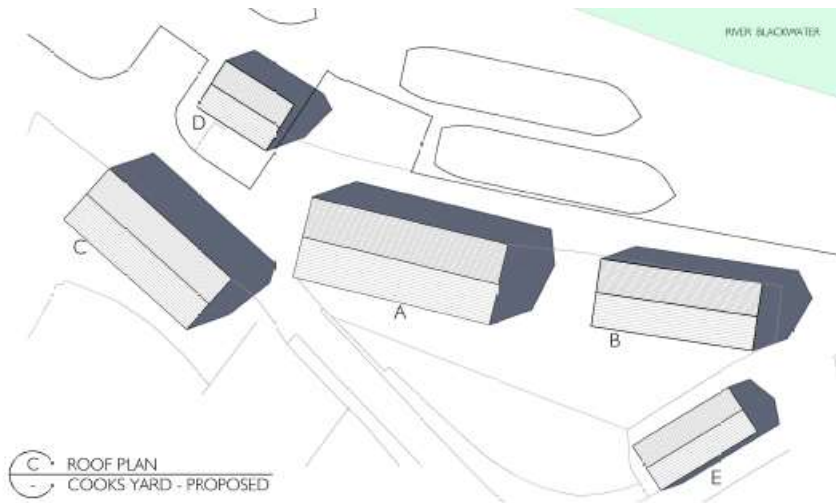


(B) ROOF PLAN
MALDON MUSEUM



(A) GROUND FLOOR PLAN
MALDON MUSEUM

Figure 14: Workshops at Cooks Yard

**KEY**

All new building will be clad in black finish board with corrugated metal roofing to complement traditional 'Hythe Sheds'.

- A Cooks Yard - Existing shipwright: barge & Smack repair
- B New Workshops - Two levels with flexible unit sizes
- C New Community Hall/Gig Club
Lower level - Toilets & showers for visiting craft, open under-croft for parking, occasional craft market & demonstrations; and community events.
Upper level - Community hall / Gig Clubhouse with toilet facilities
- D River Bailiff's Office
Lower level - Pa adin & other storage
Upper level - River Bailiff's office
- E Existing kiosk

— Pedestrian routes

— Views

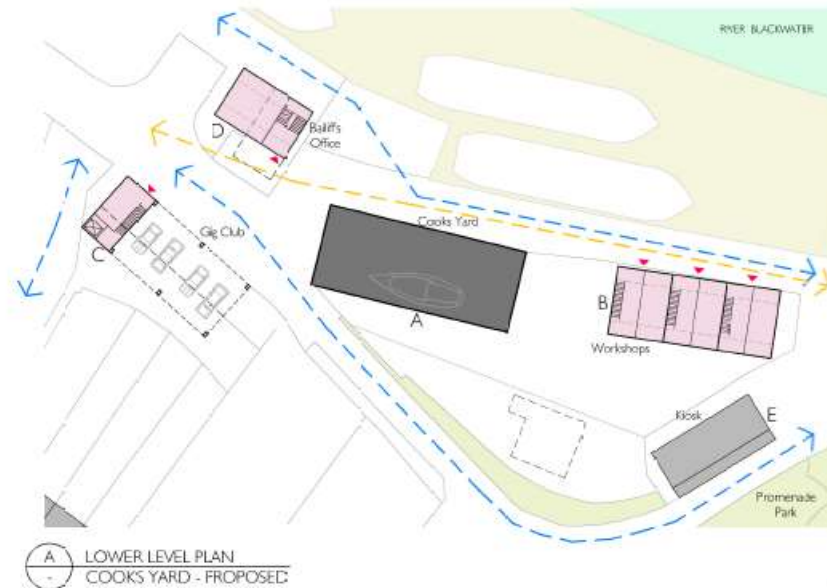
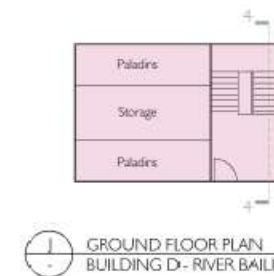
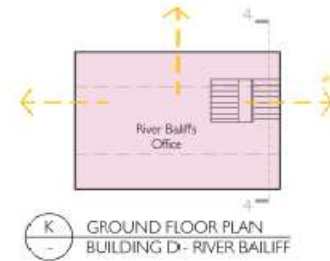
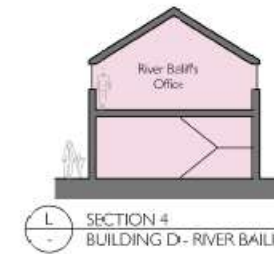
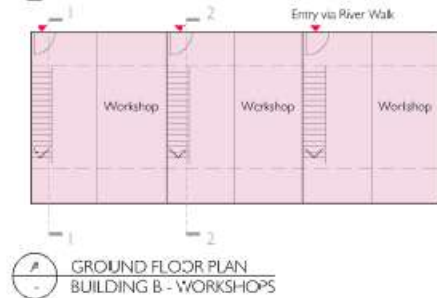
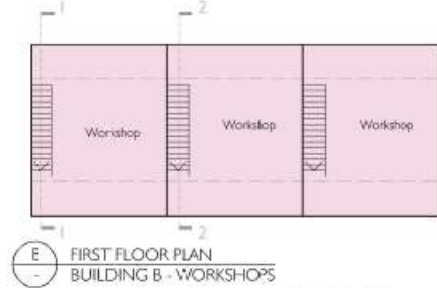
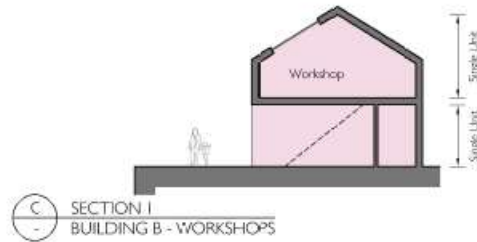
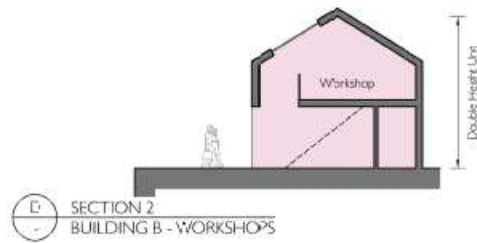


Figure 15: Ideas for revamping Bailiff's Workshop and Gig Club Building



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Title	Description / Outputs	
Hythe Quay Improvement Initiative	<p>It has been identified that the Hythe Quay area could be used for commercial activities such as specialist markets.</p> <p>We expect this concept to be developed and tested with Quay users and other stakeholders to understand practical issues this may raise and the viability of the scheme.</p> <p>Identify potential delivery options and solutions to barriers that would need to be resolved.</p>	<p>Hythe Quay is not appropriate for commercial activities such as specialist markets if they require any form of permanent or semi-permanent structures because they would compromise the operation of the maritime-related businesses there, would be out of keeping with the heritage townscape, and be affected by the regular flooding of the quay. A pop-up market with stalls that are put up and taken down on the same day could, in our opinion, be a success, albeit there is little support for the idea amongst stakeholders. Our view is that there is a case for undertaking a trial.</p>
Destination Hub – combined visitor centre and specialist restaurant	<p>There have been suggestions of a combined visitor's centre which also replaces key infrastructure within the Promenade Park or close to Hythe Quay. Specialist restaurants and a potential marine heritage centre have all been suggested as potential usages for a new facility. It is believed that there are two separate offerings and that there is a need for both. We expect the successful bidder to understand stakeholders' needs and ambitions, and develop a clear business case on what can be achieved either in 1 or 2 locations.</p> <p>Within the business case we expect information to be provided on likely delivery models to improve the chances of seeking funding.</p> <p>The final project document should also include :-</p> <ul style="list-style-type: none"> • Information on likely uses for the any buildings • Indicative costs related to any buildings • Outline design concepts • Potential commercial income 	<p>Our advice is that a “destination hub” that includes a visitor centre or heritage centre of size would be difficult to fund, would probably require a substantial revenue subsidy and would not be an attraction that would entice a large number of people to the area. An extension to the museum, alongside a wayfinding and interpretation system, is likely to be a better and more sustainable long term approach to telling the story of the area and encouraging visitors to move between the waterfront and the town centre.</p> <p>We advise against endeavouring to establish an exhibition-orientated maritime heritage centre at Hythe Quay for the same reason of lack of sustainability and also because it would have to take space from Cook's Yard which would be better used for workshops</p>

Title	Description / Outputs	
Visitor Moorings / Pontoon improvements	Explore the potential to improve facilities for visiting yachts / day boats to the Hythe Quay. What facilities would be required, what are the estimated costs of such facilities?	The large tidal range at Hythe Quay, giving a limited window of access to yachts, and reluctance of owners of modern yachts to rest them in mud, means that Hythe Quay / Promenade Park is unlikely to be a significant destination for visiting craft and that there would not be a return on investment in substantially improving facilities for them. The Maldon Harbour Improvement Commissioners have submitted plans for moderate improvement to the current pontoon which seem to be a pragmatic way forward.
St Mary's Church Community Hub	St Mary's Church wish to create a sustainable use for their community facility and wish to explore options to make sensitive improvements to a historic site. We expect the successful bidder to understand stakeholders needs and ambitions, and develop a clear business case on what can be achieved	A project to repair St Mary's Church and make it more flexible so that it can be used more easily for events like musical and theatrical performances, and exhibitions, would be a useful addition to the range of facilities in the area.
Maldon Museum Improvement to accommodation	The Maldon museum is a Council owned facility that is operated by the Maldon Museum. Consider future options for delivery of this service either stand alone or as part of a heritage or visitor centre.	Extending and modernising Maldon District Museum, and employing a curator – manager. Maldon District Council (MDC) should help the museum to take a wider role in conserving and telling the whole Maldon story, including the maritime heritage

Table 1 (Description & Outputs)

M A L D O N

MALDON AND HEYBRIDGE

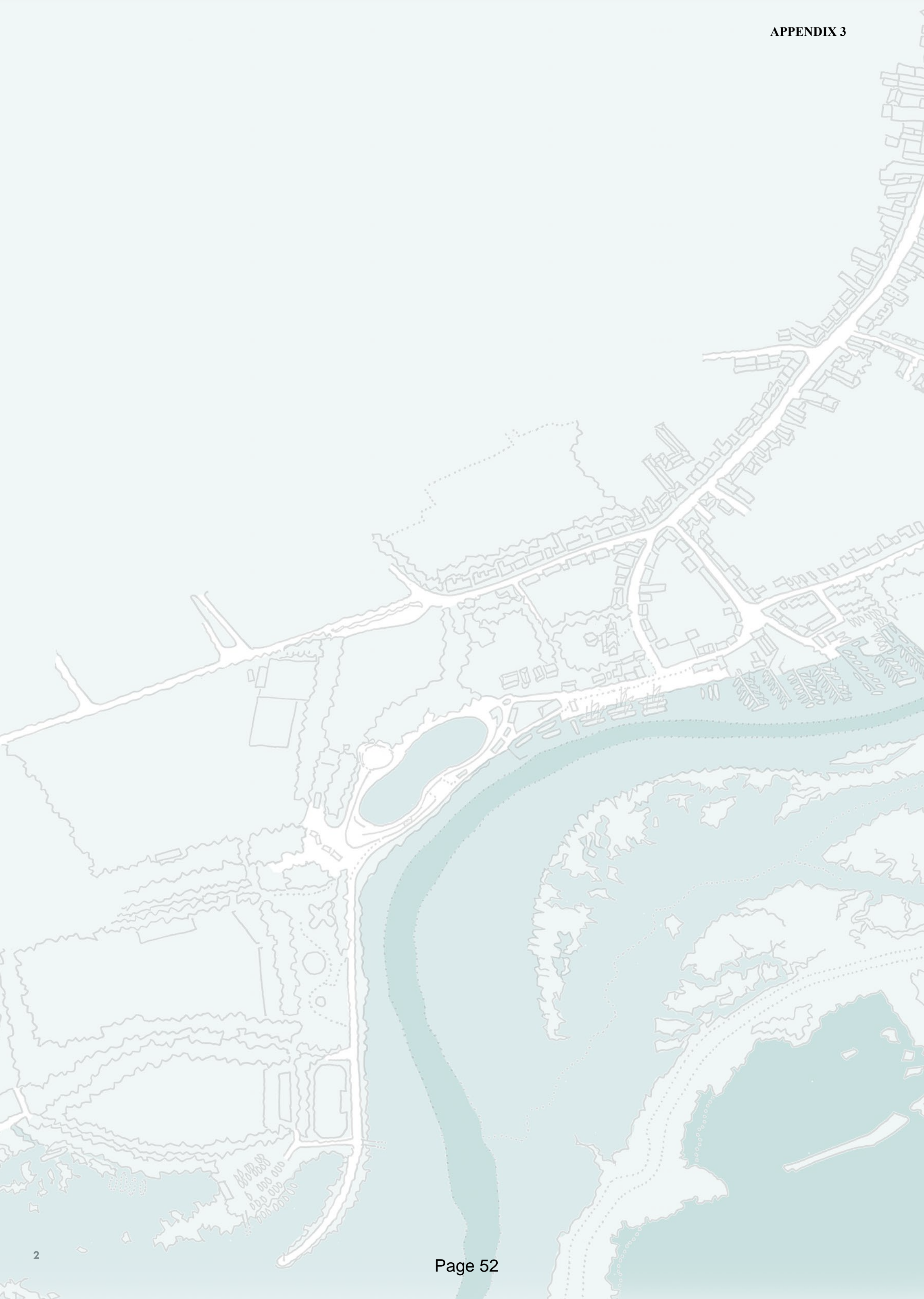
CENTRAL AREA MASTERPLAN

Masterplan report

August 2017

Allies and Morrison
Urban Practitioners





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HEYBRIDGE

CAUSEWAY
REGENERATION
AREA

THE CAUSEWAY

SADD'S WHARF

HIGH STREET

MALDON
CENTRAL AREA

THE HYTHE

LEISURE QUARTER

PROMENADE
PARK

NORTHEY
ISLAND

1 INTRODUCTION AND CONTEXT

1.1 INTRODUCTION TO AND PURPOSE OF THE MASTERPLAN

Introduction to the Maldon and Heybridge Central Area masterplan

The character, vitality and cultural importance of the Maldon and Heybridge Central Area are critical to the prosperity of Maldon District and to the quality of life of the people who live there and the experience it offers to visitors. The Maldon and Heybridge Central Area incorporates the attractive Maldon town centre, the Causeway Regeneration Area and the Leisure Quarter and forms the district's focus for employment, retail, community and tourism facilities.

A significant amount of development is expected to take place in Maldon district over the next 15 years. Two strategic garden suburb housing developments are coming forward – one to the south of Maldon and one immediately north of Heybridge. New residents of both areas will join the thousands of existing residents who rely heavily on Maldon and Heybridge Central Area to meet their retail and service needs.

The planned strategic housing growth underpins the importance of local job creation for the economic fortunes of the area. The Causeway is the district's most important focus for employment uses and Maldon town centre is the principal commercial centre in the district and serves a wide catchment.

Maldon and Heybridge will be a thriving and vibrant destination that has strong connections with surrounding areas and is supported by its heritage assets, waterways and green spaces. It will need to support an increase in the number of employed people and a more diversified thriving economy in order to deliver a successful future with its role as a tourism and leisure destination strengthened in relation to the natural beauty and ecology of the Blackwater estuary.

Purpose of the Maldon and Heybridge Central Area masterplan

The purpose of the Strategic Masterplan Framework is to:

- Promote investments within the Maldon and Heybridge Central Area to ensure it continues to be a key focus of the local and sub-regional retail, employment and visitor economies;
- Set out a spatial framework for the development and regeneration of the Central Area;
- Develop recommendations on the location, mix, scale and design of new development and the treatment of the public realm and landscape setting which reflects the distinctive character and heritage of the Maldon and Heybridge Central Area;

- Identify opportunities for the delivery of key projects identified in Policy S5;
- Advise on an appropriate approach to transport and car parking management;
- Provide an Action Plan for the delivery of key projects and interventions.

Under Policy S5, the key diagram illustrates the three discrete areas which together comprise the Maldon and Heybridge Central Area. The 2014 Intermediate Study was organised around these three character areas which broadly align with concentrations of particular uses and activities. The areas have been a very useful tool for structuring conversations with stakeholders and landowners during the testing and review of the emerging planning policy framework for the Central Area. The three areas are also directly referred to in Policy S5.

The projects put forward in this Strategic Masterplan Framework broadly align with these three Policy S5 character areas. However, during the drafting of this masterplan, it has become clear that some projects and opportunities for improvement are town-wide and may straddle one or more of these three areas.

Maldon's riverside setting is its greatest asset and underpins Maldon's historical evolution. The opportunity to improve public access to the river alongside improvements to the environmental quality and range of activities along the river corridor are primary considerations for the masterplan.

All three of the Policy S5 sub areas benefit from a direct relationship with the River Chelmer. All three areas make an important contribution to Maldon's riverside environments. This masterplan presents a wide range of exciting potential projects across the Maldon and Heybridge Central Area. Projects from all three of the Policy S5 sub areas will therefore play an important role in delivering improved access to, and environmental quality of, Maldon's riverside environment. Improving the riverside environment is a key objective of the masterplan. The matrix of projects presented in Section 4 therefore highlights those specific projects across all three sub areas which contribute to this key objective.

Opposite: Aerial view of Maldon and Heybridge and key project areas



1.2 STRATEGIC CONTEXT

The Local Development Plan

The masterplan has been prepared in support of the Local Development Plan (LDP). The LDP outlines a District-wide vision, the delivery of which will in part be reliant on the implementation of the Central Area Masterplan. The LDP also outlines a series of fourteen strategic objectives. Many of these will be relevant to the projects identified in this masterplan including objectives regarding the need to encourage diversification of employment and creation of job opportunities; the need to support sustainable tourism; and the need to protect and enhance the distinctive natural, built and historic environment. The final objective concerns the need to ensure the delivery of regeneration and enhancement of the Central Area. This specific objective is addressed in Policy S5.

Policy S5

The intention is for this Strategic Masterplan Framework to be adopted as a Supplementary Planning Document. The Local Development Plan provides the planning strategy for future growth over the next 15 years and sets out the key principles for development and regeneration in the Central Area. Policy S5 states that:

The Central Area incorporates Maldon Central, the Causeway Regeneration Area and the Leisure Quarter. The Central Area will continue to act as the focal point within the District for retail, commercial, industrial, community and tourism activities. It will be a thriving and vibrant destination that has strong connections with surrounding areas and is supported by its heritage assets, waterways and green spaces. The development and regeneration strategy for the Central Area comprises the following:

- 1. Development and regeneration will take place in accordance with a masterplan endorsed by the Council;*
- 2. Maldon Town Centre will be promoted as a market town that serves a wider rural catchment area. Proposals for retail, office, housing, community,*

leisure uses and other town centre uses will be supported where they contribute to regeneration and diversification of the centre. The provision of a high quality market will be encouraged and supported;

- 3. Renewal of the Causeway Regeneration Area to improve the supply of high quality Use Class B floorspace (commercial and industrial), and increase employment. This will include the provision of: modern workspaces suitable for small and medium sized enterprises; start-up units; support for existing businesses that are seeking to expand and mixed-use developments which enable significant numbers of jobs to be created;*
- 4. Retain the role of the Central Area as a tourist, arts and cultural centre, offering a range of accommodation and visitor attractions and facilities;*
- 5. Increase public access next to, and enhance the setting of the riverside to create a vibrant environment that incorporates a range of uses;*
- 6. Maintain and encourage the wider use of walking and cycling across the area through an improved public realm and improved linkages and connectivity between the town centre, the Causeway, the Hythe, and the Leisure Quarter and other key attractions;*
- 7. Preserve and enhance the quality of the historic character including the built environment, archaeology and historic skyline within the context of its riverside, estuarine and rural location;*
- 8. Actively manage traffic and visitors to the town and surrounding area through enhanced public transport provision and the use of effective car park management;*
- 9. Protect the sensitive environmental relationship between the Central Area and the adjacent environmentally designated areas including the River Blackwater and Chelmer and Blackwater Navigation; and*
- 10. Minimise all forms of flood risk and ensure that flood infrastructure are effectively managed.*

1.3 RELEVANT STUDIES

A significant amount of work has already been undertaken to help explore and articulate the economic, social and environmental priorities for Maldon and Heybridge Central Area. These studies have informed directly the evolution of Policy S5 and other relevant policies in the Local Development Plan. The most directly relevant of these studies and reports are as follows:

The Maldon and Heybridge Central Area Contextual Study

(Allies and Morrison, June 2012)

This Study provides an urban analysis of the area and outlines opportunities for improvement.

The Maldon and Heybridge Central Area Intermediate Study

(Allies and Morrison, August 2014)

This Study follows on from the Contextual Study. It further analyses the Maldon and Heybridge Central Area, sets out possible area strategies for The Causeway Regeneration Area, Maldon Central and the Leisure Quarter and recommendations for key opportunity sites. It also incorporates details of the vision workshop and test and review session undertaken with key stakeholders.

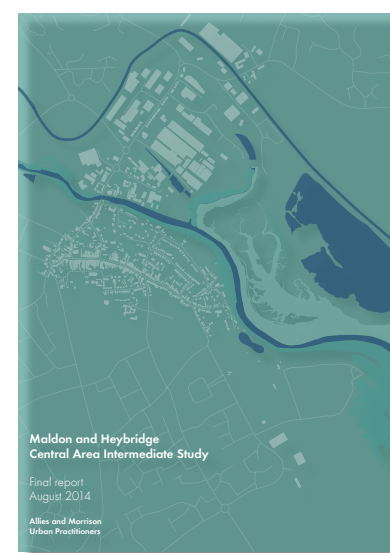
Economic Prosperity Strategy

Maldon District Council's Economic Prosperity Strategy, 2013-2029 sets out the Council's approach to supporting local economic development. Delivery of this Strategy will be through a series of sequential, three year Economic Prosperity Implementation Plans. The Strategy aligns with the Maldon District Local Development Plan and the Essex Growth Strategy, and supports the Renewed Maldon District Sustainable Community Strategy.

The overarching ambition of the District-wide strategy is to "Maintain a vibrant and competitive economy, balancing the needs of industry and prosperity whilst sustaining a high quality of life, increasing incomes and promoting the Maldon District as a great place to live, play, work and do business".



Maldon and Heybridge Central Area Contextual Study, 2012



Maldon and Heybridge Central Area Intermediate Study, 2014

The strategy identifies a number of employment sectors which are considered to have the greatest potential for growth in the District. These sectors include the following:

- High-tech manufacturing, low carbon engineering and design
- Professional Services
- ICT
- Administrative & Business Services
- Education and training services
- Leisure, food services and short-stay accommodation services
- Residential Care & Health Care

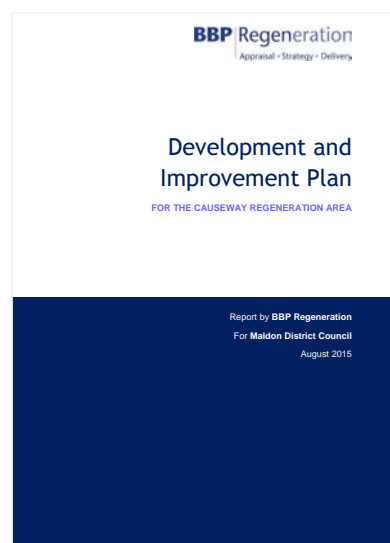
The strategy finds that the availability of suitable high quality land and premises has been a barrier to business growth and expansion.

The Strategy puts forward a number of strategic interventions as follows:

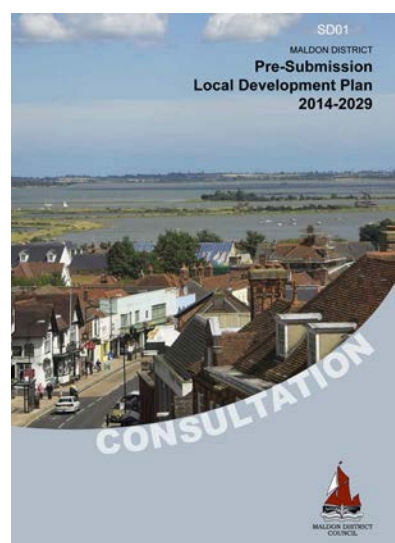
1. Increase the Supply of High Quality, Flexible Premises
2. Support Diversification and Enterprise
3. Improve Skills and Training Provision
4. Improve Connectivity

Actions were identified under each strategic intervention, a number of which are directly relevant to this masterplan. The first action under the first strategic intervention, Action 1.1, proposes a regeneration programme for The Causeway. One of the outcomes of this action was the commissioning of an Area Development and Improvement Plan for The Causeway (see below). Other actions of direct relevance to the masterplan include:

- Action 2.8 - Enhance the visitor offer under Action 2.8; and
- Action 2.2 - New Business Pathway including efforts by the Council to secure a supported incubation / enterprise centre for high potential start-ups.



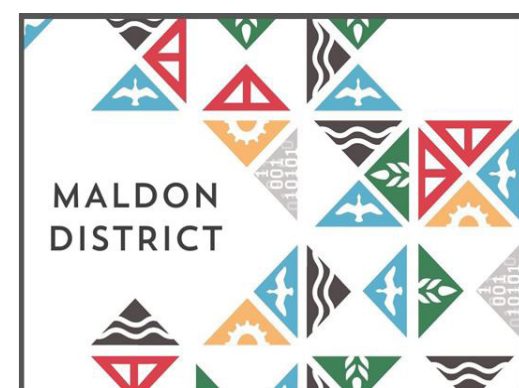
Causeway Development and Improvement Plan



Local Development Plan



Maldon District Economic Prosperity Strategy



Sense of Place

The Causeway Regeneration Area Development and Improvement Plan

(BBP Regeneration, August 2015)

This report focuses on the issues that are holding the Causeway Regeneration Area back and devises practical and deliverable solutions to help the area fulfil its economic development potential. The Development and Improvement Plan takes account of the Maldon District Economic Prosperity Strategy that articulates a high-level vision for the development of the local economy over the next 15 years and corresponds with the priorities of the Essex Growth Strategy and Integrated County Strategy.

The Causeway is the district's principal employment area. This is therefore an important report in setting the agenda for future investment in The Causeway area. The report outlines a programme of improvements for The Causeway area as follows:

- Business friendly initiatives and activities – including promoting networking events, discretionary business rates relief, and investigating the potential for a Business Improvement District;
- Environmental improvements – underpinned by a strategic public realm and landscaping strategy to improve the image and attractiveness of the area in association with major sites coming forward for redevelopment;
- Enterprise centre and business support provisions – with a number of options ranging from professional support through to the establishment of a new purpose built enterprise centre;
- Development Briefs for key development sites – which would consider in more detail the viability of redeveloping specific sites; and
- Flooding risk review – to investigate strategic solutions to reduce the flood risk to local businesses in The Causeway area.

Establishing the Need for an Enterprise Centre in Maldon

(Regeneris Consulting, May 2016)

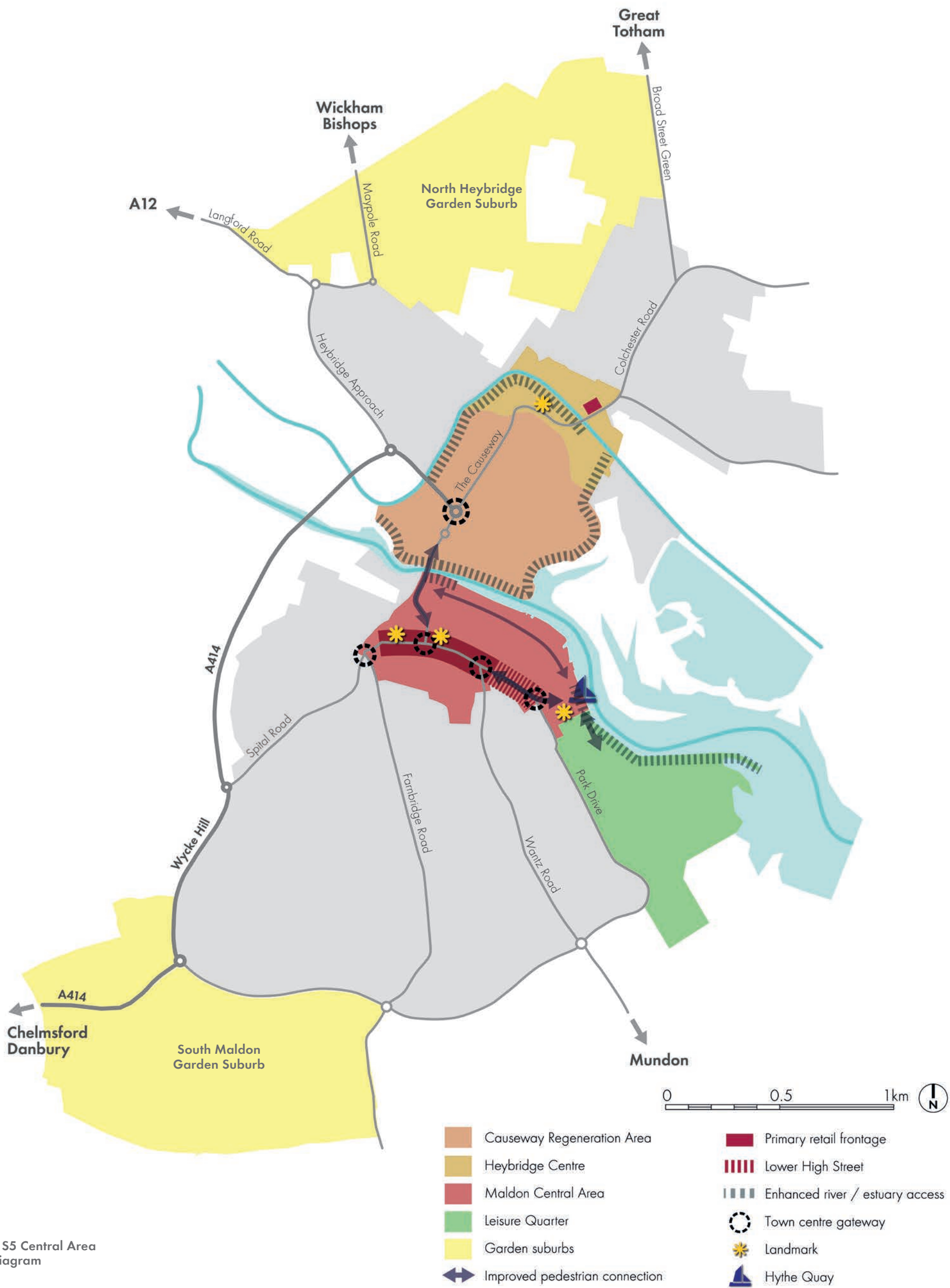
Bradwell Legacy Partnership (BLP) in partnership with Maldon District Council commissioned Regeneris Consulting to assess the demand for and feasibility of an enterprise centre in the district. This study follows the earlier BBP report. The BLP have an action plan to stimulate economic growth and entrepreneurial activity in the Dengie although a district-wide perspective was taken in this feasibility study.

The report indicates that there is evidence of demand for small business space in Maldon District but warns that, in the current economic climate, the provision of such space by the private sector alone would not be viable. The provision of new enterprise space for new and small businesses by the council and relevant partners within an existing building was suggested as the most effective and appropriate option. Such an approach would enable the option to provide a dedicated new build facility to continue to be reviewed. The Causeway would be an appropriate location for any such provision of space.

Sense of Place

The Maldon District 'Sense of Place' is a vision which articulates the place and its attractiveness, and defines who the place is for, how it is special, where it has come from and where it is going in the future.

The Sense of Place Toolkit seeks to celebrate Maldon as a special and unique place and includes themes, photography, graphic languages and colour palette, all inspired and drawn from the District. The Sense of Place assets enable businesses and stakeholders to show they support and are part of the local area. The assets can be used across a range of different media and public realm materials giving visitors and residents a sense of visual identity and influence their feeling about what it is like to be in Maldon District.



1.4 PURPOSE OF THE STUDY

The purpose of the Strategic Masterplan Framework is to:

- Set out a spatial framework for the development and regeneration of the Central Area;
- Develop recommendations on the location, mix, scale and design of new development and the treatment of the public realm and landscape setting which reflects the distinctive character and heritage of the Maldon and Heybridge Central Area;
- Identify opportunities for the delivery of key projects identified in Policy S5;
- Advise on an appropriate approach to transport and car parking management;
- Prepare an Action Plan for the delivery of key projects and interventions

Under Policy S5, the key diagram illustrates the three discrete areas which together comprise the Maldon and Heybridge Central Area. The 2014 Intermediate Study was organised around these three character areas which broadly align with concentrations of particular uses and activities. The areas have been a very useful tool for structuring conversations with stakeholders and landowners during the testing and review of the emerging planning policy framework for the Central Area. The three areas are also directly referred to in Policy S5.

The projects put forward in this Strategic Masterplan Framework broadly align with these three Policy S5 character areas. However, they do not align exactly. Key changes and adaptations to the three established areas – none of which in any way conflict with the provisions or spirit of Policy S5 – are as follows:

The Riverfront

This area, which incorporate elements of all three character areas, highlights the central importance of the river corridor in joining the different environments of Maldon together. Identification of the Riverfront is considered particularly significant because it contains parts of all three of the identified policy character areas.

Heybridge

This area was previously incorporated within The Causeway area. Heybridge is however a distinctive place in its own right with its own set of issues and opportunities which are distinct from The Causeway area. Heybridge is identified as a district centre in the Local Development Plan.

In addition to the three established character areas identified under Policy S5, these two new additional character areas of the Maldon and Heybridge Central Area are used to structure the projects outlined in Section 4 of this report.



2 VISION AND OBJECTIVES

2.1 REFINING THE VISION

The core vision for the Maldon and Heybridge Central Area was expressed in Policy S5 as follows:

The Central Area will continue to act as the focal point within the District for retail, commercial, industrial, community and tourism activities. It will be a thriving and vibrant destination that has strong connections with surrounding areas and is supported by its heritage assets, waterways and green spaces.

This vision and the issues and opportunities pertinent to the Maldon and Heybridge Central Area have been the subject of extensive engagement with local stakeholders. A series of workshops and events over the course of the last five years have helped to draw out local priorities and refine the vision.

The stakeholder input has emphasised the appetite for improvements. Key areas of discussion, and those consistently prioritised by stakeholders, include:

- Connectivity and the need to make movement between the different parts of the town much easier, especially for visitors - this led stakeholders to prioritise signage and public realm interventions;
- The importance of the river and the opportunities to reactivate waterside sites and the connections alongside the water is prioritised;
- Stimulation and support of the local business economy, with many stakeholders emphasising the importance of water-related industries and manufacture; and
- Enhancing the provision for visitors, particularly in terms of increasing dwell time through promotion of attractions and development of a greater spectrum of accommodation types.

These messages have fed into the development of this masterplan framework. They have been used to refine the headline objectives which support the vision as well as to inform the projects for delivery and the action plan.

2.2 OBJECTIVES

The objectives for the Central Area emerge directly from the vision and Policy S5 and have been refined by stakeholder input. These are the central objectives of this strategic masterplan framework and the projects identified within it:

CA1

Support the market town focus of Maldon and encourage a diverse town centre economy.

CA2

Promote The Causeway area as a focus for a spectrum of employment and commercial activities – with some mixed-use development opportunities.

CA3

Promote the Maldon Central Area as a focus for culture and visitor attractions with a range of accommodation to support the visitor economy.

CA4

Reinvigorate the riverfront by opening up key sites and improving public access to the river across all parts of the central area and improving linkages between key features of the town.

CA5

Consider traffic and car parking management measures to support the success of the Central Area.

CA6

Take a heritage-led and environmentally sensitive approach to change which respects the area's special ecological qualities and places the landscape setting of the town as an integral part of its attraction.



Maldon and Heybridge Central Area zones

3 MASTERPLAN FRAMEWORK

3.1 INTRODUCTION AND CONTEXT

This section presents a masterplan framework for the Maldon and Heybridge Central Area. The masterplan framework has emerged in light of the relevant policy framework and guidance and recommendations contained in recent relevant studies and reports.

Previous stages of community and stakeholder engagement, including the workshop session convened in June 2016 to directly inform the masterplan framework, has also had a direct bearing on shaping the area-wide guidance and emergence of key project ideas and concepts.

Key assets and opportunities

There are a number of key issues and constraints highlighted by stakeholders which the masterplan framework must address. These include:

- Distance and topography – Promenade Park, Hythe Quay, Chandlers Quay and Fullbridge all supplement and support the core retailing area of the historic town centre. Each is within walking distance of each other, but the topography of the town elongates the perceived distance between them and the core town centre. The delivery of improved connections between the town centre and these other key locations in the town would help strengthen both the centre and these destinations.
- Maldon's riverfront walk – whilst some sections exist, the establishment of a clear, generous and dedicated pedestrian and cycle route along the river corridor is one of the most significant and important improvement opportunities across the masterplan framework area.
- Improving Lower High Street – the Lower High Street has seen some recent improvements but the quality of architecture and shopfronts generally falls as one moves away from the historic core of the town centre. The Lower High Street should therefore remain a focus for enhancement.
- Traffic on the High Street – the High Street accommodates a significant number of vehicular movements with traffic often congested at the western end. Traffic management measures have the potential to deliver significant improvements in this regard, giving greater priority to pedestrians whilst keeping the road open for traffic.
- Pedestrian and vehicular conflict – the main junctions along the High Street are subject to conflict between vehicles and pedestrians. Again, traffic management measures could deliver improvements.
- Improved gateways to the centre – some key entry points into the town are dominated by vehicles and poor quality building frontages. The western end of The Causeway is a key location in this regard.
- Heybridge investment – the local centre of Heybridge suffers from significant traffic movements, with commercial activities fragmented along the B1022. The redevelopment of potential key opportunity sites offers the opportunity to address this issue in part.
- Flooding – issues in The Causeway area will undermine efforts to attract new investment in this key employment location.

The area-wide masterplan framework

The Maldon and Heybridge Central Area has an important role as the core employment, retail and leisure destination for the town. The area already functions well, benefitting from an attractive historic centre and waterside environment and is a tourist destination. But continual improvement and investment is essential in the face of ever stiffening competition from other towns, employment locations and visitor attractions.

The masterplan framework for Maldon and Heybridge uses the area's special features and assets as the basis for future improvements. Under LDP Policy S5, the Maldon and Heybridge Central Area is divided into three areas; Maldon Central Area; Causeway Regeneration Area; and the Leisure Quarter area. As outlined in Section 1 of this masterplan framework, the area's principal environmental asset – its river frontage – is formed by stretches of river frontage within each of these three sub-areas.

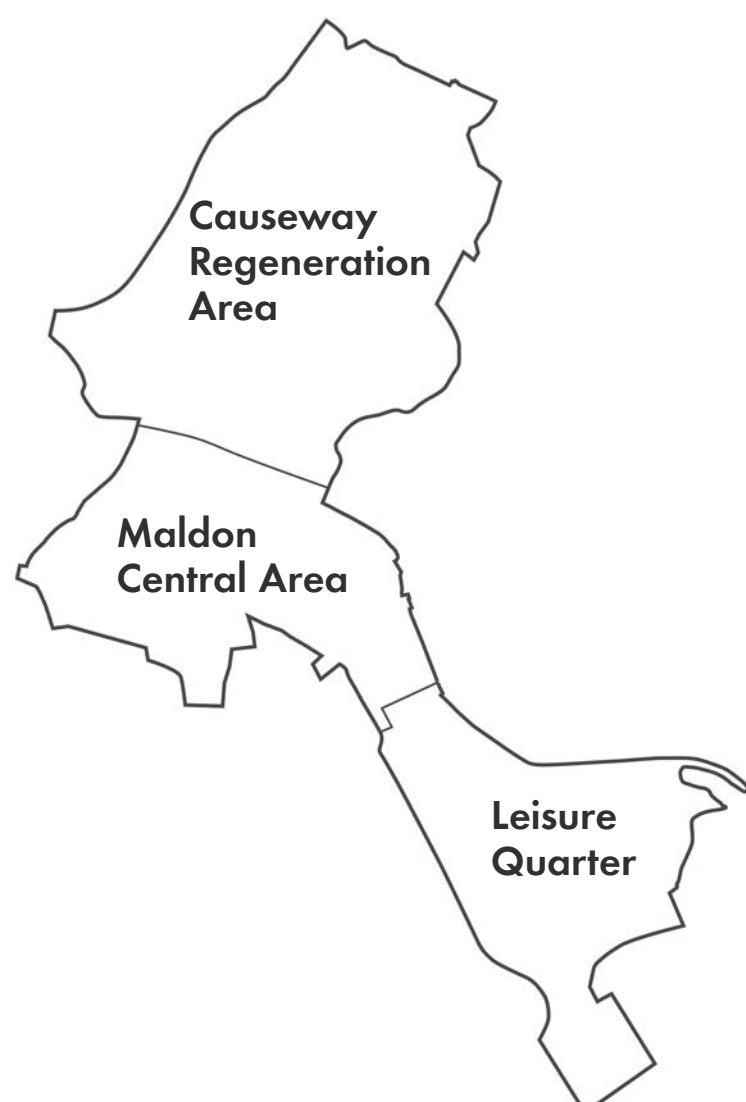
The river corridor connects the three areas together. In the context of the likely need to attract external funding to support delivery of improvements and investments across the Central Area, projects which make a positive contribution to the improvement of the river corridor are specifically identified.



3.2 MALDON AND HEYBRIDGE CENTRAL AREA MASTERPLAN FRAMEWORK

The following pages outline the town-wide framework and key constituent themes within it, as follows:

- Maldon and Heybridge Central Area Masterplan Framework – the overarching area-wide masterplan framework;
- Movement and connections framework – focused on suggested improvements to parking management and park and ride connections;
- Green infrastructure framework – reflecting key relevant recommendations in the Council's Green Infrastructure Study; and
- Development framework – which promotes key potential redevelopment opportunities across the masterplan framework area.

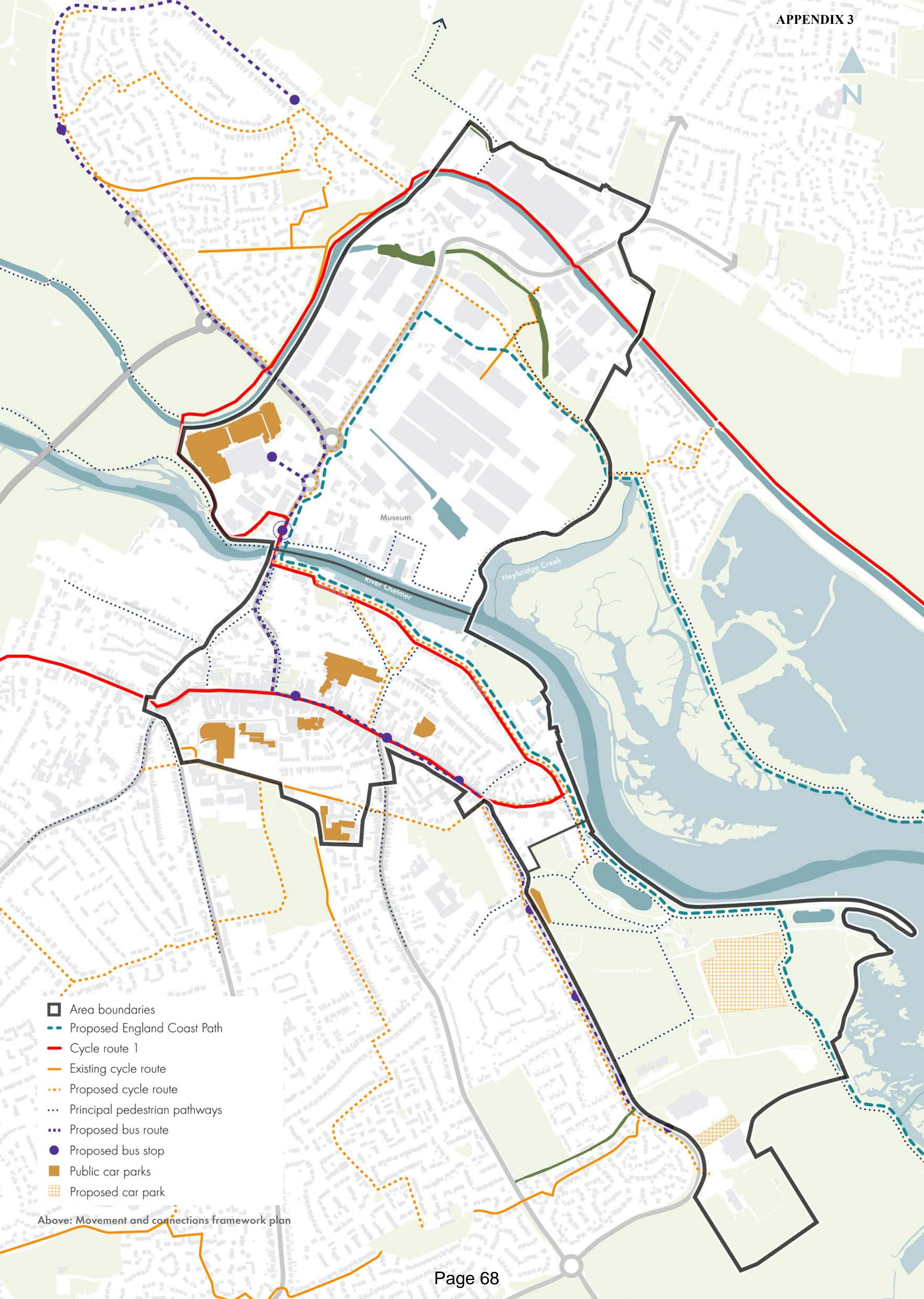


The overarching Maldon and Heybridge masterplan framework reflects a number of key strategic priorities and opportunities for improvements to and investments in the central area.

Key elements of the masterplan framework form the basis of, and provide the context for, individual project opportunities outlined in Section 4 below. Strategic proposals and priorities straddle the three geographic sub-areas defined under LDP Policy S5.

Key elements in the overarching masterplan framework are as follows:

- Environmental and traffic management improvements to the core historic High Street area;
- Strengthening the cluster of food and drink uses, shopfront and environmental improvements to lower High Street;
- Riverside improvements including key improvement projects in Promenade Park, Hythe Quay, Chandlers Quay, North Shore and the North Quay at Fullbridge;
- Improving the network of pedestrian and cycle connections across the central area;
- Co-ordinated series of improvements to Promenade Park including the preparation of a Park management plan;
- Improvements to parking provision and park and ride services in the town;
- Promotion of and improvements within The Causeway area as the District's principal employment location; and
- Investment in Heybridge centre associated with the redevelopment of key sites.



Above: Movement and connections framework plan

3.3 MOVEMENT AND CONNECTIONS

The movement aspects of the framework aim to explore ways to manage the impact of vehicles, and to retain and enhance the coherence and quality of the historic town. The framework seeks to highlight, examine and illustrate a range of small and larger scale measures, capable of implementation over time as resources permit, that would together influence traffic speeds and change driver expectations, manage parking, enhance walkability, improve safety, minimise noise and maintain the distinctive qualities and coherence that underpins the attractive character of the town.

Traditional traffic engineering measures, such as signage, road markings and speed limits, have only had limited effect in addressing the impact of growing traffic in places like Maldon. Despite its reasonably compact layout and small scale, the town continues to generate high volumes of car trips. This may be partly due to its tourism / day-trippers draw, but also a function of land use dispersal and lack of connectivity of the pedestrian environment which is clearly limiting the town's potential, as a walkable place. Additionally, the proximity of industrial estates contributes to the higher volumes of HGV's in the Causeway area of the town.

Conventional traffic engineering responses are unlikely to address the fragile balance between traffic and the historic context. A more locally responsive strategy closely aligned with the existing and new built environment, drawing on the distinctive characteristics of the Maldon community, is therefore a logical step for the Council and stakeholders.

Traffic management observations

Maldon is an historic linear market town and working quayside located on the River Chelmer east of Chelmsford. The High Street, framed by a fine mixture of buildings provides the natural focus for the town centre. The High Street is of limited street width, but lined with some attractive architecture. The town has a solid, but fragile, local economy dependent to a large degree on tourism, industrial estates and 'out commuting' and retail leakage to Chelmsford and other larger Essex settlements.

Over time, increases in traffic volumes, of speeds, and in the size and weight of goods vehicles have badly eroded the intrinsic qualities of the High Street and other parts of the town. Traffic speeds and the impact of traffic are particularly problematic on the Causeway, which links Maldon with Heybridge. As a result, the pedestrian environment leading to the town centre is surprisingly poor.

A further observation is the dispersed nature of the town, particularly the proximity of the Quay area. This in conjunction with poor pedestrian environments reduces the willingness of residents and visitors to walk or cycle to local destinations or their ability to cross the road safely.

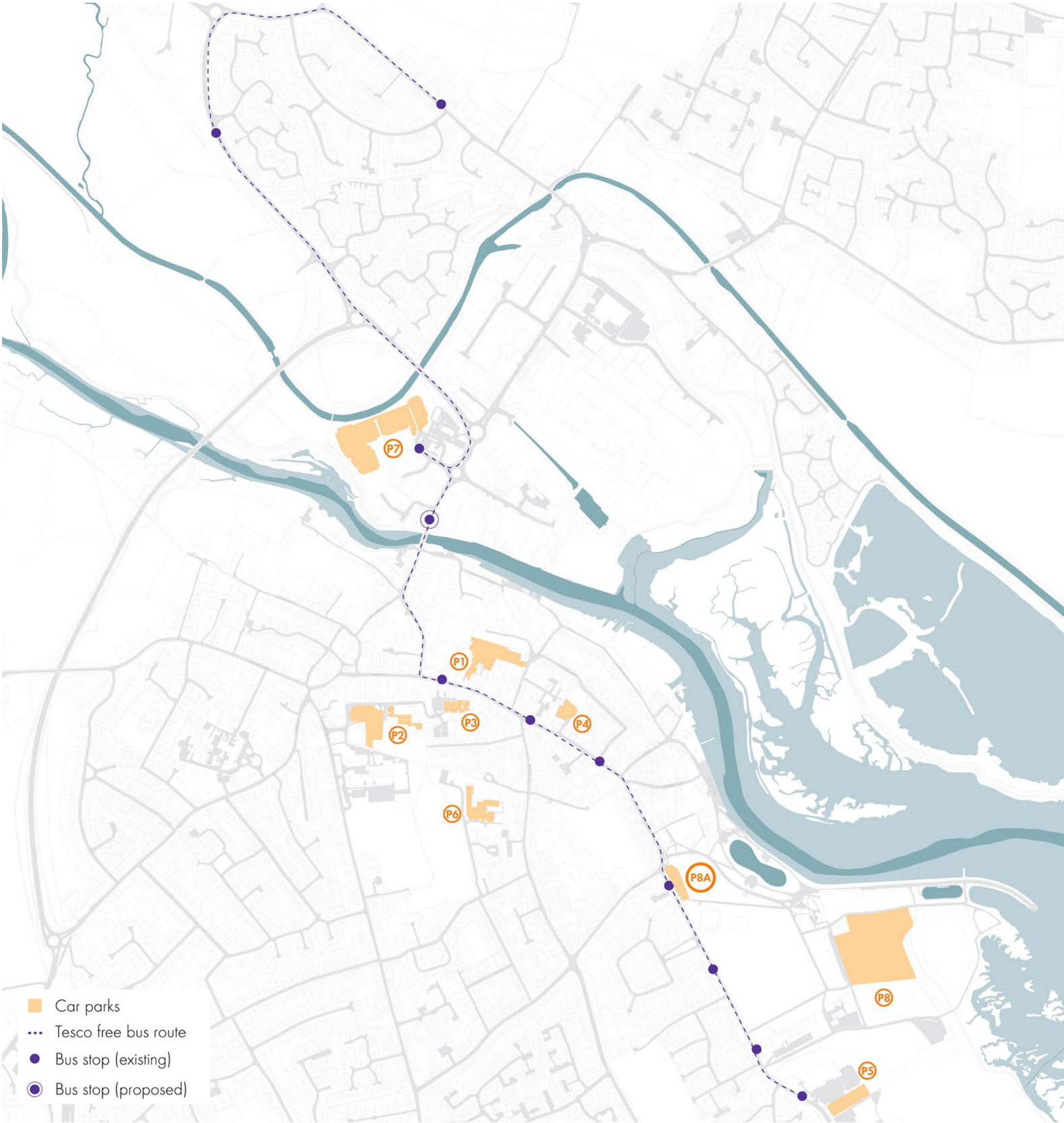
Walking and cycling connections

Despite the topography, walking and cycling are important transport modes in the town and will be more so in the future. A series of strategic walking and cycling routes need to be better accommodated and linked up including the England Coastal Path and the Chelmer and Blackwater Navigation tow path. In addition, a series of improvements should be made to the local walking and cycling network to much improve the connections between different parts of the town and thereby the attraction of these modes of travel for short trips.

Natural England are currently working with Maldon District Council as part of the England Coast Path initiative. The objective is to improve access to the coast and ultimately open up continuous routes along the coastline. Two sections of the wider project are relevant to the Central Area masterplan:

- Burnham-on-Crouch to Maldon; and
- Maldon to Salcott.

The opportunities along both stretches are currently being explored by Natural England. The coastal path needs to be facilitated through the masterplan area and a continuous route achieved. Signage to and links into the coastal section need to be supported.



Above: Movement and connections framework - parking plan

Maldon Council’s Green Infrastructure Study sets out a number of proposed enhancements and new links to support the green infrastructure network through the town.

A number of new cycle route connections are proposed. Of particular relevance to the Central Area masterplan are the following routes:

- Promenade Park to Fullbridge along the Coastal Path;
- Park Drive connection from Maldon Town Football Club to the bottom of the High Street;
- Wantz Road to Church Street connection providing an east-west link to Hythe Quay;
- Holloway Road to Heybridge Basin along the Canal;
- The Causeway;
- Blackwater Rail trail; and
- Western connection along the Canal out to Beeleigh Falls and Elm Farm Park.

Parking strategy

The town centre is currently served by several surface car parks. Butt Lane and White Horse Lane are the largest and contain 177 and 181 spaces. Two further smaller car parks (Friary Fields and High Street East) contain a further 126 spaces. At weekends, a further 92 spaces are available within the Council offices, taking the overall parking stock to over 500 spaces.

Site observations indicate that these car parks are at or near capacity during peak times. Given limited space near the town centre and difficulties in providing larger structured car parks in the historic townscape, it is suggested that better use of Promenade Park Car Park is considered. This large facility, about a 10 minute walk from the central area, provides a viable all day (long term) parking offer. The following two interventions should be explored as part of the town-wide movement strategy:

1. Park and stride

The existing parking provision within Promenade Park could be utilised to facilitate parking for town centre users. Improved gateway street signage and branding as a ‘park and stride’ facility should be employed

	CAR PARK	NO. OF SPACES	MANAGED BY
P1	Butt lane	171	Maldon District Council
P2	White Horse Ln	181	Maldon District Council
P3	Friary Fields	59	Maldon District Council
P4	High Street East	67	Maldon District Council
P5	Proposed Blackwater Park & Ride	c.200	Maldon District Council (proposed)
P6	Council offices (Weekends only)	82	Maldon District Council
P7	Tesco Park & Ride	unknown	Tesco
P8	Promenade Park (proposed rationalisation and formalisation)	unknown	Maldon District Council
P8A	Coach Park to Promenade Park	unknown	Maldon District Council

Above: Future configuration car parks information

along with an improved walking environment to the High Street via Hythe Quay. The existing parking in Promenade Park should be formalised and open all seasons in order to provide greater capacity to support demand in the town as a whole.

2. Park and ride

In addition, a new Park and Ride facility to the south of the Blackwater Leisure Centre could be established. The free (288) bus already provides the connection between the leisure centre and the High Street, and indeed between Tesco and the High Street. Creating a new Park and Ride facility at this end of the route would make better use of an existing bus service. A cycle and footway between the new car park and Promenade Park would also need to be provided.

Reviewing the charging structure to better manage town centre parking demand, may also be necessary.

Gateways to the town centre

The existing town centre car parks, and any new Park and Ride facility, should work as more effective gateways to the town centre. Orientation information to help users understand how they access the High Street, as well as other assets in the town such as the waterside environments should be provided.



- Area boundaries
- Ramsar / Special Area of Conservation
- Green corridor
- Sites of Local Ecological Importance
- Key public open spaces
- Waterfront character
- Proposed England Coast Path

Above: Green infrastructure framework plan

3.4 GREEN INFRASTRUCTURE

The strategic landscape context of Maldon is important to understanding the green infrastructure opportunities. The movement and connections section has highlighted the opportunities around longer distance route connections. Opening up and enhancing the quality of the two sections of the England Coastal Path is a priority through the masterplan area and is addressed directly as a series of projects in the following chapter. In addition, the series of routes identified for enhancement in Maldon Council's Green Infrastructure Study will provide a much more cohesive network of routes for walking and cycling.

The waterways and waterside environments are fundamental parts of Maldon's green infrastructure and form the focus for proposed improvements.

Estuary environment - the river and estuarine habitat of Maldon is of international importance and is designated as such. The integrity of this environment as both a striking natural landscape and wildlife habitat must be maintained in the long term. Balancing and managing visual and physical access to this environment alongside its ecological function must be achieved.

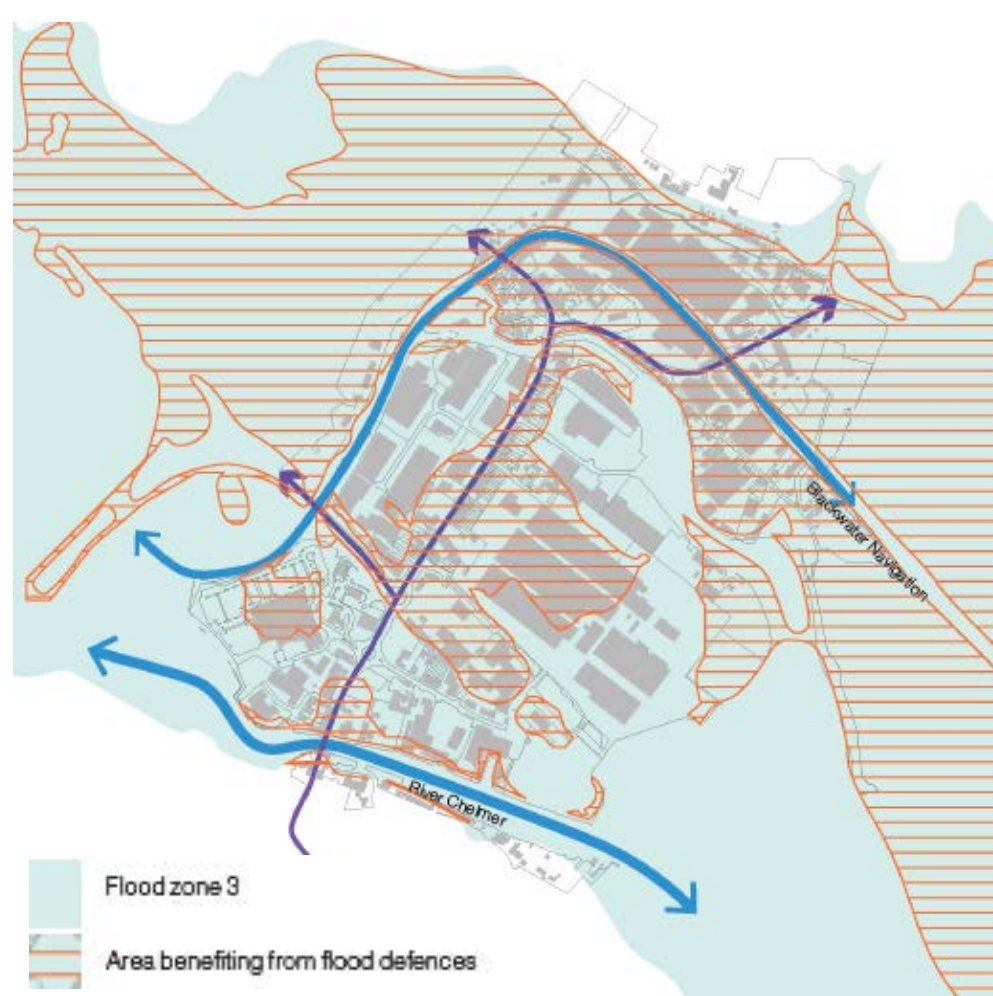
Riverside route - establishing a high quality and continuous riverside route is a local priority and a national objective. The quality of this route must have a keen eye on its role in supporting the wider green infrastructure network, as well as its obvious importance for walking and cycling. Opportunities to enhance both green and hard spaces along the route are identified in the projects in the following chapter and include Downs Road Open Space and Changers Quay.

Promenade Park - the park has multiple roles, all of which are important for the town. It forms a green lung creating a break from the urban, built fabric of the town. It is also a major resource for both informal and formal recreation, whilst also contributing significantly to flood risk management and biodiversity. Meanwhile it is a sub-regional visitor attraction and tourist destination. Regenerating the green infrastructure and beauty of the park is a priority to ensure the park continues to deliver on all its roles. A Management Plan for Promenade Park is to be prepared to address and manage the multiple demands on the park and secure a sustainable future for this key asset.

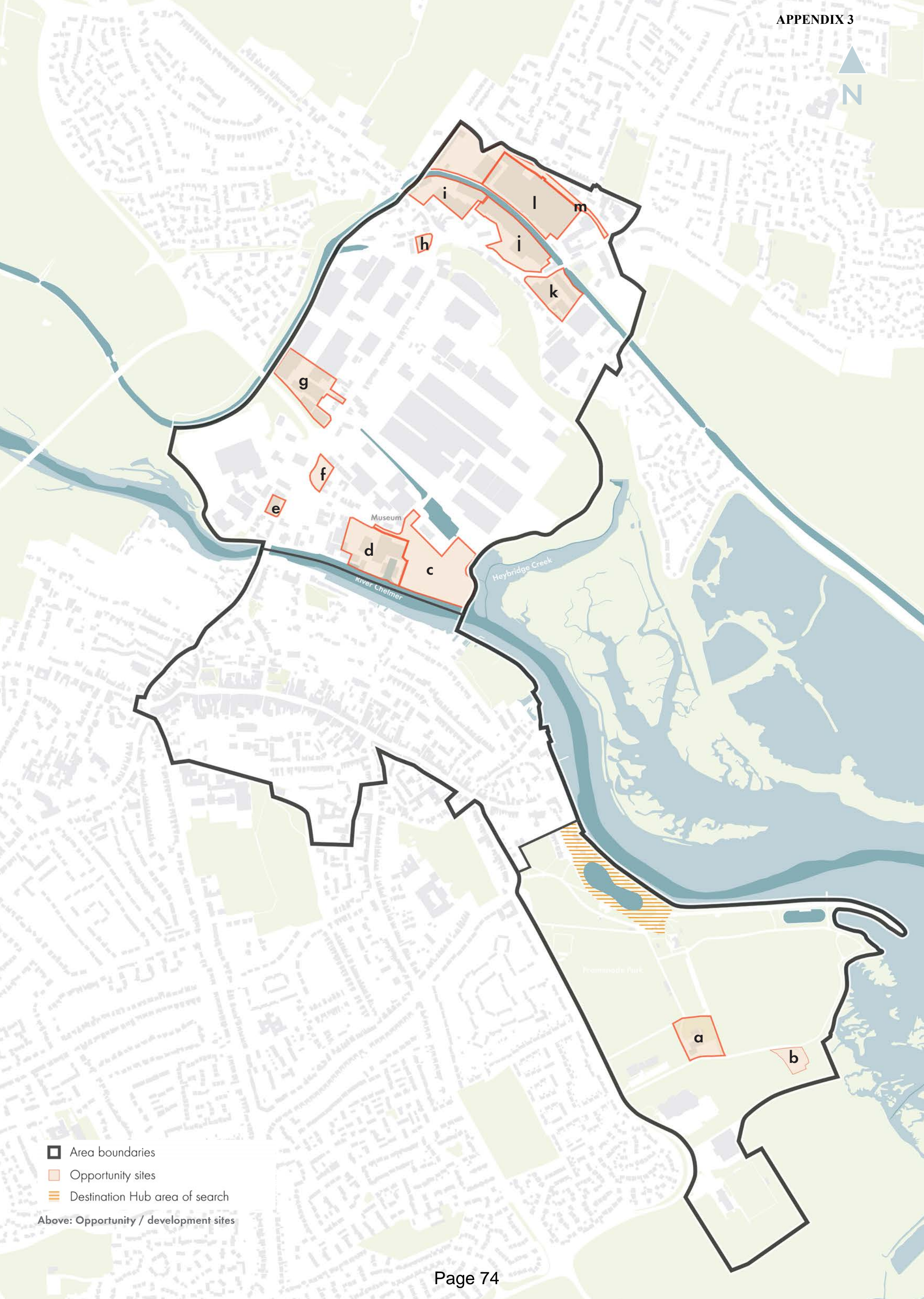
Chelmer and Blackwater Navigation - the canal should be further supported as a key green infrastructure link with enhancements to access and activities along its length.

Flood risk

Parts of Promenade Park, the Fullbridge and Causeway areas are currently vulnerable to flooding. Much of the area is in Flood Zone 3 and risks include flooding from tidal, fluvial and surface water. Current defences against tidal and main river flooding are shown in the Environment Agency's plan below. The surface water risks were identified and evaluated as part of the Maldon and Heybridge Surface Water Action Plan with its Critical Drainage Area 3 falling wholly within the Central Area as shown in the plan below. Ensuring this risk is managed and future flood risk is mitigated with planned and built in resilience and resistance will be important for the Central Area. Future land uses on sites in zones of flood risk need to be considered carefully and arranged to ensure any new development minimises future risk to property, people and infrastructure. Opportunities will include measures to enhance the role of green infrastructure in managing flood and the provision of less flood sensitive employment or other non-residential uses, particularly at ground level.



Above: Flood risk (indicative)



- Area boundaries
- Opportunity sites
- Destination Hub area of search

Above: Opportunity / development sites

3.5 DEVELOPMENT FRAMEWORK

Building on the evidence provided during the preparation of the Intermediate Study, a number of development opportunity sites have been identified. Whilst development opportunities will come forward across the entire Maldon and Heybridge Central area, the area with the greatest capacity for new development is The Causeway employment area.

The Maldon District Economic Prosperity Strategy, the BBP Development and Improvement Plan for The Causeway Regeneration Area and most recently the Regeneris Enterprise Study feasibility study highlight the need for regeneration of and investment in The Causeway as a key priority for the Council.


















The development of key opportunity sites is a key component of the masterplan framework. A number of sites are identified for potential development and included within the detailed action plan in the following section, as follows:

Opportunity development site	Action Plan project reference
a. Promenade Park Civic depot site	18
b. Promenade Park civic amenity site	18
c. Sadd's Wharf	7
d. North Quay	6
e. Fullbridge industrial units	10
f. Fullbridge/Station Road corner site (north)	10
g. Leigh Industrial Estate	11
h. The Causeway/The Square corner site	8
i. Benbridge Industrial Estate	14
j. The Street Industrial Estate	14
k. The Street/Hall Road corner site	14
l. Wyndeham Heron Ltd premises	13
m. Roothings	13

3.6 MASTERPLAN PROJECTS

The projects identified relate to the wide range of cross-cutting objectives which span the three sub-areas defined under Policy S5.

The table below provides a comprehensive overview of all the identified projects, and highlights their respective relevance to the three Policy S5 sub areas, the different strands of the overarching masterplan framework and its 6 key objectives. The table also highlights the projects which have the potential to contribute positively to the riverside environment.

		MALDON CENTRAL AREA				
		Upper High Street	Lower High Street	Butt Lane car park	Hythe Quay	Riverside Path
		1	2	3	4	5
Masterplan Framework	Maldon Central Area (High Street)					
	Causeway Regeneration Area (incl. Heybridge)					
	Leisure Quarter (Promenade Park)					
	Riverfront					
	Movement and connections	M	M	M		M
	Green infrastructure					GI
	Development	D	D		D	
Objectives	CA1 - Town centre economy					
	CA2 - Causeway employment area					
	CA3 - Culture and visitor economy					
	CA4 - Access to the river / water					
	CA5 - Traffic management and parking					
	CA6 - Environmental sustainability					
		1	2	3	4	5
		Upper High Street	Lower High Street	Butt Lane car park	Hythe Quay	Riverside Path
		HIGH STREET				

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- | | |
|---|--------------------------------------|
| ① Upper High Street | ⑮ Destination hub |
| ② Lower High Street | ⑯ Promenade Park - Management Plan |
| ③ Butt Lane car park | ⑰ Moorings in the Blackwater Estuary |
| ④ Hythe Quay | ⑱ Coastal Path and Northey Island |
| ⑤ Riverside Path | |
| ⑥ North Quay | |
| ⑦ Heybridge Creek Connection | |
| ⑧ The Causeway corridor | |
| ⑨ Heybridge Creek Improvements | |
| ⑩ Enterprise Centre | |
| ⑪ Leigh Industrial Estate | |
| ⑫ The Causeway Strategic Flooding Review | |
| ⑬ Wyndham Heron and the Roothings | |
| ⑭ The Street and Benbridge Industrial Estates | |

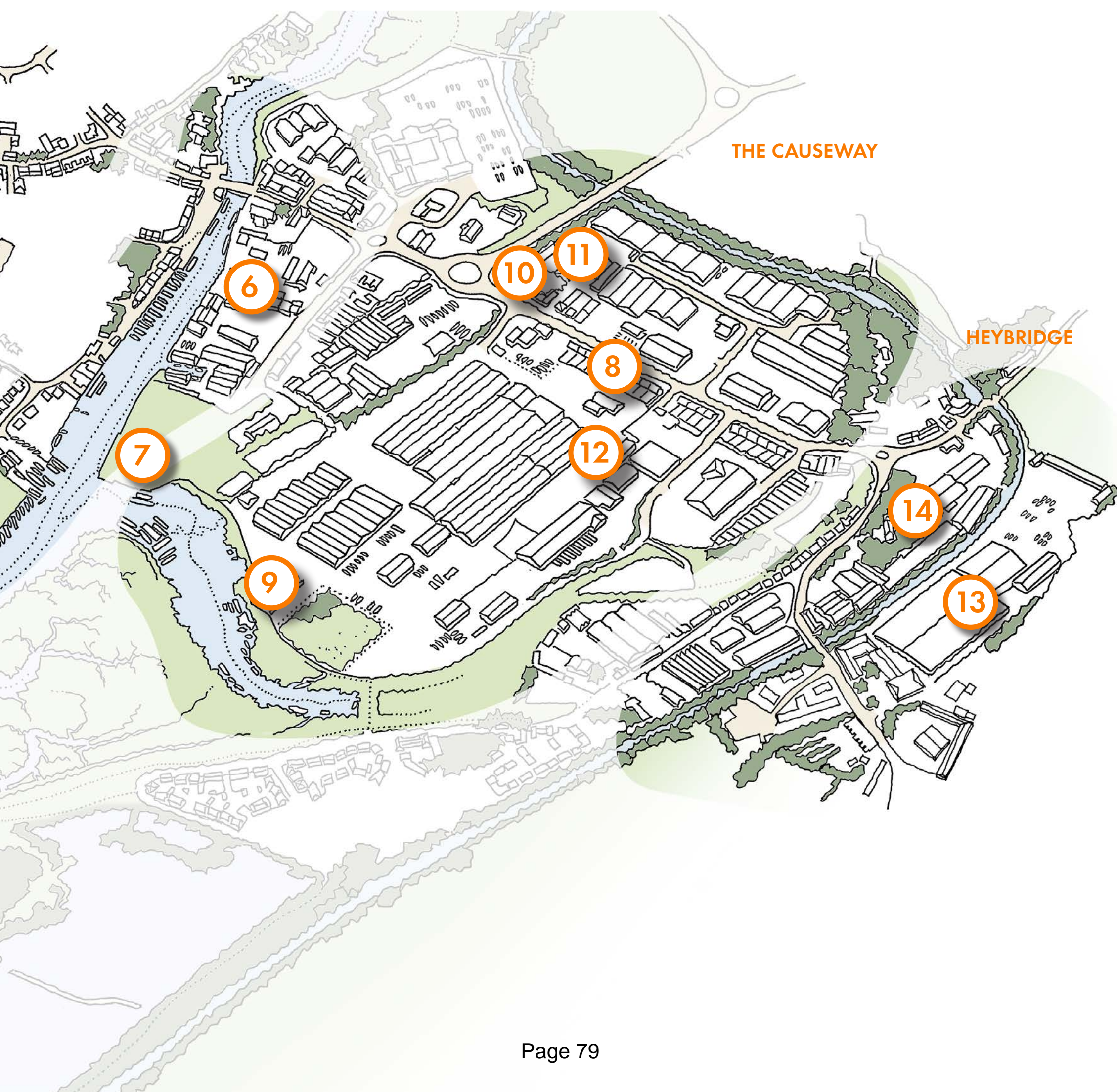
PROMENADE PARK

HIGH STREET

RIVERFRONT

4 KEY PROJECTS

A series of masterplan projects are presented in this section of the Maldon and Heybridge Central Area Strategic Masterplan Framework. The context for each project is presented followed by a description of the project. Each project is also assessed against the overriding Framework objectives.



HIGH STREET
4.1 UPPER HIGH STREET
PROJECT 1

Context

The core commercial centre of Maldon is contained within the length of High Street between Market Hill and Silver Street. Within this vibrant, rich and varied townscape which lies at the heart of the Maldon conservation area, the vast majority of the buildings along the street frontage are listed. This part of the High Street in Maldon is the economic engine room of the town centre – where values are highest, footfall strongest and the area which exerts the strongest forces of attraction for visitors to the centre.

The townscape should be preserved and enhanced along this historic street. Opportunities for new development are scarce and where proposals do come forward, opportunities to improve the contribution to the character of the area should be taken. The replacement of buildings which currently detract from the character of the conservation area would be welcomed by the Council.

High streets need ongoing investment and renewal. They face increasing levels of competition from other centres, out of centre retail locations and e-retailing. Experiments were undertaken last year to explore the viability of relocating Maldon’s market to the High Street. This initiative relied on the temporary closure of this core section of High Street, with local traffic rerouted. The experiment was not considered a success, with many established retailers concerned about the negative impact on high street trade. The ongoing viability and success of markets in Maldon is an important part of the retail strategy for the town.

Project name:
1. Upper High Street environmental and highway improvements



Improvements to both the public realm environment and the way the highway operates are required for this section of High Street.

Environmental improvements to this priority section of High Street should be agreed, programmed and delivered through a co-ordinated, heritage-led townscape initiative to give greater priority to pedestrians whilst not significantly revising the town centre traffic management regime. Opportunities include:

- Improvements to the carriageway and pavement surfacing to give a more unified sense of shared space will give pedestrians more priority.
- A programme of feature lighting along this historic stretch of commercial frontage will help to support the evening economy.
- A rigorous programme to remove street clutter including guardrails, extraneous street posts, etc.
- Improvements and refurbishments of existing buildings will be encouraged by the Council.

MALDON HIGH STREET

Features	Shopping frontages	Pedestrian movement	Connections	High Street
<div><div></div>Listed buildings</div> <div><div></div>Community, health and education buildings</div> <div><div></div>Landmarks</div>	<div><div></div>Good quality</div> <div><div></div>Neutral quality</div> <div><div></div>Improvement needed</div> <div><div></div>Future food and drink district</div>	<div><div></div>Pedestrian route</div> <div><div></div>Public spaces to be maintained and supported</div> <div><div></div>Public realm: improve</div> <div><div></div>Streetscape improvement project</div> <div><div></div>Pedestrian crossings</div>	<div><div></div>Public car parks</div> <div><div></div>Improve access to car park</div> <div><div></div>Alleyway to be enhanced</div>	<div><div></div>Junction improvement</div> <div><div></div>Access to High Street</div>

Right: High Street improvements - Core and Lower High Street



Western Gateway Public Realm

London Road
Spital Road
High Street

Surface treatments to highlight gateway

Upper High Street

Improve surface treatment, lighting
and remove street clutter

Upper High Street High Street (West)

Pedestrian priority

Market Hill Gateway Public Realm

Market Hill
High Street

Roundel junction to manage traffic
and improve walkability

High Street Middle High Street

Flush and narrow central median
to manage traffic speed



Existing view



Upper High Street - environmental streetscape improvements



HIGH STREET
4.1 UPPER HIGH STREET
PROJECT 1

The existing High Street currently provides a reasonable environment, although the dominance of cars and HGVs is evident through the distribution of carriageway space versus footways. To deal with this imbalance, a conceptual high street highways scheme has been developed which builds upon several recently built schemes around the UK and Europe. The scheme elements are summarised below.

In combination, these features are designed to improve walkability and better manage traffic in the central area, whilst maintaining full vehicle accessibility along the high street and access to the various car parks and loading bays.

A High Street highways review in which greater priority is given to pedestrians without radically altering existing traffic management arrangement. Physical highways features that could be introduced include:

- Roundal junctions;
- Central medians;
- Courtesy crossings; and
- Flat top tables.



Roundal Junctions
- better manage turning traffic, creating slower but steady pace and improved pedestrian crossing



Central Median -
Introduce a near flush central median to reduce carriageway space (tarmac) and reduce traffic speed, whilst allowing informal pedestrian movement and protected parking



Courtesy Crossings - Flush pedestrian crossings with 'implied' priority for crossings

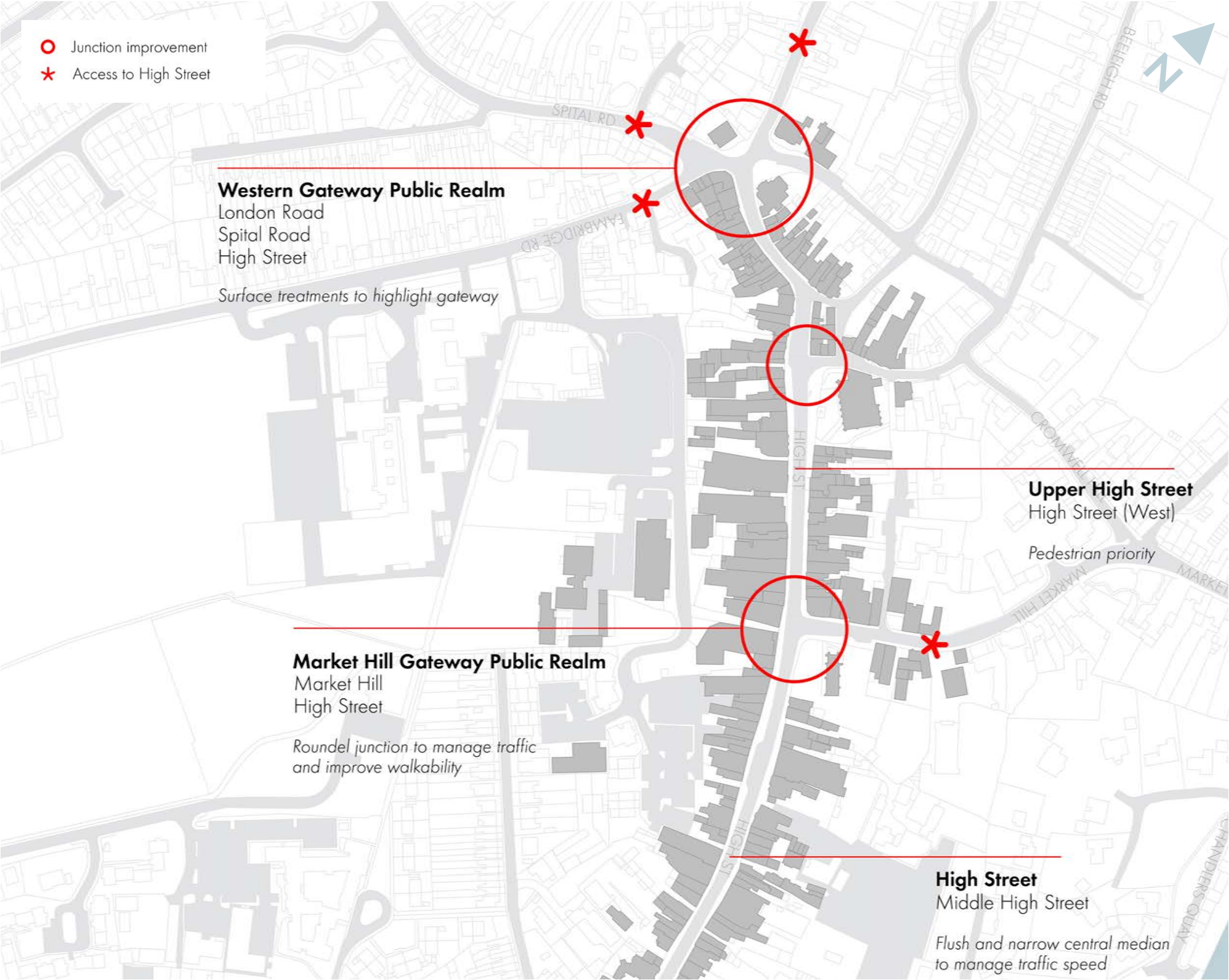


Flat top table -
Flush flat top speed tables linking lateral public spaces at key nodes and gateways

Above: Examples of high street improvements, Poynton, Cheshire



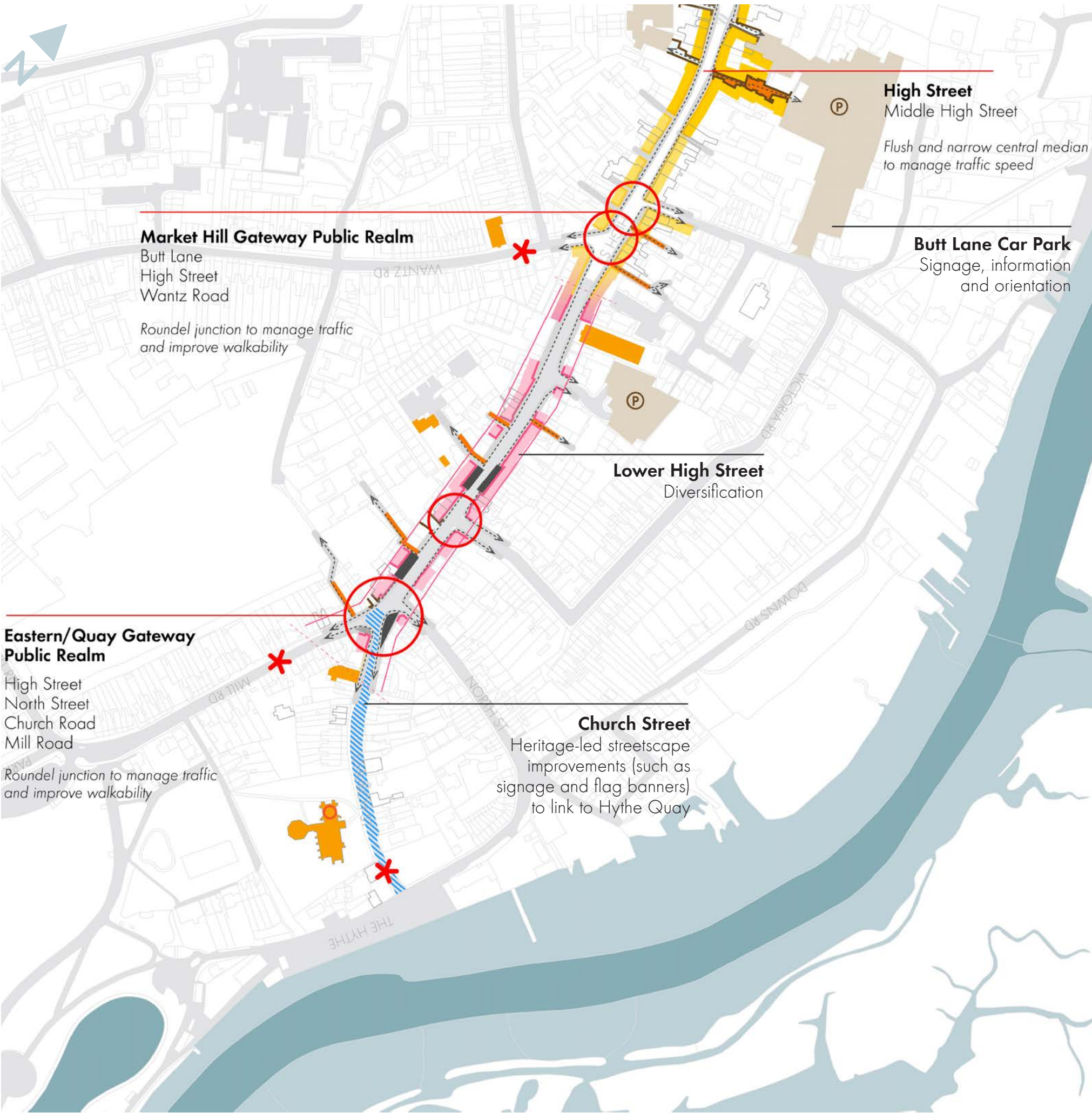
Above: Options for highway improvements along the High Street



Above: High Street highways improvements - Upper and Middle High Street

MALDON HIGH STREET

Features	Shopping frontages	Pedestrian movement	Connections	High Street
<div><div></div>Listed buildings</div>	<div><div></div>Good quality</div>	<div><div></div>Pedestrian route</div>	<div><div></div>Public car parks</div>	<div><div></div>Junction improvement</div>
<div><div></div>Community, health and education buildings</div>	<div><div></div>Neutral quality</div>	<div><div></div>Public spaces to be maintained and supported</div>	<div><div></div>Improve access to car park</div>	<div><div></div>Access to High Street</div>
<div><div></div>Landmarks</div>	<div><div></div>Improvement needed</div>	<div><div></div>Public realm: improve</div>	<div><div></div>Alleyway to be enhanced</div>	
	<div><div></div>Future food and drink district</div>	<div><div></div>Streetscape improvement project</div>		
		<div><div></div>Pedestrian crossings</div>		



Right: Lower High Street improvements

HIGH STREET**4.2 LOWER HIGH STREET**

PROJECT 2

Context

The Maldon Retail Study of July 2015 (White Young Green) found that “the bottom end of the high street has a high turnover rate of retailers. The units have a more run down look than their counterparts further up the high street. However, these lower rents have provided the opportunity to test the market with new business areas or products, where if they are successful, the retailers have moved into a different part of the high street.”

Project name:**2. Lower High Street improvements**

The lower end of the high street will have an important role as the link between the town centre and Hythe Quay. To perform this role investment is needed both in the quality of the environment and the type and quality of retail activity.

A wider range of retail and non-retail uses should be encouraged in the lower end of the high street. Anchored by pubs including the Warwick and the Ship and Anchor, the lower end of the high street has the potential to foster a strengthened evening economy which would complement the core retail area of upper high street. Care will need to be taken, and controls put in place, to ensure fostering a more flexible approach to non-retail uses does not precipitate an overconcentration of A5 fast food and take away uses.

Streetscape improvements will include targeted investment in new paving to create an environment for outdoor dining and increased activity generally. Enhanced shop frontages to support the shift to food and drink will also be encouraged. Alongside these measures, the introduction of lighter touch measures such as bunting and flag banners to support wayfinding between the town centre and Hythe Quay will be supported.

HIGH STREET**4.3 BUTT LANE CAR PARK**

PROJECT 3

Context

Butt Lane car park (171 spaces) is one of the two principal public pay and display car parks in central Maldon. It complements the White Horse Lane car park to the south of High Street (181 spaces) in being discretely located on the north side of High Street with a number of pedestrian lanes providing direct linkage with High Street. Butt Lane is also the location of the town centre general market which is hosted every Thursday (some stalls also on Saturday) between 9am to 3pm.

Project name:**3. Butt Lane car park improvements**

Butt Lane car park is perfectly located to play a more prominent and strategically important role in the town as a key point of arrival and orientation. It is ideally located directly between the riverfront and the town centre, and adjacent to the Tourist Information Centre along Wenlock Way.

The car park is to be enhanced environmentally and to reflect its role as a key arrival point for visitors. As part of the wider town signage strategy, a new signage and information point on the site could help to orientate visitors towards the wider attractions of the town in addition to the high street. Improving the signage towards the riverfront, riverside walk and a radically improved Hythe Quay would help extend people's visits to the town.

The car park will also continue to be the location for the town's general market. Enhanced management of this important asset should be secured to ensure its vitality in the long term. This could include looking towards better quality infrastructure for the stalls. Stronger indication of the link from the High Street to the car park would help support both the market and the wider links to the riverfront.



Existing view

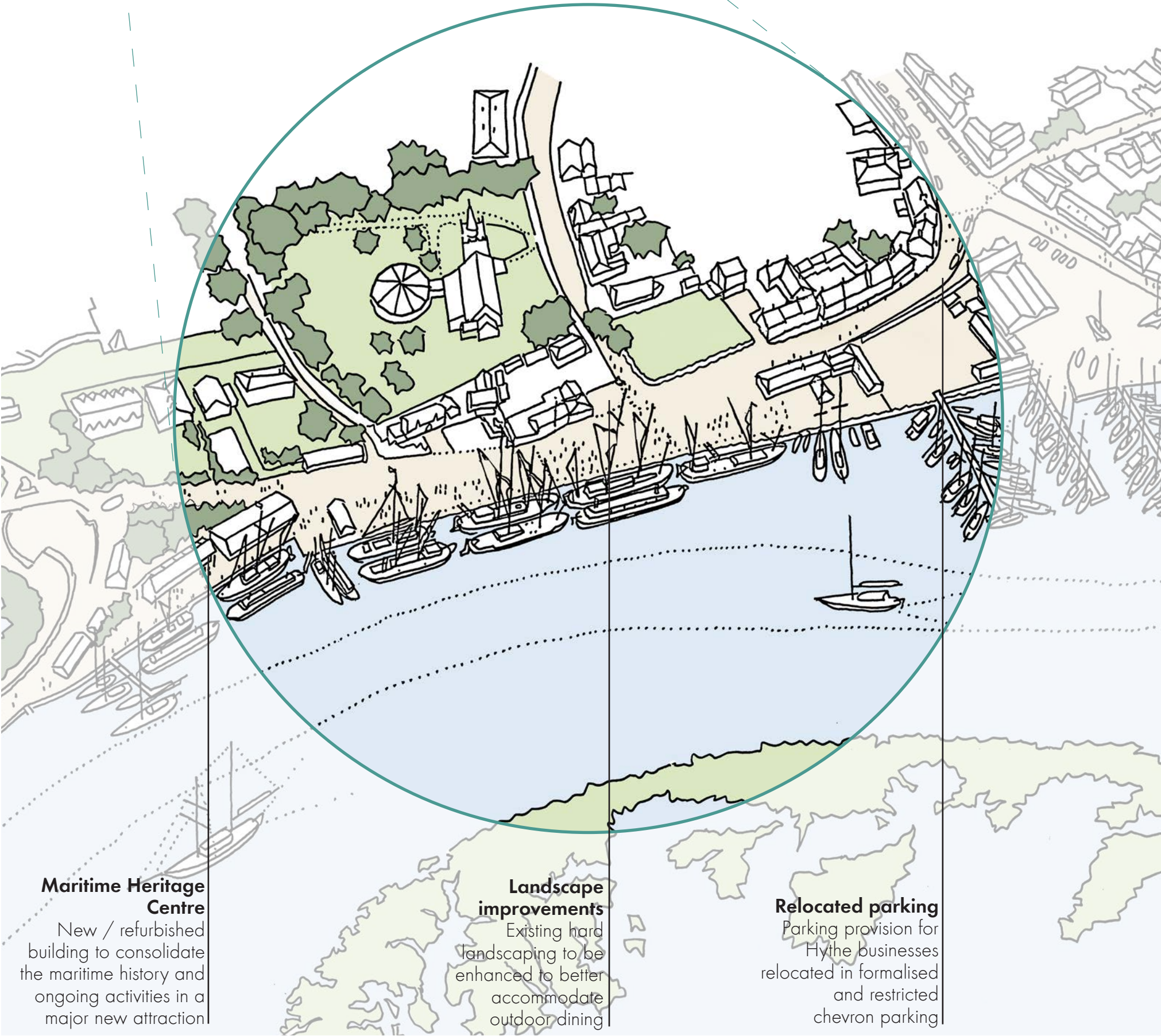


Lower High Street illustration





Establishment of a Maritime Heritage Centre as a major new attraction at Hythe Quay



Maritime Heritage Centre

New / refurbished building to consolidate the maritime history and ongoing activities in a major new attraction

Landscape improvements

Existing hard landscaping to be enhanced to better accommodate outdoor dining

Relocated parking

Parking provision for Hythe businesses relocated in formalised and restricted chevron parking

RIVERFRONT

4.4 HYTHE QUAY

PROJECT 4

Context

The Hythe began life as a separate hamlet from Maldon, with its skyline dominated by the tower of St Mary's Church. Thames Barges would leave the Hythe carrying foodstuffs and bedding straw to London returning with cargos of horse manure for the district farms. Fishing vessels left their moorings by the Bath Wall in search of eels, plaice, sole, whelks and winkles in the estuary.

The trade in, and distribution of, local food has historically underpinned commercial life at Hythe Quay. Today, the Quay is one of the town's principal visitor attractions and a hub for tourist sailing day trips out toward Osea Island and beyond.

Maldon's riverfront here has rich maritime heritage, supported by the Heritage Lottery Fund, Essex Heritage Trust, The Pilgrim Trust, The Transport Trust, Historic Ship's Register and the Lady Skinner's Trust.

The Hythe was home to Cooks boat yard where a number of barges were originally built. Ships laden with timber and other materials would pass the Hythe destined for Sadd's Wharf just a little further along the river on the north side of Fullbridge Wharf. Other vessels carried grain for the flour mills at Fullbridge.

With the quayside acting as a car park, Hythe Quay is considered the highest priority collection of projects identified in this masterplan.

Project name:

4. Hythe Quay improvement initiative



Parked cars should be removed from the quayside and the space and associated buildings used to enhance Hythe Quay as a major destination and attraction. Whilst some of the existing and/or vacant buildings should be restored as a Maritime Heritage Centre.

Opportunities to transform Hythe Quay include:

- Landscaping and public realm scheme to deliver a radically improved environmental quality at Hythe Quay. This should include careful consideration of how to integrate the Quay's two pubs into the improvements.
- Improved physical links with Promenade Park including signage, lighting and supporting public realm improvements.
- All enhancements to the quay space should be made with the full engagement of existing key local businesses on Hythe Quay to facilitate the ongoing commercial and boating operations and make more of the event or festival days i.e. dressing and painting the sails moved to Promenade Park.
- Conversion and/or reuse of existing unused character buildings around Hythe Quay for new commercial and community uses.
- Establishment of a Maritime Heritage Centre and further moorings working with shore based businesses and maritime stakeholders such as the Steam Tug Brent, Dawn Barge Trust. Viking Pleasure Boat and Topsail Charters.



Existing view



Artist's impression of a seasonal market at Hythe Quay



RIVERFRONT
4.5 THE MALDON RIVERSIDE ROUTE
 PROJECT 5

Context

The waterside setting of Maldon is one of its unique environmental assets and underpins the success of the town as a visitor destination. Promenade Park relies on this direct relationship, and the numerous small scale boatyards along the water's edge are a fundamental part of the town's character and heritage.

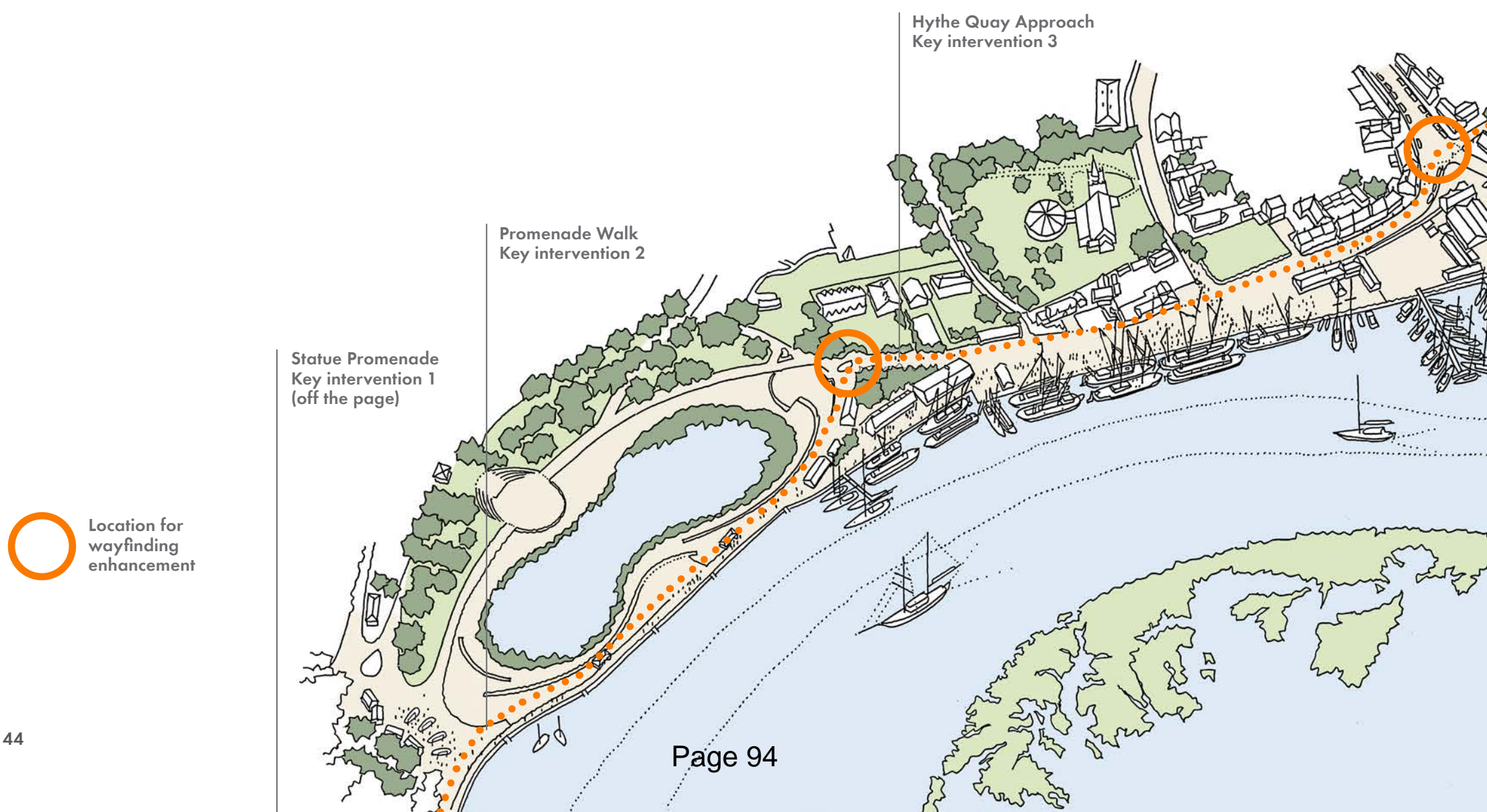
A walking route along the south, Maldon, side of the River Chelmer is largely in place but it is poorly signed, of a poor quality in some parts and linkages to it from the town centre could be improved.

Project name:
5. Maldon Riverside Path



A series of small scale interventions should be delivered to improve the legibility of, quality of and access to the Maldon Riverside Path. Particular opportunities include:

- Introduction of a unifying brand/treatment to the route which acts as a legible wayfinding and orientation tool to help strengthen the legibility of the route and make the route a more prominent feature on the visitor landscape of Maldon.
- Improved signage to and along the route, making use of heritage and character features to improve legibility and wayfinding.
- Specific interventions at key points along the route where the route is unclear. These include the link between Promenade Park and Hythe Quay, the



junction between North Street and Downs Road, the area between Downs Road and Chandlers Quay at Bath Place Wharf, and the point between Chandlers Quay and Anchorage Hill. These are highlighted in the views on the following pages.

- Series of improvements at Chandlers Quay to create a strong link to Fullbridge along the waterfront.





KEY INTERVENTION 1: Statue Promenade
Improvements along Maldon Promenade Walk, looking towards Maldon from the Statue of Byrhtnoth. Surface and banking improvements together with replacement benches



KEY INTERVENTION 2: Promenade Walk
Expansion of moorings along the Balckwater Estuary would allow a greater spectrum of boats to be accommodated, and would become a prominent and popular feature of the Park



KEY INTERVENTION 3: Hythe Quay Approach
The link between Promenade Park and Hythe Quay is critical to the respective successes of each destination. Subtle signage, lighting, visual cues and unified surface improvements needed.



KEY INTERVENTION 4: Chelmer Terrace

The route is not intuitive along this stretch of Downs Road. Surface treatment and visual cues will orientate the walker and cyclist.



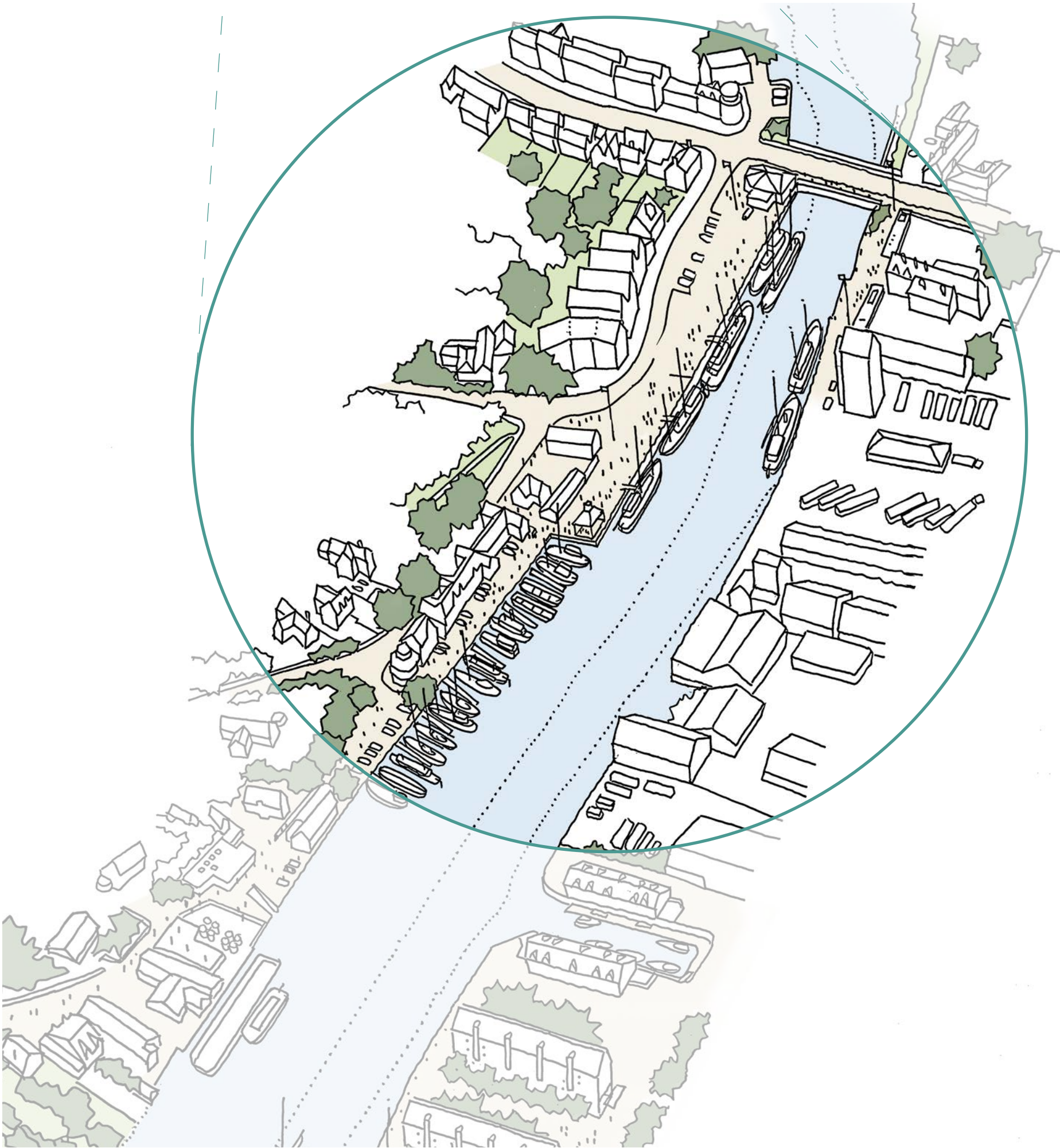
KEY INTERVENTION 5: Downs Road open space

The open space at Downs Road will form a key part of the Maldon Riverside Path, with the treatment of the path helping to make it more legible. The space itself could be considered for creating meadow habitat and selective enhancement and management of trees.



KEY INTERVENTION 6: Bath Place Wharf

A pedestrian connection is available linking Chandlers Quay with Downs Road, but lack of signage and indirect sight lines put doubt in the user's mind. Surface treatment, visual cues and appropriate signage could help



Chandlers Quay at Fullbridge is the most prominent waterside location in Maldon. The quayside area is currently private parking spaces and the area is a busy quayside area with private moorings and views across the river to the Carr's Flour Mill complex. The area has been the focus for recent development activity with new apartments under construction on the quayside. Delivering improvements to Chandlers Quay will be complex given a fragmented ownership pattern and the need to respect ongoing business operations.

There are two principal opportunities at Chandlers Quay for the delivery of improvements, as follows:

- Firstly, improvements to the quayside environment itself. This is a prominent, accessible and central site in the heart of historic Maldon. Currently the quayside is primarily used for private parking spaces. Whilst most parking spaces could be retained, opportunities to enhance this space should be explored.
- Connecting the quay to the riverside route linking with Hythe Quay and beyond is important for the success of Chandlers Quay. The physical link between Anchorage Hill and Chandlers Quay is currently not ideal as the route has to pull away from the quayside frontage. A small cantilevering boardwalk structure off the dock wall could potentially unlock and bridge this connection in the long term although land ownership and business operational issues would need to be resolved to the agreement of all parties.

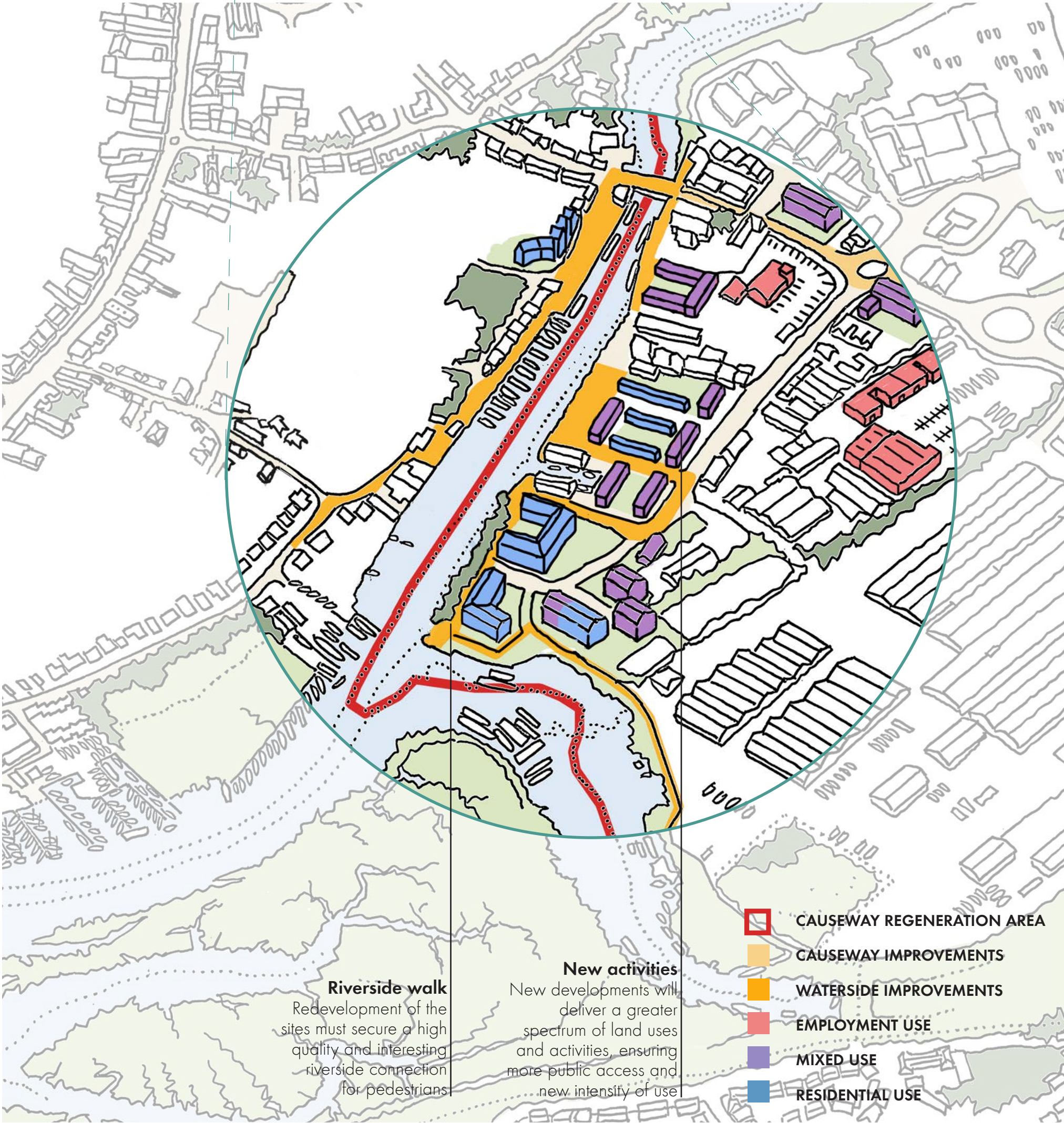


Existing view



Artist's impression of Chandlers Quay





Riverside walk
Redevelopment of the sites must secure a high quality and interesting riverside connection for pedestrians

New activities
New developments will deliver a greater spectrum of land uses and activities, ensuring more public access and new intensity of use

- CAUSEWAY REGENERATION AREA
- CAUSEWAY IMPROVEMENTS
- WATERSIDE IMPROVEMENTS
- EMPLOYMENT USE
- MIXED USE
- RESIDENTIAL USE

RIVERFRONT
4.6 NORTH QUAY
PROJECT 6

Context

The North Quay, accessed off Station Road, occupies a prominent, south facing quayside position with good views south towards Chandlers Quay and downstream along the Chelmer. The area is currently mixed in character with long established businesses operating adjacent to family housing. Aside from Sadd's Wharf and the Aquilia site which has recently been given planning permission for retail-led mixed uses including a hotel, the area is allocated for employment uses. The area has been identified as suitable for mixed used development in the recent Causeway Development and Improvement Plan prepared by BBP Regeneration consultants. The study goes on to state that 'in particular the North Quay of the River Chelmer provides a prominent opportunity close to the town centre for cycle/pedestrian connections'.

Planning permission has been granted for the mixed-use redevelopment of Sadd's Wharf. Whilst the site remains undeveloped, the pivotal role mixed-use redevelopment of this site will play was recognised in both the Intermediate Study and BBP's more recent Development and Improvement Plan for The Causeway Regeneration Area. The role the site will play in providing a direct link between Maldon and Heybridge Creek is a particular priority.

Project name:
6. North Quay regeneration



The priority for North Quay will be to ensure new developments and regeneration proposals deliver new jobs through employment generating mixed-use development. With good links to the town centre and improving amenities in the wider area, residential uses are likely to play an important role in helping to deliver improved pedestrian access and environmental quality of the quayside environment. A new generous quayside walk, flanked by commercial uses, is a long term aspiration which would complement improvements to riverside connections on the south side of The Chelmer. Such a route would enable key sites including Sadd's Wharf and the Heybridge Creekside environment to be far better connected. Improvements to these connections are considered particularly important in the context of the planned strategic housing growth north of Heybridge.

There is a longstanding aspiration to improve physical linkages between Heybridge and The Causeway and Maldon. Major new development proposals along the North Quay should contribute to delivering improvements to access and connectivity.

Opposite: North Quay Strategic Masterplan Framework
(layout for Sadd's Wharf shown as per consented scheme)



RIVERFRONT**4.7 HEYBRIDGE CREEK CONNECTION****PROJECT 7****Context**

The planned redevelopment of Sadd's Wharf has considered the public realm fronting Heybridge Creek in providing connections by cycle and on foot westwards to Heybridge and Heybridge Basin via the Hall Road Bridge across the Chelmer and Blackwater Navigation and across the River Chelmer eastwards to Maldon town centre. The need for improved connections and safe and attractive pedestrian and cycle routes via Heybridge Creek will become more acute when Sadd's Wharf is developed and the planned housing growth north of Heybridge and south of Maldon comes forward.

Project name:**7. Delivery of improved connections from Heybridge Creek**

The delivery of improved connections from Heybridge Creek would crucially link all parts of Maldon Central, the Leisure Quarter and the Causeway Regeneration Area together via a riverside route along the South and North Quays at Fullbridge connecting with the estuarine route along Heybridge Creek.

The planned mixed use development on Sadd's Wharf will play an important role in delivering improved pedestrian access and environmental quality at the quayside environment and estuarine landscape at Heybridge Creek.

Coupled with Project 5 The Maldon Riverside Path on the South Quay at Fullbridge and Project 6 North Quay Regeneration, a Heybridge Creek connection is fundamental to improving public access to the waterside and creating direct, safe and attractive walking and cycling routes between Maldon and Heybridge. Introducing a Heybridge Creek Connection, would unlock the potential of the riverfront on both sides of the water and crucially link all parts of the town together.

Opposite: Masterplan option for Sadd's Wharf
(alternative layout for Sadd's Wharf shown)

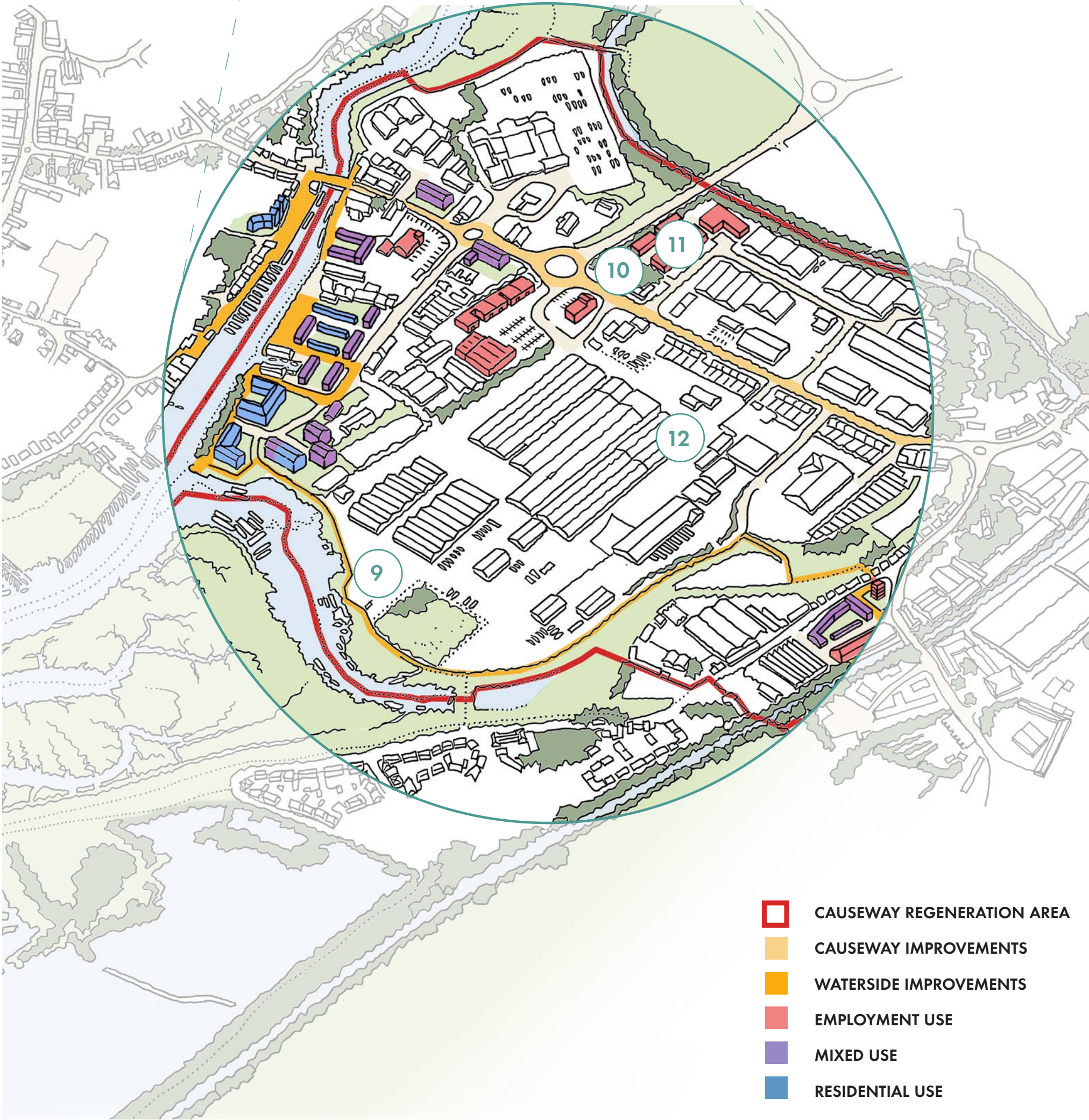


Existing view



Artist's impression of view west towards Maldon from Heybridge Creek incorporating an alternative new scheme for Sadd's Wharf





THE CAUSEWAY

4.8-4.12 THE CAUSEWAY

PROJECTS 8, 9, 10, 11, 12

Context

The Causeway is Maldon's principal employment area. Vacancies are low but the Council and its partners are keen to increase the supply of higher quality and more flexible floorspace across the area. This is seen as key in restructuring The Causeway, improving the quality of employment land in this area, increasing the number of jobs provided and ultimately making The Causeway employment area more resilient.

Strategic Intervention 1 of the Maldon District Council's Economic Prosperity Strategy 2013-2029 targets the increase in supply of high quality, flexible premises. This issue is identified as the most pressing economic challenge facing the District. In addition, building on the outcomes of the Intermediate Study, the Causeway Regeneration study by BBP Regeneration calls for improvements to the overall environmental quality of the area, the redevelopment of key opportunity sites and the delivery of an innovation centre to help support and promote business growth.

Project name:

8. The Causeway corridor



The junction between the A414 and The Causeway / Fullbridge is perhaps the town's most important gateway. Signage to this strategically important employment and enterprise area should be improved from the A414 from which The Causeway business area is only mentioned specifically on the approach to the Fullbridge roundabout. Once at this roundabout however, public realm improvements including specialist street lighting along The Causeway, improved provision for pedestrians and cyclists and the feature treatment of the roundabout itself could be undertaken to help promote the importance of this area.

A strategic landscape and public realm strategy for the Causeway should be prepared to identify detailed projects and a coherent approach to planting, signage, boundary treatments and landscape. The project would help improve the image and environment of the Causeway and support inward investment, business and staff retention.

Project name:

9. Heybridge Creek improvements



The Causeway as a route will continue to play an important role in providing vehicular access to all business traffic. Good quality vehicular access is key to maintaining and/or improving the quality of this employment land. Promotion of the physical investment in the provision of alternative and more sustainable travel choices is therefore considered to have an important role in the future development of Maldon and help ensure the planned strategic growth in the north of the town is properly integrated whilst not undermining the importance or quality of the prevailing employment uses along The Causeway. The Sadd's Wharf development and the footpath along Heybridge Creek immediately to the north, on the eastside of The Causeway employment area, provides a unique and beautiful alternative informal route to Maldon. Views across the creek with Maldon's houseboat community in the foreground and Maldon's historic town beyond provide a wonderful aspect of the town. The route should retain its leisure route character but be widened and with surface improvements and lighting to improve safety. Designs for enhancements to this route to accommodate walking and cycling must recognise the international ecological importance of the estuary and the creek environment. Any development must be aware of the International, National and Local environmental designations.



Above: Existing and proposed changes to The Causeway route



Green Roundabouts
Landscaping and branding to gateway roundabouts



Street Trees
Enhanced street scene through street trees planting



Street Branding
Street branding to promote an area

Project name: 10. Enterprise Centre



The recent BBP study on The Causeway Regeneration stated that “there is a perceived lack of small to medium sized offices. For start-up businesses or small established firms it is difficult to find a space where the rents are not too high. It is recommended that an Enterprise Centre is established, where flexible space and conference rooms are offered. This Centre should be located at the gateway to the Causeway, ideally with a prominent street frontage. The Economic Prosperity Strategy 2013-2029, in line with LDP Policies E1 and E6, confirms that the Council will seek to secure a supported Enterprise Centre for high potential start-ups.

Of the opportunity sites identified in the Intermediate Study, sites with a prominent street frontage and which sit between the main employment zone and the town centre would seem to offer the greatest potential in promoting small business activity. The Causeway Regeneration Study identifies a range of format options for a new Enterprise Centre and these should be explored through the preparation of a business plan.

The Leigh Industrial Estate would provide the best position for an Enterprise Centre in terms of location given its prominence at the gateway to the area, as well as its existing building potential and development potential.

Project name: 11. Leigh Industrial Estate



The Leigh Industrial Estate occupies a prominent gateway location to The Causeway employment area. Redevelopment should deliver a more prominent form of development which provides a strong address to both the A414 and The Causeway. In particular, the scope to provide a positive address to an improved environment along the canal frontage is a unique opportunity for this and other canal-side sites which have the potential to deliver a really high quality outlook for a new office-based form of development.

A development brief for the site was recommended by the Causeway Regeneration Study as a means to outline the key design opportunities for this site.

Project name: 12. The Causeway Strategic Flooding Review



The whole of the Causeway Regeneration Area falls within a flood zone including fluvial, tidal and surface water flooding and as a result all new development proposals must be supported by a flood risk assessment. The need to carefully manage all types of flood risk and ensure that relevant infrastructure is effectively managed is also a specific requirement of Local Development Plan Policy S5. The recent regeneration study of The Causeway identified the need for a strategic flooding review of The Causeway area (supported by Surface Water Management Plan, ECC, 2013). As recommended in the study, the Strategic Flooding Review helps to facilitate emerging Council Planning policy and the output of the study should be capable of both informing such policy and of being understood by third parties without specialist knowledge.

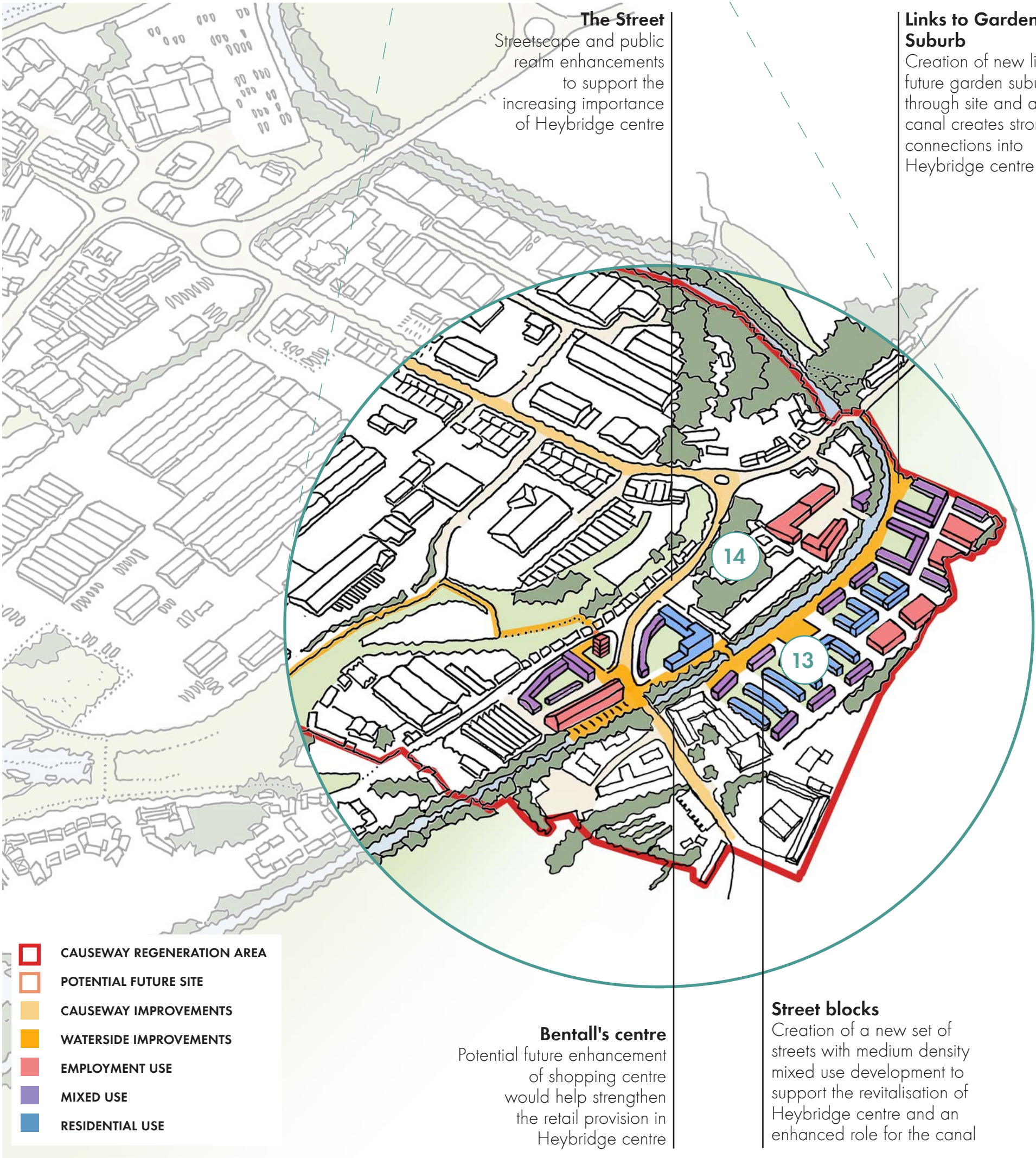


Existing view



Artist's impression of redeveloped Leigh Industrial Estate and The Causeway improvements scheme





HEYBRIDGE

4.13-4.14 HEYBRIDGE

PROJECTS 13,14

Context

Heybridge Centre is a designated district shopping centre in the Local Development Plan with a designated vv Retail Area in two locations either side of the Chelmer and Blackwater Navigation. One core retail area is focused on the Bentalls Shopping Centre, a precinct-based centre of 14 units. This centre is poised for new investment which will see the former Tesco store converted to a larger Post Office facility and a larger health centre facility. These community orientated facilities will play an important role in meeting the day-to-day community needs of a growing population. The other core area is along The Street and Hall Road.

A number of industrial estate sites within the Heybridge area form part of a designated employment area centring on The Causeway. However, sites in Heybridge, which are at the northern fringes of this designation and benefit from very close proximity to Heybridge district centre and canal-side frontage, are identified in the Causeway Regeneration Study as being appropriate for employment generating mixed-use development.

These sites will play a fundamental role in revitalising Heybridge centre to meet its future role as a local centre for an enhanced population.

Project name: 13. Wyndham Heron and the Roothings



These industrial sites immediately adjacent to the district centre benefit from south facing views over the Chelmer and Blackwater canal. These sites represent a very significant redevelopment opportunity, with key principles as follows:

- Redevelopment should incorporate employment and mixed-use buildings.

- Proposals for redevelopment of this designated employment site would be considered in the context of the jobs created compared with the jobs on the site when it was in full employment use.
- Improving the quality of the canal frontage is a key priority in order to enhance the character of the conservation area.
- Redevelopment should deliver a new low key footbridge link across the canal to better connect the site with the rest of Heybridge and improve links to and from the district centre. This would be delivered in conjunction with redevelopment of The Street and Benbridge Industrial Estate sites.

Project name: 14. The Street and Benbridge Industrial Estates



These sites, either side of the Grade I listed St Andrew's Church, have the potential for employment generating mixed-use redevelopment. Principles associated with redevelopment include:

- It may be that partial redevelopment options could be considered to retain the better quality employment accommodation on parts of the sites.
- Redevelopment of The Street industrial estate should take account of and contribute to the delivery of a new physical connection across the canal to the district centre.
- New buildings should present a good quality frontage to the canal.
- New buildings should also present active frontages to The Street, Colchester Road and Hall Road.



Artist's impression from Wave Bridge over the Chelmer & Blackwater Navigation, The Street, Heybridge looking into sites 13 and 14





Hub location option
A new iconic building could be established at the edge of the lake at the fulcrum between the riverfront and the rest of Promenade Park

Hub location option
The refurbishment and extension of existing buildings could accommodate the hub alongside the Maritime Heritage Centre

RIVERFRONT / PROMENADE PARK
4.15 DESTINATION HUB
 PROJECT 15

Context

The Intermediate Study identified the opportunity for a new visitor attraction in the area where Promenade Park meets Hythe Quay. Specifically, support is given to a new regional restaurant which would be combined with a visitor centre.

Project name:

15. Destination Hub – combined visitor centre and specialist restaurant



In addition to the Maritime Heritage Centre proposed at Hythe Quay, there is also demand for a more general visitor centre that can act as a multi-use hub for the town's attractions as a whole and for community functions. This destination hub would provide a focus for tourists, telling the story of the town and providing orientation to the series of sites of interest around the town. Such a centre could include interpretation and orientation for the Battle of Maldon AD991 designated site and Northey Island to support the National Trust's strategy for these important but sensitive assets. A multi-use hub will include exhibition and conference space, food and drink offer, park rangers office space, associated retail, evening uses and community functions.

A new restaurant will play a major role in underpinning the business case for such an investment. A new, high quality, small scale but specialist restaurant could build on Maldon's already strong links with food and has the potential to increase the profile of the town and attract new visitors to this part of the centre.

The precise location of the destination hub would be determined through the preparation of a business plan. However, the preferred location would be directly linked and in close proximity to Hythe Quay so the investment in these two areas can benefit each other.

Key considerations:

- A new destination and community multi-use hub visitor attraction incorporating a new small speciality restaurant.
- Improving physical links between Promenade Park and Hythe Quay so both attractions benefit from their respective investments.
- The Council should be the lead partner and review the extent of its existing land holding and buildings in the area to reduce overall delivery risks.



Above: Rock Salt Restaurant, Folkestone

Key

Existing

Key pedestrian route

PP

Permanent parking

OP

Overflow parking

Y

Yacht club and boat park

Existing buildings

Playing areas

Sports areas

Attractive places

Parking space

Proposed

England Coast path

P&R

Park and Ride

Campsite

PP

Permanent parking

X

Removal of parking and reinstatement of park open space

Sports areas

Attractive places

Parking space

Camping ground

Destination Hub area of search

The map illustrates the layout of Promenade park, highlighting both existing infrastructure and proposed developments. Key features include:

- Existing Infrastructure:** Buildings such as the Leisure Centre, Bowling area, and Football Club; sports fields like the Events Field; and recreational areas like the Skate Park and Mini Golf.
- Proposed Developments:** A new England Coast path (purple line) winding through the park; a new use area (orange) near the former landfill; and various parking spaces (brown) and permanent parking areas (PP).
- Key Pedestrian Routes:** Indicated by dashed lines, showing connections between different parts of the park and surrounding streets.
- Other Features:** Marine Lake, a Yacht club and boat park (Y), a Camping ground, and a View Point near the Former Landfill.
- Destination Hub Area of Search:** A specific area outlined in orange, likely a focus for future development or management.

A 15-minute walking route is also shown, starting from the bottom right and moving towards the top left of the park area.

Above: Existing and proposed new leisure quarter at Promenade park.

70

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PROMENADE PARK

4.16 - 4.17 PROMENADE PARK

PROJECTS 16, 17

Context

Opened in 1895, Promenade Park remains the most popular attraction in the town for families to enjoy a visit to Maldon. The Park draws in visitors from across the sub-region. The Park continues to benefit from ongoing investment following its major programme of transformation in 2008. Most recently, the Pirates Bay Adventure Golf facility opened earlier this year.

During the preparation of this Strategic Masterplan Framework, location options for a new hospital in Maldon have been under consideration. The Leisure Quarter has been identified as one such option although the associated decision making process is outside the remit of this Masterplan Framework.

Project name:

16. Management Plan for Promenade Park



As a key asset of the town the future of Promenade Park must be carefully managed to balance the multiple and competing demands on the space. A Management Plan for the park is to be prepared to steer how these demands should be best met over the coming decade. Key aspects to be explored include the formalisation and re-organisation of car parking, the relocation of the civic amenity site, the enhancement of the Coastal Path route through the park, the accommodation of interpretation and orientation facilities for the Viking Battlefield and Northey Island, and the extension of the recreational offer in the park.

Car parking

The existing park and ride service which is funded by Tesco and runs between that store at Fullbridge and the Blackwater Leisure Centre at the southern end of Promenade Park has no formal parking facility at this southern end. Land between the leisure centre and Madison Heights could serve as an extension to the parking provision which would enable the establishment of a true Park & Ride facility to operate from the south of the town.

Parking facilities at Promenade Park have improved in recent times. With parking at capacity in the town centre, additional spaces could be provided at existing parking zones in the busy summer months to help promote a 'park and stride' initiative which takes advantage of improved walking links between Promenade Park and central Maldon.

Civic amenity site

The access arrangements for the Civic Amenity Site are part shared by those associated with the Park's main car park area. This causes conflict and reduces the capacity of local roads, especially in the summer months. The Civic Amenity Site should be relocated to a suitable site within The Causeway to remove this environmentally difficult land use from the town's principal visitor and family attraction. Care will be needed to ensure a new location does not harm the residential or commercial amenities enjoyed by neighbouring uses of the new location.

The relocation of the Civic Amenity Site would release new capacity within the Park to allow a new use to be introduced. This site could accommodate orientation and interpretation facilities for the Viking Battlefield site and Northey Island.

New facilities

Hotel and holiday accommodation within Maldon has been consistently raised as an issue which should be addressed. There is a concern that the quality and quantity of overnight accommodation for visitors is undermining the ability of Maldon to attract visitors for longer stays. The ability to accommodate long term parking has already been improved at Promenade Park. In tandem with the preparation and continual review of a Promenade Park management plan, the introduction of good quality seasonal camping facilities within the Park itself could go some way to addressing this accommodation shortfall. Some visitor infrastructure is already in place although facilities would need to be improved to accommodate overnight stays. Flood risk might also be an issue and the views of the Environment Agency would be an important consideration.

Examples of harbour and seaside towns which have exploited their coastlines to create distinctive visitor attractions.



Whitstable Harbour



Whitstable Harbour Market



Whitstable Harbour Oyster Festival



Overstrand, Boscombe



East Beach Cafe, Littlehampton

Project name:

17. Moorings in the Blackwater Estuary

CA1

CA2

CA3

CA4

CA5

CA6

The banks of the River Chelmer on the northern edge of Promenade Park should be considered as the location for additional moorings. Such moorings formed around a pier or series of jetties would provide space for a greater spectrum of historic and day trip vessels.



Promenade Walk

Expansion of moorings along the Blackwater Estuary would allow a greater spectrum of boats to be accommodated, and would become a prominent and popular feature of the Park



PROMENADE PARK (SOUTH)
4.18 ENGLAND COAST PATH AND NORTHEY ISLAND
PROJECT 18

Context





Northey Island and South House Farm are owned and managed by the National Trust and are a special part of the Blackwater Estuary. The island, saltmarsh and mudflats provide important habitats and feeding grounds for wildlife. The area is also the designated site of the oldest Registered Battlefield in England when a Viking invasion was bravely fought by the Saxon Ealdorman Byrhtnoth. The main source of the battle is a contemporary poem, *The Battle of Maldon*, one of the finest battle poems in English literary history.

Project name: CA3 CA4 CA5 CA6
18. England Coast Path and connections with Northey Island

The National Trust is exploring ways to look after these special sites in the future whilst maintaining public access. Working in partnership with the National Trust, local businesses and engaging with local people and visitors will continue to play a key role in this process. The aim is to give greater access along coastal footpaths whilst preserving the sense of wildness; to adapt the coastline to make it more resilient to sea level rises and to tell the stories of Northey Island.

The opportunity to deliver a destination hub at Promenade Park / Hythe Quay has the scope to support these efforts and provides opportunities for interpretation. Additional interpretation could be provided at key points along the route to Northey Island.



-  Permanent parking
-  Battle of Maldon AD991 designated site
-  England coast path
-  Destination Hub area of search



Opposite: Photographs of the route to Northey Island



5 ACTION PLAN

5.1 INTRODUCTION

This Strategic Masterplan Framework provides a framework for short, medium and long term actions, initiatives and development proposals across the entire Maldon and Heybridge Central Area masterplan. The Framework is not a blueprint, rather an agenda for change which should be kept continually under review.

Delivery of the projects and initiatives put forward in this Framework will require coordination, agreement, compromise and negotiation across an extensive and diverse range of stakeholders. Delivery will require leadership, tenacity, determination and pragmatism from the lead agency involved.

Delivery will also require funding. In the vast majority of cases, funding has not been identified. The Framework, however, equips the Council and its key partners with an agenda for change which is ready to form the basis of future funding bids and applications.

A view on funding is given with low indicating the project could progress using existing budgets; medium signifying additional external funding is likely to be required and high indicating that significant dedicated additional project funding would be required.

5.2 ACTION PLAN

The Action Plan below presents the wide range of individual projects for sites and locations across the Maldon and Heybridge Central Area. The Action Plan provides the following information for each project:

- A short project description;
- Indicates whether the project should be considered short, medium or long term;
- Attributes a priority to the project;
- Identifies the lead agency for the project; and
- Identifies potential partner organisations.

Term

- Short – 1-5 years
- Medium – 5-10 years
- Long – 10+ years

Priority

- High – A project considered fundamental to the future of Maldon and which will underpin the town's economic, social and environmental sustainability.
- Medium – A project which is important to supporting other higher priority projects and which will multiply the benefits of these if implemented.
- Low – A project which will enhance the attraction of the town or the ease with which it works, but is perhaps more peripheral to the headline projects, or which if not implemented would not undermine the overall objectives of the masterplan.

A regime of monitoring and review should be established to ensure the action plan is kept up-to-date. Progress on identified actions within the Maldon and Heybridge Central Area Action Plan should be reported regularly and correcting actions taken where necessary. Progress reports should be made publicly available so that stakeholders, local residents, businesses and the wider public have the opportunity to engage with and shape the different projects as they progress.

Ref	Project	Description	Term	Priority	External funding opportunity
1	Upper High Street improvements	Improvements to carriageway and pavement surface Programme of feature lighting Removal of street clutter	Medium	Medium	Townscape Heritage Initiative (THI)
2	Lower High Street improvements	Encourage wider range of non-retail uses	Short	High	Heritage Action Zone - linking to Project 4
3	Butt Lane car park improvements	New signage and information point	Short	Medium	
4	Hythe Quay improvement initiative	Complete Historic Waterfront Revival feasibility study to inform approach and actions New seasonal food market Landscaping and public realm improvements Establish market management regime in consultation with local businesses Improve signage, lighting and public realm along links to Promenade Park Conversion and reuse of unused buildings around Hythe Quay	Ongoing Short Medium Short Short Medium	High High High High High High	Heritage Lottery Fund (HLF)
5	Maldon Riverside Path	Unifying brand/treatment of route for legibility and wayfinding Improved signage to and along the route Interventions improving links to the riverside route Improvements to the quayside with reduction in parking and temporary kiosks Cantilevering broadwalk structure connecting Anchorage Hill and Chandler's Quay	Short Short Short Short Long	High High High Low Medium	Natural England / Heritage Lottery Fund (HLF)
6	North Quay regeneration	Ensure mixed-use development which enhances quayside environment New Quayside walk connecting Sadd's Wharf and the Heybridge Creekside	Long Long	Medium Medium	Heritage Lottery Fund (HLF)
7	Heybridge Creek Connection	New foot bridge as part of Sadd's Wharf development	Long	High	s106
8	The Causeway Corridor	Landscaping of large roundabouts and introduction of street trees in line with the emerging Strategic Landscape and Public Realm Strategy for the Causeway Regeneration Area	Short	Low	s106
9	Heybridge Creek improvements	Re-establish walking / cycle route along the Creek	Short	Low	Flood and Coastal Erosion Risk Management Funding LIBOR Funding
10	Enterprise Centre	Prepare business plan for new flexible centre and agree approach working in partnership with Invest in Essex Identify and develop suitable site (most likely to be Leigh Industrial Estate)	Short Long	Medium Medium	Regional Growth Fund, Invest in Essex
11	Leigh Industrial Estate	Mixed-use employment generating (and possibly phased) redevelopment	Long	High	s106
12	The Causeway Strategic Flooding Review	Strategic flood review of The Causeway area	Short	Medium	Environment Agency / LEP funding Haven Gateway
13	Wyndham Heron and the Roothings	Mixed-use employment generating (and possibly phased) redevelopment	Long	Medium	s106
14	The Street and Benbridge Industrial Estates	Mixed-use employment generating (and possibly phased) redevelopment Improvements to the public realm of Heybridge Parish Centre	Long Medium	Medium Medium	s106
15	Destination Hub - combined visitor centre and specialist restaurant	New visitor attraction incorporating a speciality restaurant Improve physical links between Promenade Park and Hythe Quay	Long Short	High High	Coastal Communities Fund (CCF)
16	Promenade Park Management Plan	Comprehensive management plan for Promenade Park to provide strategy for next decade, addressing issues including car parking, Park and Ride/Stride, future facilities, relocation of the Civic Amenity Site and connections	Short	High	Natural England, Coastal Communities Fund (CCF) and National Trust HLF Parks for People
17	Blackwater Estuary Moorings	Creation of new pier/jetty for additional moorings to support greater spectrum of traditional boats and opportunity for day trippers to moor (supporting Coastal Community Initiatives)	Medium	Low	Coastal Communities Fund (CCF)
18	England Coast Path and connections with Northey Island	Help draw visitors to National Trust attractions, signage, etc.	Ongoing	Medium	Natural England

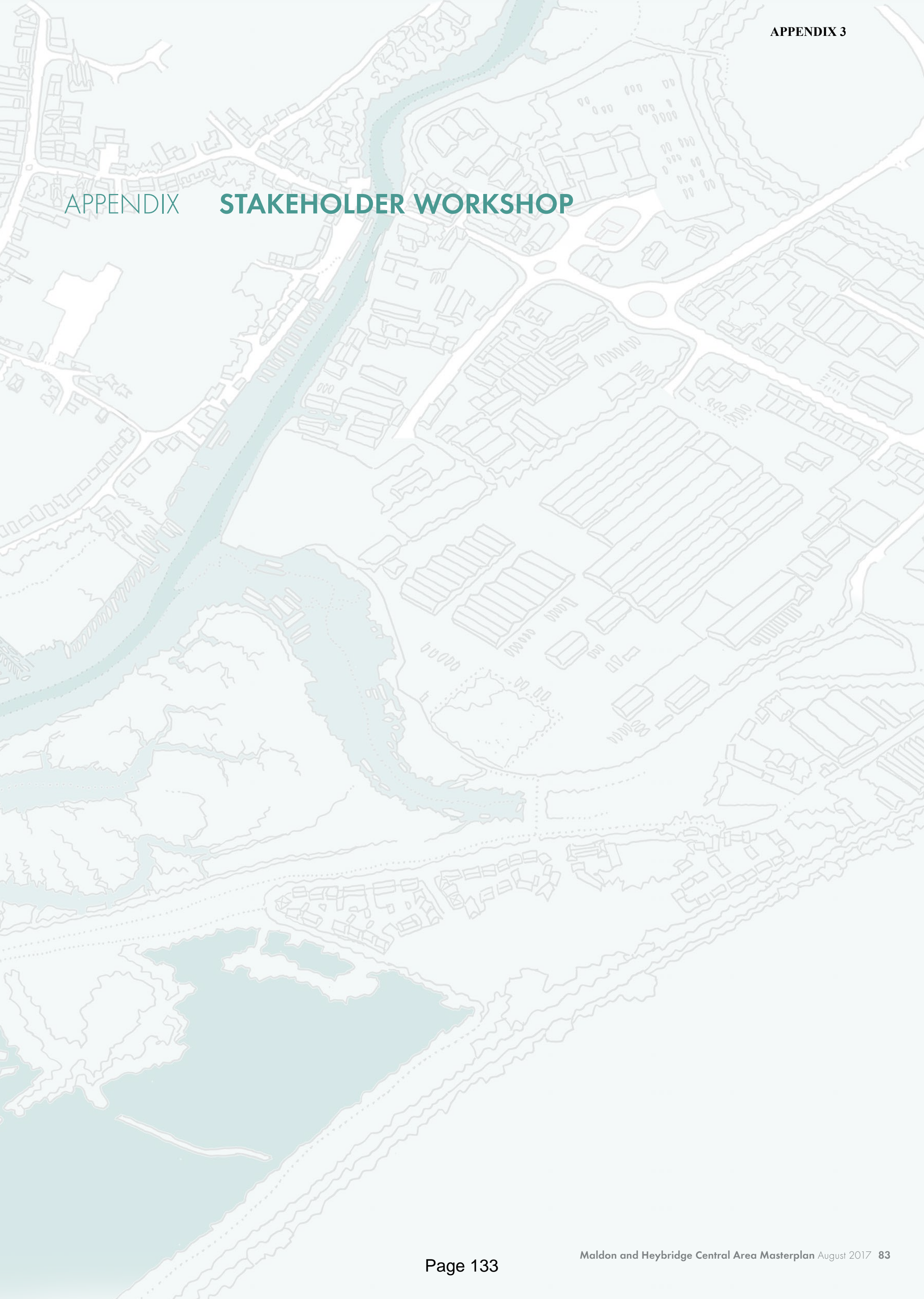
Lead	Partners	Ref	Project
Maldon District Council	Essex County Council	1	Upper High Street improvements
Maldon District Council	Historic England	2	Lower High Street improvements
Maldon District Council	Tourist Information Centre	3	Butt Lane car park improvements
Maldon District Council	The Dawn Barge Trust Topsail Charters Maldon Little Ship Club Hythe Quay business community	4	Hythe Quay improvement initiative
Maldon District Council	National Trust Environment Agency Private landowners and quayside businesses	5	Maldon Riverside Path
Private landowners	Maldon District Council	6	North Quay regeneration
Maldon District Council	Essex County Council Crown Estates Environment Agency Sustrans	7	Heybridge Creek Connection
Maldon District Council	Essex County Council	8	The Causeway Corridor
Maldon District Council	Essex County Council	9	Heybridge Creek improvements
Maldon District Council	Essex County Council	10	Enterprise Centre
Private landowners	Maldon District Council Essex County Council SELEP	11	Leigh Industrial Estate
Maldon District Council	Partners and stakeholders in the Surface Water Management including Environment Agency, Anglian Water and ECC Highways Haven Gateway	12	The Causeway Strategic Flooding Review
Private landowners	Maldon District Council Essex County Council	13	Wyndham Heron and the Roothings
Private landowners		14	The Street and Benbridge Industrial Estates
Maldon District Council	Essex County Council	15	Destination Hub - combined visitor centre and specialist restaurant
Maldon District Council	Maldon District Council Environment Agency Friends of Prom Park Essex County Council	16	Promenade Park Management Plan
Maldon District Council	Environment Agency Crown Estates Friends of Prom Park	17	Blackwater Estuary Moorings
Natural England National Trust Historic England	Maldon District Council	18	Coastal Path and connections with Northley Island

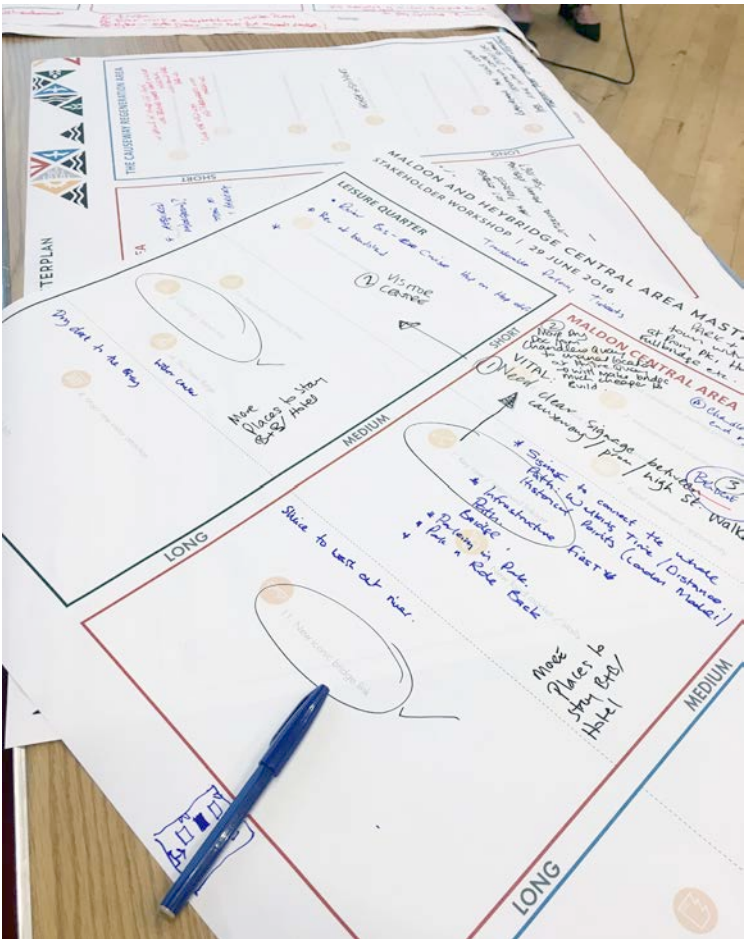
Note: S106
- to seek opportunities to secure funding for infrastructure and public realm improvements via Section 106 contributions

Allies and Morrison Urban Practitioners is not responsible for nor shall be liable for the consequences of any use made of this Report other than that for which it was prepared by Allies and Morrison Urban Practitioners for the Client unless Allies and Morrison Urban Practitioners provides prior written authorisation for such other use and confirms in writing that the Report is suitable for it. It is acknowledged by the parties that this Report has been produced solely in accordance with the Client's brief and instructions and without any knowledge of or reference to any other parties' potential interests in or proposals for the Project.



APPENDIX **STAKEHOLDER WORKSHOP**





STAKEHOLDER WORKSHOP SUMMARY

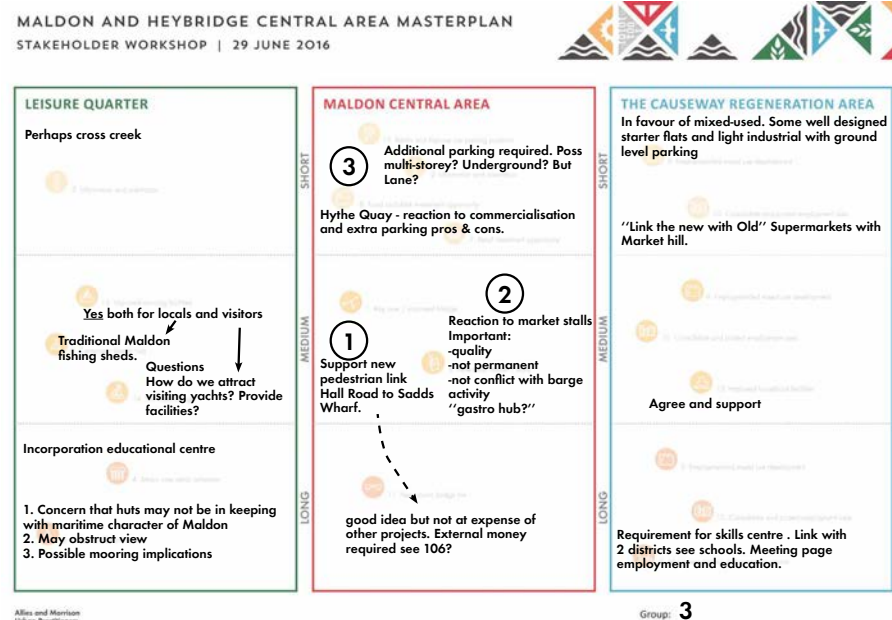
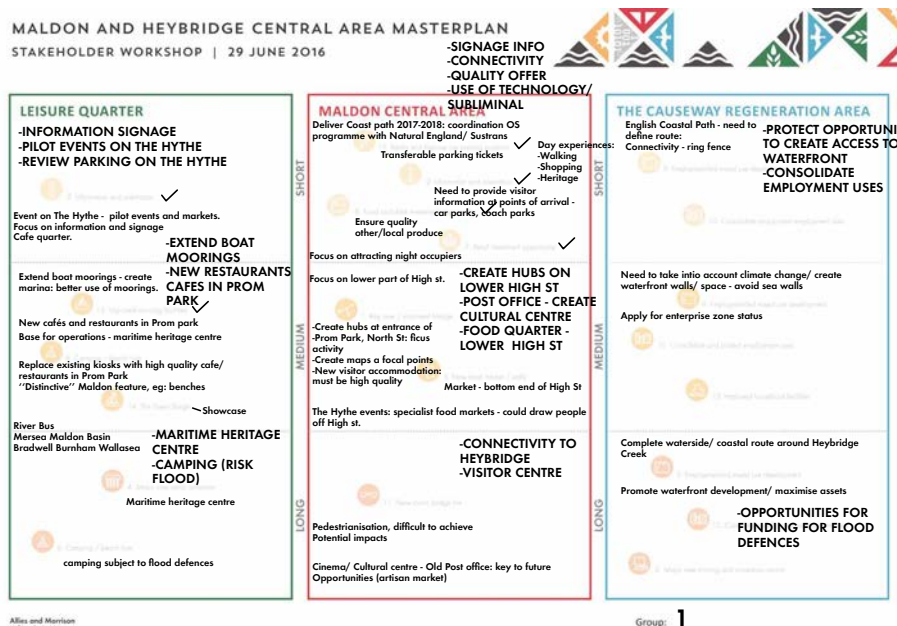
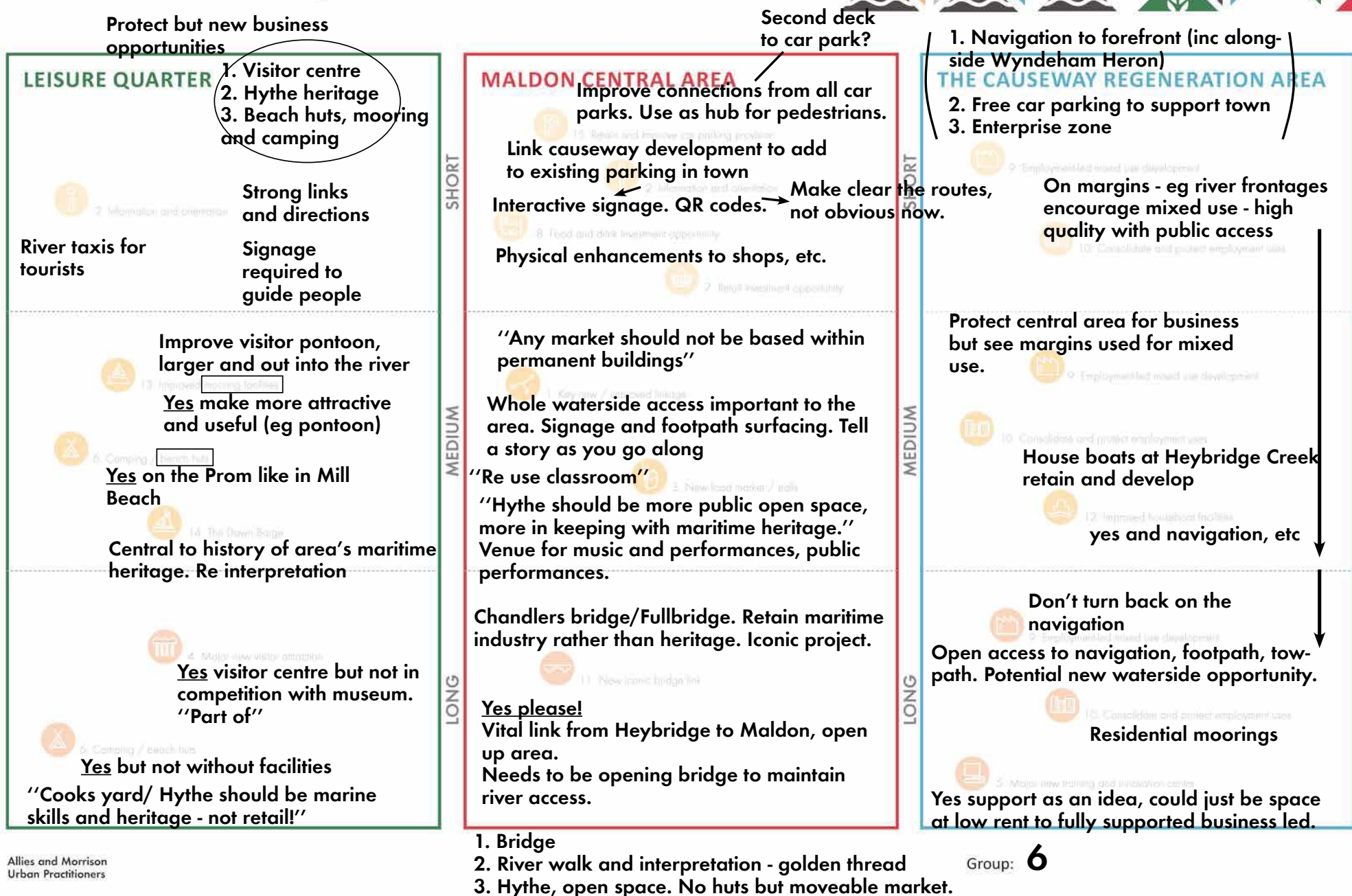
A stakeholder workshop was held on 29 June 2016 at Maldon Town Council Offices on Market Hill. The workshop began with an introduction to the work completed to date followed by a presentation outlining key opportunities for each of the masterplan areas highlighted through sketch views.

The stakeholders were split into groups to discuss and make comments on proposals for the Leisure Quarter, Maldon Central Area and The Causeway Regeneration Area. There was a focus on highlighting short, medium and long term changes for these areas with suggestions and examples provided as a stimulus for debate.

All comments have been written up following the workshop and are summarised on the following pages.

Opposite: Photos from Stakeholder Workshop

MALDON AND HEYBRIDGE CENTRAL AREA MASTERPLAN
STAKEHOLDER WORKSHOP | 29 JUNE 2016



Above: Worksheets with comments from the stakeholder workshop

FEEDBACK

Generally feedback on the proposals was positive with groups adding to the vision outlined so far. For the Leisure Quarter, Central Area and the Causeway Regeneration Area comments were separated into short, medium and long term proposals. These comments are summarised here as follows:

Leisure Quarter

In the short term, stakeholders suggested improved walking routes, signage and parking for the area. There was a focus upon measures which would make the area attractive to tourists such as events, a market, cafes and draw attention to the water through a river bus and pier.

Medium term interventions include improvements to attract visiting yachts such as improved mooring facilities or a marina. Restaurants, cafes, and places for visitors to stay were suggested for Promenade Park designed as Maldon features such as traditional fishing sheds and boatsheds.

A Maritime Heritage Centre and facilities for camping were suggested as longer term proposals for the Prom.

Maldon Central Area

Improved signage and connectivity throughout the area were again highlighted with improvements to parking and the introduction of transferable parking tickets suggested in the short term. Quality shopping, walking routes, heritage and artisan businesses were suggested as measures which might improve the attractiveness of Maldon to tourists. The delivery of the coast path in 2017/2018 could draw more visitors and improved visitor information at arrival points could draw attention to this.

In the medium term stakeholders suggested improvements to the lower part of the High Street with a food and cultural quarter and more visitor accommodation. There were discussions around

keeping The Hythe as an open public space and venue for events with markets, music and performances considered positive so long as they are not drawing people away from the High Street. Infrastructure including paths, parking and a park and ride were again mentioned here.

All groups were in favour of a bridge connecting Maldon to Heybridge in the longer term and noted that it must allow boats to pass and possibly requiring it to open. A cinema or cultural centre was suggested for the Old Post Office with one group suggesting the complete regeneration of the lower end of the High Street. The preservation of maritime heritage needs to be balanced against the needs of current maritime industries with one group suggesting the latter should take priority.

The Causeway Regeneration Area

For new development priorities highlighted included good access to the waterfront with a mix of uses on the waterfront. An Enterprise Centre was proposed for the area along with retaining some light industry. More generally, it was suggested that there should be connections between the old and the new in Maldon for example between the supermarkets and Market Hill and a softening of the public realm through measures such as tree planting.

In the medium term Enterprise Zone status was suggested for the area along with consideration of the area's visual appeal through sculpture and a relationship to maritime activities. Additional houseboat moorings were highlighted for Heybridge Creek with 'special quality' residential houseboats.

Looking to the longer term, investments in flood protections to address the effects of climate change were prominent. A skills centre providing employment and education was suggested along with low rent business spaces. It was highlighted that all new development should maximise its relationship with the waterfront as an asset.



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ANNEXE TO CONSTITUTION

Part ____

CODE OF GOOD PRACTICE AND GUIDANCE ON THE THE CONDUCT OF PLANNING MATTERS

Draft June 2017

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1 BACKGROUND AND INTRODUCTION

- 1.1 This document sets out the way in which the Maldon District Council (“the Council”) will discharge its planning functions and responsibilities, in particular the determination of planning applications and related matters. In this document, the term “Planning Committees” means the Area Planning Committees and/or the Planning and Licensing Committee. It will also apply to extraordinary meetings of the Council called to deal with defined strategic planning applications.
- 1.2 This document applies to Members and Officers at all times when involved in the planning process. (This includes, where applicable, when part of decision making meetings of the Council in exercising the functions of the Planning Authority or when involved on less formal occasions, such as meetings with officers, the public and consultative meetings). It applies as equally to planning enforcement matters as it does to planning applications.
- 1.3 This Guidance supplements the Members’ Code of Conduct. It is unlikely that there will be any conflict between the two documents but, if there is, the provisions of the Members’ Code of Conduct will take precedence.
- 1.4 One of the key purposes of the planning system is to manage development in the public interest. In performing this role, planning necessarily affects land and property interests, particularly the financial value of landholdings and the quality of their settings. It is important, therefore, that the local planning authority, both planning officers and the planning committee, make planning decisions affecting these interests openly, impartially, with sound judgement and for justifiable reasons. The process should leave no grounds for suggesting that a decision has been partial, biased or not well founded in any way.
- 1.5 An important reference document is Probity in Planning for Councillors and Officers (April 2013) issued jointly by the Local Government Association and the Planning Advisory Service.

2 COUNCILLORS AND OFFICERS – ROLES, RELATIONSHIPS AND CONDUCT

- 2.1 The successful operation of the planning system relies on mutual trust between Members and Officers, and an understanding of each other’s roles. It also relies on each ensuring that they act in a way which is not only fair and impartial but is also clearly seen to be so. Councillors and Officers have different but complementary roles. While both serve the public in different ways, Councillors are elected and therefore have a responsibility towards the electorate. Officers are employed by and therefore responsible to the Council as a whole. It follows that although Officers will advise Councillors, both individually and collectively, they may only take instructions from the Council or a Committee. Officers are responsible for the implementation of decisions of the Council and its Committees.

- 2.2 Both Councillors and Officers are guided by codes of conduct. Councillors have signed up to the Council's own Local Code of Conduct and must have regard to and follow this in all their official actions. Breaches of the Code may result in complaints to the Council's Monitoring Officer who may decide to refer the matter to the Standards Committee. Should a breach of the Code be found, sanctions may be imposed on the Councillor concerned. Breaches of the code may also result in complaints of maladministration to the Local Government Ombudsman.
- 2.3 Officers who are Chartered Town Planners are guided by the Royal Town Planning Institute's (RTPI) Code of Professional Conduct. Breaches of this Code may result in disciplinary action by the Institute. The Council also has in place a Code of Conduct for its staff. In addition to these Codes, its Council and Committee Procedural Rules govern the conduct of Council business, and the Protocol on Member/Officer Relations sets out in greater detail and provides guidance on how the working relationship between Councillors and Officers should operate.
- 2.4 Councillors must not instruct officers to make a particular recommendation nor to take a particular course of action other than through a decision of the Council or one of its committees. Officers must give objective, impartial planning advice, based on their professional judgement and not be compromised or influenced by political considerations. Chartered Town Planners may only advocate their own professional view. Under the Local Government and Housing Act 1989 the Council is able to place restrictions on the outside activities of senior and other designated Officers, particularly in relation to membership of political parties and other Councils.
- 2.5 The Council's Local Development Plan is adopted in the interests of the whole community, following public consultation. It therefore reflects the overall public interest, rather than those of individuals or organisations. Councillors and Officers must support the Council's planning policies and make decisions in accordance with them, unless there are sound planning reasons for not ~~doing so~~ ~~doing~~.
- 2.6 In dealing with planning applications, Councillors will be acting both as representatives of the people and also as decision makers, objectively considering all relevant issues and deciding upon them. Councillors will justifiably take into account matters of public concern, representations they have received and an assessment of what may or may not be appropriate for the area.
- 2.7 Not all planning decisions are a matter of planning law or policy. Many decisions require ~~an~~ an element of judgment, and therefore Councillors need to retain a fair and open-minded approach to the decision making process. So too will Officers in determining applications under delegated powers. In addition, Officers through their professional responsibilities will be involved in the processing of planning applications including negotiating with and

providing assistance to applicants and their agents and also members of the public.

- 2.8 While Councillors may sense a particular responsibility to serve their Ward electors, they have an overriding duty to ~~the~~ people of the Maldon District as a whole. It follows that since planning decisions are being taken on behalf of the Maldon District Council they must be reflective of the interests of the District community as a whole. The decision making process is covered in greater detail in section 6 of this document.

3 COUNCILLORS' TRAINING

- 3.1 Planning is a complex area, and planning decisions are open to challenge both on appeal and in the courts. It has long been a constant theme of national advice, that all Councillors regardless of their experience should receive adequate training to assist them in the performance of their duties.
- ~~3.2 By 01.12.17 all Councillors will be required to have completed the agreed programme of training prior to being able to take part in decision making in planning applications and related matters. Once this training has been completed, it will remain valid for a period of three years, and then refreshed. Any new Councillors who have not undertaken will be required to undertake the agreed training programme will be able to participate in the discussion but not vote on planning applications and related matters before taking part in decision making in planning matters.~~
- ~~3.3 The training programme in planning will be determined by the Director of Planning & Regulatory Services, in consultation with the Leader and Deputy Leader and the Chairman and Vice-Chairman of Planning & Licensing Committee.~~
- 3.42 ~~In addition, all~~ Councillors will be given regular updates to keep them informed of important changes in legislation, procedures or practices, mainly through briefing presentations by Officers at committee meetings. Officers will also arrange training on more specialised planning issues and all members of the Council will be ~~strongly~~ encouraged to attend.

4 PROBITY IN THE PLANNING PROCESS

- 4.1 Involvement in the planning process creates considerable potential for conflicts of interest, whether it is through an issue directly affecting a Councillor or an Officer, or indirectly in terms of family, friends or possibly an organisation with which he or she is associated. It is a fundamental principle that decisions should not be made by those who have a pecuniary interest in the outcome. This is vital to avoid public confidence in the planning system being eroded.

- 4.2 The general rule is that a Councillor or Officer should not use his or her position to further a private or personal interest, rather than the general public interest, or give grounds for any suspicion. The key issue is whether a member of the public would reasonably think that they might be influenced by their interest.
- 4.3 Councillors engaged in the determination of planning applications must ensure that they do not use their position improperly to confer on or secure for themselves or any other person, an advantage or disadvantage.

~~Pre-determination/Pre-disposition~~

- 4.4 Councillors taking planning decisions are required to have an 'open mind' and listen to all the evidence before taking a decision. The Localism Act 2011 (S25) provides Members with a degree of assurance should they wish to indicate their views in advance without fear of being regarded as having pre-determined the issue and subsequently excluded from the decision making. To do so may still indicate pre-judgment of the application and expose the Council to the possibility of legal challenge.
- 4.5 The intended effect of the Localism Act provision has still to be determined in the courts, but even if it were held to reduce the prospect of or prevent a legal challenge to the validity of a decision it offers no protection against allegations of maladministration or a breach of the Local Code of Conduct. Members should not make up their minds until they have read the relevant committee reports, heard the evidence and considered the representations, ~~including any public speakers~~. It is important that Members hear all the evidence and representations prior to reaching a decision.
- 4.6 The concept of pre-determination is different to that of pre-disposition. While carefully wishing to avoid any show of bias of view, it is acceptable for a Member to indicate a view, ~~and~~ even campaign, on planning issues in a general way. This is relevant where Members of a Planning Committee are also Parish/Town Councillors and where they may wish to contribute to a particular discussion at a more local level. Members must still avoid specific statements on how they will vote on individual planning applications or types of planning application prior to the relevant District Council Planning Committee meeting to avoid any impression of bias and pre-determination. ~~If~~ such statements have been made, they should declare an interest, withdraw ~~from the Chamber~~ and not take part in the debate or vote.
- 4.7 Councillors on a Planning Committee who are also members of Town or Parish Councils may speak and vote at Town or Parish and District levels if they are genuinely willing to listen to the later debate and weigh the considerations material to the later decision.

~~Interests and the Local Code of Conduct~~

- 4.8 Membership of another body would constitute a non-pecuniary interest, particularly if it is an organisation whose primary purpose is to lobby to promote or oppose planning proposals. Depending on the degree of involvement there is the prospect of fettering a Councillor's discretion and limiting the ability to participate in the consideration and determination of a planning application.
- 4.9 Members of Planning Committees who are also Parish/Town Councillors should be aware of the potential repercussions of their involvement in the consideration of planning proposals at Parish/Town Council level. They should make it clear at that time that any views they may express, including the exercise of a vote, on the comments to be made to the District Council, can only be based on the information available to the Parish/Town Council at that time.
- 4.10 Members of Planning Committees not affected by an interest through being Parish/Town Councillors are equally advised to take great care about responding to local opinion and publicly declaring a firm view on a proposal at an early stage. It is important that they do not 'fetter their discretion', but rather leave themselves free to reach a view at District Council level, based on all the facts and information.
- 4.11 The Local Code of Conduct sets out requirements and guidance for Councillors, for the registration and declaration of interests. These must be followed scrupulously and Councillors should review the situation regularly. It must be borne in mind that not only should impropriety be avoided but also any appearance, or grounds for suspicion, of improper conduct.
- 4.12 It is for the individual Councillor to decide whether he or she has an interest in any matter considered by a Planning Committee, and if so whether that interest is a pecuniary or non-pecuniary or other one. Councillors with a pecuniary interest must not speak or vote in the decision making process. The Local Code of Conduct explains the effect of interests on participation.
- 4.13 When declaring an interest at a committee meeting this should be done at the relevant point in the meeting or as soon during the consideration of the matter that the interest becomes apparent. Councillors should be clear and specific in identifying the item on the agenda in which they have an interest and, if so, the nature of that interest. Councillors do not need to declare interests that are not covered by the Code of Conduct, e.g. that they know the applicant, agent or an objector, or that they use the premises the subject of the application. If they feel that such an interest is material they should explain the nature and relevance of it.
- 4.14 Officers must declare any personal or financial interest in any planning matter before the Council, must not deal with such matters on behalf of the Council and must not give advice to Councillors or other Officers on them. An Officer with a personal or financial interest in a planning matter must withdraw from

any relevant committee meeting whilst that matter is discussed. Planning Officers must maintain their professional integrity and should avoid becoming associated in the public mind with representatives of the development industry or environmental or other pressure or amenity groups.

~~Gifts and Hospitality~~

- 4.15 Councillors and Officers should be very cautious about accepting gifts and hospitality and must follow their respective Codes of Conduct.

5 PRE-DISCUSSION AND LOBBYING

- 5.1 This theme is closely linked to issues covered in the previous Probity section. It is inevitable that Councillors will be subject to lobbying, particularly on planning applications. Again, it is emphasised that great care needs to be taken to maintain the integrity of the planning process, the Council, and the Councillor concerned. Lobbying can lead to the impartiality of a Councillor being called into question and could even cause public mistrust of the Council.

~~Lobbying~~

- 5.2 Lobbying is an attempt to influence Councillors' views in order to achieve a particular decision. It can be by applicants, agents or objectors or by other Councillors. Lobbying may be verbal or by the circulation of letters or documents to all or some Councillors. Planning decisions must be made strictly on the facts and policies relating to each application. Lobbying can, unless care and common sense are exercised by all parties concerned, lead to the impartiality and integrity of a Councillor being called into question.
- 5.3 Notwithstanding the provisions of s.25 of the Localism Act 2011 (as mentioned in 4.2 above) when being lobbied, Councillors, and members of a Planning Committee in particular, should take care about expressing an opinion which may be taken as indicating that they have already made up their mind on the issue before they have been exposed to all the evidence and arguments. In such circumstances they should restrict themselves to giving procedural advice, including suggesting to those who are lobbying that they should speak or write to the relevant Officer in order that their opinions can be included in the Officer's report to the Committee. If they do express an opinion they should make it clear that they will only be in a position to take a final decision after having received and considered all the relevant evidence and arguments at the Committee meeting.
- 5.4 A Committee member who represents a ward affected by an application is in a difficult position if it is a controversial application around which a lot of lobbying takes place. If a Member responds to lobbying by deciding to go public in support of, or against, a particular outcome it would be very difficult

for that Member to argue convincingly when the Committee takes its decision that he has carefully weighed the evidence and arguments presented at committee. Although not amounting to a disclosable or other pecuniary interest according to the Code of Conduct the proper course of action for such a Member would be to make an open declaration not to vote. However, this is a severe restriction on the Member's wish - duty, even – to represent the views of the electorate. Councillors should therefore generally avoid organising support for or opposition to a planning application and avoid lobbying other Councillors. Such actions can easily be misunderstood by parties to the application and by the public.

- 5.5 Councillors should not excessively lobby fellow Councillors regarding their concerns or views nor attempt to persuade them that they should decide how to vote in advance of the meeting at which any planning decision is to be taken.
- 5.6 ~~Individual Councillors should avoid visiting application sites upon the request of applicants or objectors as this may result in those parties attempting to unduly influence the views of Councillors and give the impression of bias. may often be asked by both applicants and objectors to visit application sites. Such visits may be valuable in gaining an understanding of the implications of proposals.~~ It is important however that the parties are clear in the understanding that the reason for Councillors' involvement in this way is purely to gather information. ~~Where this occurs, Councillors should advise the Director of Planning and Regulatory Services~~ ~~Planning Director and make known their involvement at the relevant Committee meeting at which the application is considered.~~ An approved protocol for site visits organised by a Planning Committee is at Appendix 1.

~~Pre-application discussion~~

- 5.7 It is likely that in certain cases discussions will take place between potential applicants and Officers prior to the submission of a planning application. Such discussions may be beneficial in terms of applications being prepared for submission which can then proceed without ~~undue~~ delay to determination. Potential appeals may be avoided by good communication at an early stage of the process. Advice given should be consistent and based on the development plan and material considerations. An approved protocol for Pre-Application Discussions is at Appendix 2.
- 5.8 If Councillors receive information that is relevant to a prospective planning decision they must declare that information to the relevant planning officers and to the committee. Discussions with applicants, agents or objectors should be reported and any correspondence made available to officers before the committee meeting. Where information has been provided to Councillors or Officers on a confidential basis, it shall not be disclosed to third parties.
- 5.9 Where Councillors are acting as agents for people pursuing a planning matter with the Council or submitting planning applications on behalf of their

employers as part of their job, they should make it clear to their clients that they cannot and will not use their position as a Councillor to influence the outcome of an application.

- 5.10 Councillors should not meet applicants or agents or third parties in connection with a current or proposed application. If Councillors do agree to meet they should only do so in the presence of a planning officer. ~~In exceptional circumstances, where it is not possible to arrange a meeting in the presence of a planning officer without causing undue delay, Councillors should notify the relevant planning officer of the proposed meeting beforehand and the notification recorded in the application file.~~ Councillors should listen and may ask questions but should not comment ~~nor seek to~~ negotiate. They must make clear that any views they express are personal, rather than those of the Council. A note should be taken of the meeting and placed on the application file. The fact that a Councillor has discussed any proposal with the applicant, agent, supporters or objectors must be made clear when the application is before the Committee for determination.

~~Planning Enforcement~~

- 5.11 Councillors may also become involved in matters ~~that are~~ the subject of a complaint or investigation, and on which enforcement or other legal action may be under consideration. In these circumstances, Councillors are strongly advised to ensure that any action on their part does not prejudice the Council's position, that any enquiries on specific issues are restricted to matters of fact or general case progress, and acknowledge that enforcement cases will be dealt with in accordance with the Council's Planning Enforcement Policy (see Appendix 3).

~~Contact with Application Case Officer~~

- 5.12 Councillors will often need to contact the Planning Case Officer on development proposals. Contact should however be limited to requests for factual information and the seeking of advice on progress and the nature of consultation responses received. While Councillors are encouraged to discuss their concerns with Officers, they ~~must should~~ not attempt to influence or pressure Officers in the making of particular recommendations. If a Councillor is unhappy with the way in which a case is progressing, the matter should be discussed with a senior officer of at least Team Leader level.
- 5.13 Officers should remain free of any outside influence to make recommendations on planning matters based on their own professional judgements and having regard to all material and other considerations. Councillors should not put improper pressure on Officers for a particular recommendation and, as required by the Code of Conduct, should not do anything which compromises, or is likely to compromise, their impartiality.

~~Availability and Veracity of Information~~

- 5.14 Planning applications must be determined on the basis of the documents and information formally submitted. Any submissions from applicants' agents or objectors which are formally received by the Council can properly be taken into account in making a decision. It can cause problems if Councillors are given information or assurances by applicants which are not part of the formal application and which are not, therefore, enforceable. Problems can also arise if Councillors are given information by objectors which may be misleading, untrue or irrelevant. It can be problematical if officers are unaware of submissions by applicants and objectors and are therefore unable to consider them and advise the Committee about their relevance or enforceability. Councillors should forward such information to the officers for consideration prior to the Committee meeting.

6 PLANNING DECISION MAKING AND RELATED PROCESSES

Committee Decisions

- 6.1 All planning applications to be determined by a Committee will be the subject of comprehensive, written reports from Officers. These reports will describe the site and the proposal, relevant planning history, development plan policies and other material considerations including, where appropriate, national or local guidance, and also representations made by statutory consultees, local residents and other interested parties. They will also contain an assessment of the proposal against those considerations and a reasoned recommendation. Reports will contain all the relevant material known at the time when produced and published as part of the Agenda for a particular meeting. Councillors should endeavour to obtain factual information from officers prior to the meeting. This can assist in reducing delays which may be caused by deferment to obtain further information.
- 6.2 Sometimes applicants and objectors write directly to Committee Members, after the report has been published, commenting on the report or providing further material. If Planning Services have not been copied into the correspondence, Committee Members should forward any correspondence to the Case Officer ~~as soon as possible~~.
- 6.3 Any information material to the decision-making process that is received subsequent to the publication of the Committee Agenda and no later than noon on the last working day prior to the meeting will be reported to the Committee at its meeting. At the meeting, the Planning Officer will advise if the late material raises any matters which should be taken into account by the Committee. The Officer report and last-minute papers should be read and plans/photographs seen before decisions are made. Councillors will also have

an opportunity to put questions to Officers and hear the views of their fellow Councillors, the Applicants and other third parties during the course of the debate.

- 6.4 The law requires that where the Development Plan is relevant ~~to a decision, then that~~ decision⁵ should be taken in accordance with it, unless material considerations indicate otherwise (s54A, Town and Country Planning Act, 1990). The Development Plan is therefore the starting point of the decision making process. Proposals having been identified as amounting to a departure from the Development Plan need to be advertised as such. An Officer recommendation to approve contrary to the Development Plan would need to be justified in the most careful terms, and if the Committee is mindful to approve then the application may then need to be referred to the Secretary of State.
- 6.5 Planning decisions will not always be dictated by planning law or policy. They will sometimes be matters of fine judgment where the balancing of considerations may be difficult. The Officer's report and recommendation will be founded on adopted planning policy and guidance. Planning Committee Members should take care, if expressing any opinion on the planning applications before them, that they confine their comments to matters which are material planning considerations. Regardless of any political group discussion prior to the Committee meeting, Committee Members must consider applications on their merits and not simply feel bound by decisions made at group meetings. Committee Members cannot be "whipped" to vote in a particular way; this advice is supported by the Local Government Ombudsman. Any decisions taken in this way may be viewed as maladministration and could be subject to legal challenge.
- 6.6 Where Councillors disagree with the Officer recommendation⁵, a proposition can be made to overturn that recommendation. The Committee remains bound by law to make decisions in accordance with the Development Plan and all other material planning considerations. It will therefore need to demonstrate that this requirement has been met in its deliberations⁵, making clear what material considerations are leading it to a decision contrary to professional advice. Failure to do so could result in an appeal against the decision⁵, with potential for an award of costs against the Council in the event that unreasonable behavior on its part is found. It could also render a decision subject to legal challenge (judicial review).
- 6.7 A proposition contrary to an Officer recommendation, together with the reasoning behind it, needs to be clearly presented and will be recorded in the Minutes. It must then be seconded. Before any debate, the Chairman shall afford the Officers an opportunity to respond to the proposition by way of advice on the implications in terms of risk. Depending on the circumstances and complexity of the case it may be that Officers will need to consider those implications in greater detail and report back. Any proposal for deferment must be disposed of ahead of any conclusion being reached on the decision itself. The Chairman will summarise, or cause to be summarised, the salient

points of the debate and will seek to ensure the terms of the proposition are clearly understood before putting the matter to the vote.

- 6.8 Whilst the Committee must clearly set out the reasons for its decisions contrary to Officer recommendation, the final drafting of conditions and reasons will normally be carried out by Officers. Reasons for refusal must be clear, unambiguous and justified by the evidence of the case. Conditions attached to permissions should be necessary, relevant to planning and the proposed development, enforceable, precise and reasonable in all other respects. The text of non-standard conditions and reasons will be determined by the Director of Planning and Regulatory Services in consultation with the Committee Chairman (or Vice Chairman in his/her absence) following the meeting. The same mechanism will be used for the updating of any ~~planning conditions agreed by a Committee which may be~~ required through the passage of time between ~~the~~ a Committee decision and the issue of a decision notice consequent upon completion of a S106 agreement/planning obligation.
- 6.9 During Committee Meetings, everything said may be scrutinised by Applicants, objectors, legal advisers and the Press, so Councillors and Officers should be circumspect. Councillors who serve on a Planning Committee should ensure they do not speak to members of the public, or pass or accept notes from them, during the course of a meeting. Councillors who leave the room during the Meeting should avoid speaking to any Applicants or objectors/supporters who may be waiting outside the room. Councillors who leave the room during debate or whilst an application is before the Committee will not take part in the debate or vote on that application.
- 6.10 Given the nature of the decisions to be taken, it is vital that ~~the~~ means by which decisions are reached are clear and understood by everyone present. The role of the Chairman is therefore important. Although the Council's Procedure Rules allow decisions to be reached through general assent of the Councillors present at a meeting, best practice with regard to decisions on Planning Applications suggests that a show of hands is far preferable.

~~Decisions delegated to Officers~~

- 6.11 Not all decisions on planning applications and related matters will be taken by a Committee. The Council has agreed, and will keep under review, a Scheme of Delegation (alongside the Terms of Reference of Committees) which enables decisions to be taken by responsible Officers. Decisions taken under delegated powers will be subject to the same process and analysis of the facts and all material considerations, as if they were referred to a Committee for determination. A statement to support each delegated decision will be produced and placed on the case file as a matter of record and also for the benefit of interested Councillors and the public.
- 6.12 Officers take instructions from Councillors only through a decision of the Council or one of its Committees. In the exercise of delegated powers, Officers may in certain cases be required to consult with individual Councillors, and take the views of those individual Councillors into

consideration. Officers must always act impartially and advise the Council according to their own professional opinion.

Deferments

- 6.13 A decision on an application should not be deferred without proper justification. For example, the justification might be to ensure that all the proper information is to hand and this might include a site visit. The reason for requesting a deferment must be clearly set out by the proposer and recorded in the Minutes.

Public Attendance at Committee Meetings

- 6.14 All planning applications referred to a Committee for determination will be considered in public session and all background information will be made available for public inspection upon publication of the agenda papers, unless there are specific reasons for not disclosing or publishing 'exempt information' in accordance with the Local Government Act 1972. Applicants, agents and members of the public, representatives of Parish/Town Councils may speak on planning applications being considered at the meeting. The Council's public participation scheme is at Appendix 5.

7 DEVELOPMENT PROPOSALS BY THE COUNCIL, COUNCILLORS AND OFFICERS

- 7.1 Committee Terms of Reference provide for the determination of planning applications for the District Council's own development or affecting Council land and applications submitted by Council Members or Officers, by a Planning Committee rather than under delegated powers.
- 7.2 Such applications will be ~~processed and handled~~ treated no differently to any other application and the requirements of the Town and Country Planning legislation and ministerial guidance will be followed in the usual way. Officer recommendations and Committee decisions will be made strictly on planning merits without regard to any financial or other gain which might accrue to the Council if the development is permitted, or to other issues which may need more properly to be considered by another Committee of the Council. It is important that the Council not only treats, but is seen to treat such applications the same as any other.
- 7.3 Councillors or Officers proposing to submit a planning application should notify the Monitoring Officer. If a Councillor or Officer submits a planning application, they should take no part in its processing by the authority at any point. It is important that neither Councillors nor Officers take any part in the preparation of Local Development Plan policy or supplementary planning guidance they may influence, or be seen as influencing, with a view to future planning proposals they may wish to submit.

8 PLANNING APPEALS

- 8.1 A Planning Appeals Protocol has been approved and is at Appendix 6. In the event of a decision taken to refuse contrary to the recommendation of the Director of Planning and Regulatory Services, the Committee may nominate a Member to assist in agreeing the precise reasons for refusal and with the preparation and presentation of the Council's case should the decision be appealed.
- 8.2 As referred to earlier, Officers must always act impartially and advise the Council of their professional opinion. Chartered Town Planners are obliged to follow the Royal Town Planning Institute's Code of Professional Conduct. Whilst Chartered Town Planners appearing as the Council's expert witnesses at planning inquiries and hearings have a duty to set out the Council's case, they must, if asked, give their own professional view in accordance with that Code.
- 8.3 The Council is at risk of an award of costs against it if the Planning Inspector finds that there has been unreasonable behaviour. Common examples of unreasonable behaviour are failure to comply with procedural requirements for inquiries or hearings, failure to provide planning evidence to support reasons for refusal, and failure to take into account relevant policy statements in departmental guidance.

9 COMMITTEE SITE VISITS

- 9.1 ~~Committee Site visits can cause delay and additional costs and should only be used when the expected benefit is substantial. A site visit is only likely to be necessary if the impact of the proposed development is difficult to assess from the plans and any supporting material, including any photographs taken by Officers. Site visits may be arranged following publication of the agenda and but before the actual meeting.~~

~~Where requested at the actual meeting, the reason for requesting a site visit~~ must be clearly set out by the proposer and recorded in the Minutes. All site visits must be carried out in accordance with the Council's agreed guidelines set out in Appendix 1 to this document.
- 9.2 Site visits are not part of the formal committee proceedings and are not a forum for debate or making planning decisions. Site visits are not open to the public and should not be used to canvass local opinions or as an opportunity for lobbying or advocacy. Councillors should not express personal opinions during site visits.

10 PLANNING OBLIGATIONS

- 10.1 Under section 106 of the Town and Country Planning Act 1990, the Council as local planning authority may seek planning obligations in connection with

grant of planning permission. Planning Obligations may be given by way of unilateral undertaking or agreement, and for the most part will regulate the use or development of land as distinct from the controls that may be available through the imposition of planning conditions. In addition, they may be used to secure off-site improvements or financial contributions towards local infrastructure provision.

- 10.2 To avoid any public mistrust or suspicion, it is important that arrangements in connection with planning obligations are operated in accordance with the principle that planning permission may not be bought or sold. The Council must conduct any negotiations and arrangements in a way which is seen to be fair, open and reasonable.
- 10.3 If a planning obligation is created in isolation or before a planning application is determined, a copy will be placed as required in Part 1 of the statutory Planning Register and therefore made available for public inspection. Similarly, if a planning obligation is created following determination of an application, a copy will be placed in Part 2 of the Register.

11 ADMINISTRATION

Monitoring of Decisions

- 11.1 The Council should monitor planning decisions taken, on an annual basis, both in terms of quality and consistency. Annually, Councillors will visit a sample of implemented planning permissions to assess the quality of the decisions. The committee should formally consider the annual report and decide whether it gives rise to the need to review any policies or practices. The review may include information identifying the number of cases where Officers' recommendations were not accepted and the outcome of any related appeal decisions. The results of the monitoring will be reported to Councillors along with any recommendations to improve quality, consistency or performance.

Records management

- 11.2 The planning application files should be complete and accurate containing sufficient information and a record of events so that the decision and the process leading to it can be easily understood. Only "background papers" as defined in the Local Government Act 1972 (and listed in committee reports) are automatically available to the public. These would include, in addition to the application document, associated letters and supporting information, replies from consultees and letters from supporters and objectors. The same principles apply to applications determined under Officers' delegated powers.

Such decisions should be as well documented and recorded in the same way as those taken by Committees. These principles apply equally to enforcement and development plan and associated policy matters.

Complaints

- 11.3 Any complaints received about the way in which a planning application or other planning matter has been dealt with in terms of procedures or fairness will be investigated under the Council's complaints procedures. The fact that someone may disagree with the decision the Council has reached is not a complaint which will normally necessitate investigation, although Officers will explain the reasons for the Council's decision in such a case.

12 INTERPRETATION

- 12.1 The Chief Executive, Legal and Democratic Services Manager and Director of Planning and Regulatory Services, as appropriate, will provide advice or clarification on any matters of a planning nature contained within this document or otherwise. Issues of probity or otherwise requiring interpretation should be referred to the Monitoring Officer.

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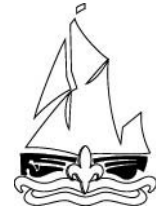
ASSET MANAGEMENT WORKING GROUP**Constitution and Terms of Reference****Constitution**

1. The membership of the Working Group shall be constituted annually by the appointment of two Members from the Finance and Corporate Services, Community Services and Planning and Licensing Committees at their first meetings following the statutory annual meeting of the Council.

Terms of Reference

1. To oversee all capital assets owned by or otherwise available to the Council.
2. To oversee system requirements for recording property data.
3. To ensure that adequate processes are in place to highlight future planned maintenance requirements for all Council owned assets and those for which the Council is responsible.
4. To review recommendations for inclusion of budget provision to meet planned maintenance requirements.
5. To establish procedures for reporting mismatches between assets held and those required to secure achievement of corporate or service objectives.
6. To review options on issues affecting asset usage and suitability, including under-utilisation, identification of surplus properties, alternative use and disposal options.
7. To oversee reporting / monitoring arrangements to highlight effective use of Council assets.
8. To review, project appraisals for ongoing asset related projects.
9. To review offers received for purchase of council land or assets.
10. To review asset management progress monitoring reporting at Officer and Member level.
11. To review options for external funding to meet and develop above objectives.

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REPORT of DIRECTOR OF CUSTOMERS AND COMMUNITY

**to
COUNCIL
2 NOVEMBER 2017**

PETITION TO REINSTATE THE MARINE LAKE, PROMENADE PARK, MALDON

1. PURPOSE OF THE REPORT

- 1.1 To consider a petition calling for the reinstatement of the former Marine Lake at Promenade Park submitted by the Prom Swimming Committee.

2. RECOMMENDATIONS

- (i) that Members note the Petition as submitted by the Prom Swimming Committee;
- (ii) that a Promenade Lake Working Group of the Council be formed to consider the response to the petition;
- (iii) that the draft terms of reference for the Working Group appended to this report be agreed;
- (iv) that the Promenade Lake Working Group reports back to the Council in December with recommendations for the Council to consider.

3. AREA FOR DECISION / ACTION

3.1 Background

- 3.2 A petition containing 3,352 signatures has now been officially received by the Council. Whilst the format of the petition (electronic and paper) does not meet the requirements of the Petitions Scheme fully (lack of detail verifying the home addresses of this signing); on this occasion it has been accepted. The reason Officers accepted the petition was that those signing acted in good faith and were not aware the organisers had not structured the petition to meet the Council's requirements. A review of the guidance published by the Council online is not as clear as it could be which perhaps led to a misunderstanding / misinterpretation of the Council's requirements by the organisers. The advice given to the public will be reviewed to ensure greater clarity is achieved in future.

- 3.3 Given the above, in accordance with the Council's Petitions Scheme, this matter has been brought to the Council to decide how to respond.

- 3.4 The petition received asks the Council to ‘*Reinstate Maldon Prom Swimming Lake and Paddle Boats*’. A copy of the petition has been provided for inspection within the Members’ Room.
- 3.4.1 The adopted Petitions Scheme indicates that at the meeting of the Council to which the matter is brought, the Council will decide how to respond to the petition. It may decide to:
- take the action the petition requests;
 - not to take the action requested for reasons put forward in the debate; or
 - commission further investigation into the matter, for example by a relevant committee.
- 3.5 In addition to the petition the Council was asked by the office of John Whittingdale MP on 21 July to respond to an enquiry from a representative of the Promenade Park Swimming Committee representing the campaign to reinstate the Marine Lake. The content of the enquiry and the subsequent response has been provided within the Member’s Room.
- 3.6 On 20 September 2017 an email was sent to Members by the Prom Swimming Committee which contains greater detail on the proposal to reinstate the former Marine Lake. A copy of the email has also been provided as background information in the Members’ Room.
- 3.7 **Implications of the petition**
- 3.7.1 The decision to close the Marine Lake was taken by Members of this Council on 19 October 2004 (Minute No. 353 refers) this decision was further confirmed in light of an alternative proposal put forward by the Friends of Promenade Park (known at the time as option 5) at the meeting of the Council on 16 December 2004 (Minute No. 505 refers).
- 3.7.2 Following the Council decision, Promenade Park has been re developed in accordance with the approved development plan funded by the Liveability fund (2004 - 2006). The Promenade Lake is now an established fresh water ornamental lake and the valley includes extensive children’s play equipment and the ever popular Splash Park.
- 3.7.3 The information provided by the Prom Swimming committee argues ‘*there is minimal risk of any further prosecution and that the Ornamental Lake could be converted back to join many other natural swimming lakes in the country*’. In order for Members to consider how to respond to the petition as detailed in 3.4.1 above the following questions need to be answered:
- Has the legislation relating to the management of open water changed since 2004?
 - Does the Council believe it can meet its obligations as land owner (occupiers liability) if it were to agree to the reinstatement of the Marine Lake with particular regard to public safety?
 - Has the Council’s position relating to risk changed since 2004?

3.7.3.1 Depending upon the above the Council must also consider:

- Does the Council wish to commit time and resources to seek formal legal advice on the legislative position relating to the management of water facilities?
- Does the Council wish to formally invest resources into evaluating the proposal to establish the viability and costs of the extensive works necessary to the Promenade Lake in both capital and revenue terms?
- Does the Council wish to invest resources in developing a solution to meet the aims of the petition which could be used for future funding bids?

3.7.4 Clearly Members will need time to absorb the information provided by the Prom Swimming Committee and to understand the issues and reasons the Council took the decision to close the Marine Lake in 2004 in order to answer the questions raised in 3.7.3 above.

3.7.5 In order to move this matter forward it is proposed that a Member Working Group of the Council is formed to consider the petition and make a recommendation to the Council as to how it should respond to the petition. The Proposed Working Group should be open to all Members of Council with a view to reporting back in December. A proposed Terms of Reference for the Group is set out at **APPENDIX 1**.

3.7.6 To support the Working Group the Director of Customers and Community will ensure adequate officer support is available. Given the short timescales involved Members are asked to commit to a minimum of two day time Working Group meetings.

4. IMPACT ON CORPORATE GOALS

4.1 This report supports the corporate goals of ‘creating opportunities for economic growth and prosperity’ and ‘delivering good quality cost effective services’

5. IMPLICATIONS

- (i) **Impact on Customers** – Promenade Park is visited by hundreds of thousands of people each year. The Promenade Lake is a central feature of the park and enjoyed by many for the vista and wildlife setting. Just over 3,000 persons have expressed a view the lake should change into a bathing facility and Members will consider this proposal.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – The decision to introduce an unregulated open area of water within Promenade Park could have serious implications for the Council, Members and Officers alike if it were to be found in any future operation the Council had not met its obligations as land owner to protect the public from harm.

In 2004 this Council felt it could not mitigate the risks identified to enable open water bathing to continue and in mitigation has invested heavily in the

Blackwater Leisure Centre and the Splash Park. At both of the facilities the Council can be confident in its management of risk.

The organisers of the petition argue this Council faces '*minimal risk of any further prosecution and that the Ornamental lake could be converted back to join many other natural swimming lakes in the country.* Council, through a Working Group (if agreed by this meeting) will consider its position.

- (iv) **Impact on Resources (financial)** – The Promenade Lake was constructed between 2004 and 2006 utilising funding from this Council and the Office of the Deputy Prime Minister through grant funding (Liveability). In considering whether to reinstate the Promenade Lake into the Marine lake a number of cost issues arise including:
- The costs associated with developing a feasibility scheme which will explore the design, construction and operation of the lake
 - The costs of constructing the new facility and all associated fees and the Council's commitment to fund or match fund future bids to external funding bodies
 - The revenue implications of implementing a scheme
- (v) **Impact on Resources (human)** – The Council does not have the resources or skills to manage this project internally. As part of the Liveability Project Officers were recruited to oversee the project and external technical support in the form of Water Safety Experts, Civil Engineers, Quantity Surveyors etc. were engaged to deliver the project. The reinstatement of the Marine lake will be complex and require similar levels of support if it is to be managed appropriately.
- (vi) **Impact on the Environment** – The Promenade Lake is now an established wildlife area. In re-creating a Marine Lake habitat will be lost and statutory partners will have to be consulted on the proposal. In addition, extraction and discharge of water from the River Blackwater will need consent and health matters will need to be addressed.

6. CONCLUSIONS

- 6.1 In 2002 a fatal accident occurred within the Marine Lake. Subsequently this Council was prosecuted for a failure to manage Health and Safety despite defending its position robustly.
- 6.2 In 2002 / 03 this Council looked for solutions to enable public bathing to continue. It was clear at the time this Council had responsibility for the safety of users of the lake and had to satisfy itself it could manage the risks. Many of the arguments put forward by the Promenade Park Swimming Committee were considered at the time. It was concluded in 2004 this Authority could not manage an open water facility safely even if revenue funding was made available.
- 6.3 This Council has a responsibility to protect the public against harm and protect itself against action which could arise through not addressing identified risks. Since the

closure of the lake there has been no fundamental change to guidance on swimming and, therefore, the Council's position has remained unchanged.

- 6.4 Based upon the strong local feelings expressed by members of the community, Members now have the chance to re-examine its stance. Subject to the agreement of Council, Officers will assist Members to review the current position with regard to public access to Promenade Lake.

Background Papers: Petition from the Prom Swimming Committee (available for inspection within the Members' Room).

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

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Promenade Lake Finish Working Group

Draft Constitution and Terms of Reference

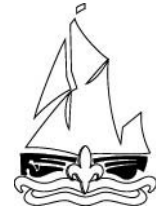
Constitution

1. The Promenade Lake Working Group (PLWG) shall consist of any member of Council. The membership need not reflect the political balance of the Council.
2. The membership of the PLWG shall be appointed by the Council.
3. The Council shall keep under review the constitution and membership of the PLWG Group.
4. Meetings of the PLWG will be called as and when the need arises, and will be supported by the Corporate Leadership Team and other Officers as required.
5. Notes will be taken at meetings of the PLWG and will be made available electronically to all Members of the Council. A summary of the deliberations following the exploration, consideration and review of matters requested, will be reported to Council.
6. At the first meeting of the PLWG, Members of the Group shall elect a Chairman and Vice-Chairman.
7. For the avoidance of any doubt, the obligation on Members to declare interests in terms of the Council's Code of Conduct shall apply to meetings of the PLWG.
8. The PLWG is a working group of the Council and will report to the Council as and when required.

Terms of Reference

- 1 To assist the Council in considering how to respond to a petition to reinstate the former Marine Lake in Maldon and make recommendations to Council
- 2 To undertake research and invite individuals or representatives of relevant groups or organisations to help inform the recommendations of the PLWG.

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REPORT of DIRECTOR OF CUSTOMERS AND COMMUNITY

**to
COUNCIL
2 NOVEMBER 2017**

ADOPTION OF WORKING DEFINITION OF ANTI SEMITISM

1. PURPOSE OF THE REPORT

- 1.1 To consider formally adopting the working definition of Anti-Semitism as defined by the International Holocaust Remembrance Alliance (IHRA).

2. RECOMMENDATION

That the Council formally adopts the definition of Anti-Semitism as proposed by the IHRA as follows:

‘Anti-Semitism is a certain perception of Jews, which may be expressed as hatred towards Jews. Rhetorical or physical manifestations of anti-Semitism are directed towards Jewish or non-Jewish individuals and/or their property, towards Jewish community institutions and religious facilities.’

3. AREA FOR DECISION / ACTION

3.1 Background

- 3.2 The Rt. Hon. Sajid Javid MP, Secretary for State for Communities and Local Government contacted all Local Authorities calling on them to formally adopt the working definition of anti-Semitism as defined by the IHRA. A copy of the letter is attached at **APPENDIX 1** to this report. The definition which was agreed in May 2016 at a Plenary session of the IHRA is set out at **APPENDIX 2** and can be inspected at;

http://www.holocaustremembrance.com/sites/default/files/press_release_document_antisemitism.pdf

- 3.3 This report seeks Members’ formal adoption of the definition of Anti-Semitism.

4. IMPACT ON CORPORATE GOALS

- 4.1 This report supports the corporate goal of ‘strengthening communities to be safe, active and healthy’.

5. IMPLICATIONS

- (i) **Impact on Customers** – The Council aims to deliver services to all parts of the community. By adopting the definition communities will be reassured the Council will not tolerate discrimination or persecution in any form.
- (ii) **Impact on Equalities** – The Council through adoption of the definition of anti-Semitism demonstrates its commitment to the Equality Act 2010 (part of which recognises the protected characteristics associated with Religion or belief).
- (iii) **Impact on Risk** – None identified.
- (iv) **Impact on Resources (financial)** – None identified.
- (v) **Impact on Resources (human)** – None identified.
- (vi) **Impact on the Environment** – None identified.

6. CONCLUSIONS

- 6.1 This Council has been asked by the Secretary for State for Communities and Local Government to consider adopting the agreed definition of anti-Semitism.

Background Papers: None.

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



Department for
Communities and
Local Government

Local Authority Leaders

The Rt Hon Sajid Javid MP
*Secretary of State for Communities and Local
Government*

**Department for Communities and Local
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30 January 2017

Dear Leader,

Adoption of the IHRA working definition of anti-Semitism

In December 2016, the Government formally adopted the International Holocaust Remembrance Alliance working definition of anti-Semitism; the first European Union country to do so.

The definition, although legally non-binding, is an important tool for public bodies to understand how anti-Semitism manifests itself in the 21st century, as it gives examples of the kind of behaviours which depending on the circumstances could constitute anti-Semitism. The full text of the definition can be found at:

https://www.holocaustremembrance.com/sites/default/files/press_release_document_anti_semitism.pdf

We are well aware that anti-Semitism continues to be a problem in this country. It is therefore right that, as a Government, we are able to demonstrate the seriousness with which we take it, as for all forms of hate crime. Anti-Semitism must be understood for what it is – an attack on the identity of people who live, contribute and are valued in our society. In light of this, I would like to take this opportunity to strongly encourage you to formally adopt the definition and consider its application in your own authority.

THE RT HON SAJID JAVID MP

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Bucharest, 26 May 2016

In the spirit of the Stockholm Declaration that states: “With humanity still scarred by ...antisemitism and xenophobia the international community shares a solemn responsibility to fight those evils” the committee on Antisemitism and Holocaust Denial called the IHRA Plenary in Budapest 2015 to adopt the following working definition of antisemitism.

On 26 May 2016, the Plenary in Bucharest decided to:

Adopt the following non-legally binding working definition of antisemitism:

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

To guide IHRA in its work, the following examples may serve as illustrations:

Manifestations might include the targeting of the state of Israel, conceived as a Jewish collectivity. However, criticism of Israel similar to that leveled against any other country cannot be regarded as antisemitic. Antisemitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for “why things go wrong.” It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.

Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:

- Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
- Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
- Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust)

- Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
- Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
- Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavor.
- Applying double standards by requiring of it a behavior not expected or demanded of any other democratic nation.
- Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- Drawing comparisons of contemporary Israeli policy to that of the Nazis.
- Holding Jews collectively responsible for actions of the state of Israel.

Antisemitic acts are criminal when they are so defined by law (for example, denial of the Holocaust or distribution of antisemitic materials in some countries).

Criminal acts are antisemitic when the targets of attacks, whether they are people or property – such as buildings, schools, places of worship and cemeteries – are selected because they are, or are perceived to be, Jewish or linked to Jews.

Antisemitic discrimination is the denial to Jews of opportunities or services available to others and is illegal in many countries.



REPORT of CHIEF EXECUTIVE

**to
COUNCIL
2 NOVEMBER 2017**

COMMITTEE STRUCTURE REVIEW

1. PURPOSE OF THE REPORT

- 1.1 This paper follows on from the Council meeting on 5 April 2017 when the Council considered a report of the Chief Executive on the subject of the Committee Structure Review undertaken by BDO (Minute No. 1161 refers). An extract from the Minutes of this meeting is set out below:

“It was noted that both the BDO review and the recent Peer Review had concluded that there were changes which could be made to the Council’s governance arrangements. The report sought approval to set up a Member and Senior Officer Task and Finish Working Group to plan for and manage future challenges and deliver the Council’s corporate goals.”

- 1.2 The Leader of the Council advised that the best means of delivery of this would be through Member Led Activity and it was resolved that a report be produced for the Council in October 2017.
- 1.3 The Deputy Leader of the Council has held a series of meetings with Group Members during June and July 2017. Output from these meetings has been used to compile a series of recommendations which have been detailed in Section Two below.

2. RECOMMENDATIONS

- (i) That Committee reports are presented by either the appropriate Director or their deputy at each programme Committee meeting to minimise the cost of officer time at meetings. Other officers should only be in attendance at the request of, or with the approval of, the Committee Chairman with the exception of Area Planning Committee and Extraordinary Council meetings where senior planning officers, in conjunction with the Committee Chairman, will decide which officers attend to present reports and take questions;
- (ii) That reports for noting and information will be brought to the attention of all Members but will not be included in the agenda of Committees / the Council. Members wishing to debate such reports can apply to the appropriate Committee Chairman or Leader of the Council;

Where reports concern Corporate Risk and Staff Statistics, these will still be presented to Committees by way of a recommendation ‘for review and comment’;

- (iii) That where a decision is required by more than one Committee and such decisions are not aligned the final decision will be made at the next meeting of the Council;
- (iv) That the current Town and Parish Council Trigger be replaced by member call in to Area Planning Committees, as detailed below:

Members Call in to Area Planning Committees

The process of Members calling in planning applications to the Central Area Planning Committee remains unchanged.

The process of Members calling in planning applications to the South Eastern and North Western Area Planning Committees is changed to allow for Ward Members to call in any planning application that falls within their call in area, as follows:

South Eastern Area Planning Committee

Call in area 1Burnham-on-Crouch North and Burnham-on-Crouch South

Call in area 2Althorne, Mayland, Southminster and Tillingham

North Western Area Planning Committee

Call in area 1Tollesbury, Tolleshunt D’Arcy and the Tothams

Call in area 2Purleigh, Wickham Bishops and the Woodhams.

- (v) That the Council delivers additional IT training to Members and carries out a full review of technology and hardware to ensure it is fit for purpose;
- (vi) That the Council will fully implement Mod.Gov and achieve paperless meetings, save for extraordinary individual circumstances, by May 2019;
- (vii) That Officers bring forward a proposal to improve the ability to screen Committee meetings in the Northey Room (formerly the Training Room at the Council Offices) through improved cameras and sound recording equipment and present a proposal to live stream meetings for consideration;
- (viii) That the Director of Resources in conjunction with the Leader of the Council, Deputy Leader of the Council, Chairmen and Vice Chairman of the programme Committees reviews both the scope of Directorships and the terms of reference of programme Committees to align the Corporate Leadership Team (CLT) roles better with those of the programme Committees;
- (ix) That mandatory training is provided to all Area Planning Committee members no later than the Statutory Annual meeting of the Council in May 2018. This training should cover core planning regulations and guidance to support and inform Members when making decisions on planning applications;

- (x) That the Director of Resources reviews the outcome of these changes and reports back to Members no later than the end of quarter one 2018 / 19.

3. SUMMARY OF KEY ISSUES

3.1 Officer Attendance at Committee Meetings

- 3.1.1 There have been a number of examples recently when the appropriate Director, Committee Clerk and five additional officers have attended meetings of both the Community Services Committee and Finance and Corporate Services Committee. When staff below the level of Director attend committee meetings they are able to claim Time Off In Lieu (TOIL) which generates an indirect cost to the Council.
- 3.1.2 Attendance and presentation at committee meetings provides valuable exposure and experience for members of staff progressing through the ranks of the organisation, but this should take place on an exception only basis with agreement from, or at the request of, the Committee Chairman.
- 3.1.7 It is recognised that the same does not apply to Area Planning Committee meetings where Members may have detailed questions that only the Planning Officer dealing with the application would be able to answer. Therefore, the proposed recommendation should not be applied to Area Planning Committees or extraordinary meetings of the Council (dealing with planning applications).

3.2 Reports for Noting and Information

- 3.2.1 Review of Committee meeting agendas between 1 April and 31 July 2017 demonstrated that 23 reports for noting and information were presented, discussed and debated by the main programme Committees and Audit Committee.
- 3.2.2 It might be considered more efficient that rather than present these reports they are listed for information and made available to Members via the shared I drive and email on request, and also copies will be made available in the Members' Room. If a member of a Committee specifically wants the report to be discussed and debated they can do this by giving notice to the Chairman of the Committee or Leader of the Council. This would prioritise the time of the Committee to be spent on decision making. Exception is to be made for reports concerning corporate risk and staff statistics which will remain presented but the recommendation will change so that the reports are to be reviewed and commented on.

3.3 Alignment of the Decisions of Different Committees

- 3.3.1 There are currently a number of areas which require the input of more than one committee before a decision can be taken. An example of this is that the policy to charge individuals to park on Council-owned car parks is the responsibility of the Community Services Committee but the responsibility setting the level of fee rests with the Finance and Corporate Services Committee. In Quarter One 2017 / 18 the Council experienced such an issue regarding car parking arrangements which led to confusion during the meetings at which there were a number of residents present. The

resolution for such a dispute should be by the Council where it can be debated by all Members and voted for accordingly.

3.4 Replacement of the Parish Trigger and Extending the Member Call in Area

- 3.4.1 In recent years, there have been instances where planning applicants have been democratically disenfranchised when a Member has rejected a request to call in their application. Arrangements currently exist for Burnham-on-Crouch North and South Wards, Maldon South and West Wards and Heybridge East and West Wards where Members can call in across their neighbouring wards but in the main the only Member that can call in an application is the Member(s) for that particular ward. The Council does have some single member Wards and this Member may not be available during the call in period. In the best interests of democracy, openness and transparency it is considered appropriate to allow Ward Members to call in any application within the “call in” area of the Area Planning Committee within which their Ward falls.
- 3.4.2 Currently, where a Parish / Town Council objects to a planning application which had been recommended for approval by an Officer, the application is determined by the relevant Area Planning Committee. There have been concerns when this has happened that the objection has not been based on sound planning reasons. The Council has introduced a form to be completed by the Parish / Town Council which has alleviated some of the issues but there still remains a large amount of applications coming to Committee as a result of the Parish Trigger. In the period since 1 January to 18 August 2017 there have been 52 instances of the parish trigger being invoked. Each time this takes place there will be a requirement for an additional report to be prepared and presented which takes approximately two additional hours of a planning Officer’s time per trigger invoked, this is costed at £48.16 per hour including overheads.
- 3.4.3 The Council could consider replacing the Parish Trigger by a call in by an appropriate Area Planning Committee Member. Parish / Town Councils with concerns could contact an Area Planning Committee Member who could then agree to call in the application, or not, to the relevant Area Planning Committee. In such cases the Member would need to provide sound planning reasons for the call in. Any Member on an Area Planning Committee can call in any application within the ‘call in area’ of the Committee they sit on.
- 3.4.4 This improves the Council’s basis for evidence based decision making, increases efficiency and further connects Ward Members with their respective Parish / Town Councils and their residents.

3.5 Paperless Committee Meetings

- 3.5.1 In 2015, Members and Directors were issued with iPads and the Council implemented the Mod.Gov application so that Members could use iPads or laptops rather than paper for Committee meetings. To date there has not been consistent use of this technology by all Members. The Council has recently appointed a Committee Services Supervisor; part of the remit of this role will be to develop the Mod.Gov application further to make it easier for Members to use, to hold more Member training sessions and also to work with IT to find the best hardware solution for our

Members. It is also anticipated that regular Member to Member and Officer to Member IT surgeries will be held for Members to resolve IT issues.

3.6 Screening of Committee Meetings

- 3.6.1 The Council's facilities for live broadcasting of meetings in other rooms in the Council Offices are currently poor. Significant planning applications attract a large gathering of residents and it is important that they are able to see and hear what is being debated and by whom in the Council Chamber. The current sound recording and broadcasting system is ineffective and the camera used to record the Council Chamber is a very old CCTV camera. There are a number of options that can be put in place which range from basic hardware upgrades to live streaming options. Members and Officers will review a range of these options, analyse costs and benefits and report back to Members of the Council in Quarter Three of 2017 / 18 for decision.

3.7 Review of Area Planning Committees

- 3.7.1 It is recognised that the cost of providing three Area Planning Committees is high. However there are pros and cons for retaining these committees and until such time as the full effect of the Local Development Plan (LDP) is embedded we are unable to confirm that demand on these Committees will fall. It is proposed that a Member led review of the current arrangements will take place over the coming months with a report to the Council coming forward no later than May 2018.

3.8 Structure of Committee Services

- 3.8.1 As the requirements on the Committee Services team change to reflect advances in technology the structure of the team should be continually reviewed. The Council no longer has a Committee Services Manager but a Committee Services Supervisor delivering a saving to the Council and placing more emphasis on the implementation of Mod.Gov through a revised job description.

3.9 Linking of Director Roles with Key Programme Committees

- 3.9.1 The Council has three Directors with defined responsibilities and three main programme Committees. The programme Committees are broadly aligned with the role of each Director but there are some exceptions. The BDO review commented on this and therefore it is suggested that the Director of Resources reviews both the defined responsibilities of each Director and the Terms of Reference of the three Committees. Following this review, potential changes will be presented to CLT and Members showing where more consistency might be achieved.

3.10 Training for Members of Area Planning Committees

- 3.10.1 It is essential and best practice for all Members to have up to date knowledge and training for them to be confident in their role as decision makers. Due to the significant responsibility and complexities of planning law it is recommended that a regular programme of mandatory training is delivered to all Members for their roles on the Area Planning Committees.

4. CONCLUSION

- 4.1 Both the BDO report and the recent Peer review have concluded that there are changes that could be made to the Council's governance arrangements in the interests of balancing the needs of efficiency, strategic focus, and political robustness. These recommendations seek to free up Member and Senior Officer capacity to plan for and manage future challenges and effectively deliver our corporate goals.

5. IMPACT ON CORPORATE GOALS

- 5.1 Increasing efficiency and effectiveness in the way we present and deliver our decisions supports the corporate goal of 'delivering good quality, cost effective and valued services'.

6. IMPLICATIONS

- (i) **Impact on Customers** – Improvements in the effectiveness and efficiency of decision making provides benefits to all stakeholders.
- (ii) **Impact on Equalities** – None noted.
- (iii) **Impact on Risk** – Recommendations arising from this submission would potentially reduce risk by increasing transparency and ensuring that decisions made are evidence based.
- (iv) **Impact on Resources (financial and human)** – Efficiencies identified in this submission will assist in reducing costs and officer time involved in the current decision making process. When fully implemented it is expected to deliver savings of up to £35,000.
- (v) **Impact on the Environment** – The recommendation relating to the Council becoming paperless reduces the amount of paper utilised in preparing committee reports and agendas.

Background Papers: BDO report 4 April 2017.

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

By virtue of paragraph(s) 1, 2, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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