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HEAD OF PAID SERVICE'S OFFICE
HEAD OF PAID SERVICE
Richard Holmes

17 May 2019

Dear Councillor

You are summoned to attend the meeting of the;

COMMUNITY SERVICES COMMITTEE

on **TUESDAY 28 MAY 2019** at 7.30 pm.

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

A copy of the agenda is attached.

Yours faithfully



Head of Paid Service

COMMITTEE MEMBERSHIP

CHAIRMAN Councillor Miss S White

VICE-CHAIRMAN Councillor E L Bamford

COUNCILLORS

M F L Durham, CC

A L Hull

J V Keyes

N G F Shaughnessy

R H Siddall

N Skeens

Mrs J C Stilts

C Swain

Ex-officio non-voting Members:

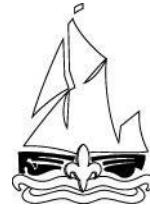
Councillors A S Fluker

M S Heard

Mrs M E Thompson

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AGENDA
COMMUNITY SERVICES COMMITTEE
TUESDAY 28 MAY 2019

1. **Chairman's notices (please see overleaf)**

2. **Apologies for Absence**

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

To confirm the Minutes of the meeting of the Committee held on 2 April 2019 (copy enclosed)

4. **Disclosure of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, other Pecuniary Interest or Non-Pecuniary Interests relating to items of business on the agenda having regard to paragraphs 6 – 8 of the Code of Conduct for Members.

(Members are reminded that they are also required to disclose any such interest as soon as they become aware should the need arise through the meeting.)

5. **Public Participation**

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

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

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

7. **Review of Performance 2018/19** (Pages 13 - 34)

To consider the report of the Director of Strategy, Performance and Governance, (copy enclosed)

8. **Pilot Countywide Handyperson Service** (Pages 35 - 52)

To consider the report of the Director of Service Delivery, (copy enclosed)

9. **Appointment of Representatives on Liaison Committees/Panels** (Pages 53 - 54)
To consider the report of the Director of Service Delivery, (copy enclosed)
10. **Memorials in Cemeteries, Parks and Open Spaces Policy** (Pages 55 - 66)
To consider the report of the Director of Service Delivery, (copy enclosed)
11. **Verbal Update on the Roundabout Sponsorship Scheme**
To receive a verbal update from the Countryside and Coast Manager
12. **Any other items of business that the Chairman decides are urgent**

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.



**MINUTES of
COMMUNITY SERVICES COMMITTEE
2 APRIL 2019**

PRESENT

Chairman	Councillor R G Boyce MBE
Vice-Chairman	Councillor Mrs B D Harker
Councillors	E L Bamford, A T Cain, Mrs H E Elliott, J V Keyes, Miss M R Lewis, Mrs N G F Shaughnessy, B S Beale MBE and A S Fluker
Ex-Officio Non-Voting Member	Councillors B S Beale and A S Fluker
Substitute Councillor	Councillor S J Savage
In attendance	Councillors PGL Elliott and R Pratt

2006. CHAIRMAN'S NOTICES

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

2007. APOLOGIES FOR ABSENCE AND SUBSTITUTION

Apologies for absence were received from Councillors H M Bass, Miss A M Beale and Mrs M E Thompson.

In accordance with Procedure Rule 17, paragraph 9, Councillor S J Savage attended as a substitute for Councillor Miss A M Beale.

2008. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 15 January 2019 be approved and confirmed.

Councillor S J Savage wished it noted that he abstained from approval as he was in attendance as a substitute for Councillor Miss A M Beale.

2009. DISCLOSURE OF INTEREST

Councillor Mrs N G F Shaughnessy declared a non-pecuniary interest in Agenda Item 9 – West Maldon Community Centre – Request to Construct Extension - as a member of the West Maldon Community Association Committee.

Councillor Miss Lewis declared a non-pecuniary interest in Item 11- Memorial Benches and Legacy Schemes within Parks and Open Spaces - as she had recently purchased a memorial bench and as the Chairman of the Friends of Heybridge Cemetery.

Councillor Mrs B D Harker declared a non-pecuniary interest in Item 11 - Memorial Benches and Legacy Schemes within Parks and Open Spaces - as the Secretary of the Friends of Heybridge Cemetery.

2010. PUBLIC PARTICIPATION

No requests had been received.

2011. CHAIRMAN'S GOOD NEWS ANNOUNCEMENTS

The Chairman informed the Committee that the Council had been awarded two grants one for improving public parks and one for improving high streets.

2012. VERBAL UPDATE ON THE ROUNDABOUT SPONSORSHIP SCHEME REPORT

The Director of Services Delivery advised Members that he had hoped to update them on this report. However, the Council was still awaiting the date for a meeting with Karl Raby, Technical Business Manager for Place Commissioning (Highways) to discuss the way forward and gain clarity around the allocation of sponsorship. He said that given the informal approaches had been unsuccessful thus far he would now formally write to Essex County Council (ECC) for clarification and will share the response with the Committee once received.

RESOLVED that the Director of Service Delivery write to the Technical Business Manager for Place Commissioning (Highways) requesting a response to the sponsorship allocation issue and circulate to Members once received.

2013. UPDATE REPORT ON DISABLED FACILITIES GRANT RELATED ISSUES

The Committee considered the report of the Director of Service Delivery, together with appendix 1, that provided a summary of the allocation and outcomes of the Council's Disabled Facilities Grant programme (DFG) for the previous year and provided feedback on proposals raised at the Community Services Meeting on the 28 August 2018 (Minute 372 RESOLVED refers).

The Chairman drew Members attention section 3.5 of the report containing the response to proposals raised previously by the Committee together with appendix 1 detailing updates on questions raised previously.

The Director of Resources addressing previous proposals and questions raised advised the Committee that the information had been collated by housing staff and other agencies. He hoped that the update was comprehensive and covered all salient points to date and asked if the Committee required any further assistance on this matter.

Councillor Miss Lewis, referring to the issue of assessment, said that this remained over complicated and drawn out. She informed the Committee that as a member of the Housing LIN Forum they had looked in-depth at the possibility of reducing the number of assessments that applicants had to undergo. A common assessment mechanism that fulfils all agency requirements was the ideal way forward to ensure that vulnerable people were supported in a timely fashion. The Chairman noted that this would be difficult, given the multi-agencies involved.

The Director of Service Delivery, in response, reiterated the Chairman's views and that the Council was not ultimately responsible. However, he said that if the Council could broker a meeting with said agencies to facilitate a more efficient approach then they would.

Concern was expressed at the county-wide versus local provision approach and that the Home from Hospital task and Finish Group and the Handyperson Task and Finish Group could potentially, with the appropriate funding, provide a local efficient service.

It was agreed that the scheme be delegated to the Commercial Manger to investigate the best model going forward and report back to the Committee on options for local delivery of services. A progress report would be submitted to the next meeting of this Committee.

RESOLVED

- (i) that Members note the key achievements from previous years;
- (ii) that Members receive and note the status of proposals outlined at the meeting in August 2018 and detailed in section 3.5.1 of the report: -
 - i. *Approval to fund an apprentice surveyor – helping manage succession planning, improving capacity and resilience to meet longer term demands on the service;*
There is no current provision for an apprentice surveyor within the future model however this matter will be reviewed as part of the detailed design work which will be carried out over the summer of 2019 to ensure the Council is able to deliver its services effectively
 - ii. *Agreement to use some additional funding to contribute towards the cost of a 'home from hospital' scheme, linked with Community Led Housing, helping local housing associations provide dedicated facilities to enable local people to leave hospital sooner, move closer to family and undertake a programme of reablement;*

Negotiations are on-going in connection with the Community Led Housing Project regarding a re-ablement programme.

A Home from Hospital Task and Finish Group and a Handyperson Task and Finish Group has been set up. MDC Officers are part of both groups. These Groups have identified the need for a Countywide Handyperson Service with particular focus being given to minor works, (such as key safe and level thresholds etc.) These works are often required to prevent delayed discharge and enable safe efficient return home from hospital. This service should also reduce/prevent hospital admission and promote an individual's independence. Continued work is ongoing to establish how this can be achieved, focussing on the feasibility of each Authority contributing towards a Handyperson Service to undertake these minor works.

Both Groups need to do further work to ensure an effective service is provided avoiding duplication of the current Essex Carers and Care Support Services (ECL) contract.

- iii *Explore the potential to create a local home improvement agency type service, providing practical help, support and advice to older people and those with disabilities so that they can continue to live independently in their homes;*

The Home Improvement Team is providing an Informal Home Improvement Agency type service which generates substantial income from fees. The Team is in an excellent position as part of the Housing Team to be informed of properties that are to be advertised on Choice Based Letting before the advertisement is placed. The Team is continuing to facilitate relocations to previously adapted properties therefore making better use of housing stock as required by the Private Sector Housing Assistance Policy. Local knowledge within the team coupled with the fact that two of the team are former Home Improvement Agency (HIA) staff, allow positive discussion with clients at the initial visit stage. The recommendations provided by the Occupational Therapist are reviewed and early identification made where these works are not practicable to undertake in the property. The possibility of moving is then discussed at the outset, thus avoiding unnecessary delays in meeting the client's needs.

The Team works very closely with all Housing Associations across the Maldon District securing contributions for works to be undertaken at these Housing Association's properties. Advice and assistance are given regarding Attendance Allowance, which is a much-underutilised allowance for older people, the additional income achieved as a result of this assistance allows vulnerable residents to employ people to assist them with various tasks (such as handyperson) which are beyond their capability thus reducing the risk of slips, trips and falls and subsequent hospitalisation. This matter will be kept under review.

- iv *Begin discussions with mid Essex Occupational Therapist Services (OTs) to consider the possibility of dedicated OTs to improve service and other opportunities for those who may need adaptations.*

Discussions have been completed, Countywide, regarding the provision of an in-house Occupational Therapist (OT). An agreement has been completed for Maldon District Council, Braintree District Council and Chelmsford City Council to share an in-house OT. The use of this service is based upon the number of recommendations received. Chelmsford and Braintree will utilise the OT for two days and Maldon for one day. MDC contribution towards this is pro-rata and funded from Maldon's Better Care Funding allocation.

In conjunction with the OT, Council Officers will be looking to develop a pathway from hospital/hospice to home and will also be on hand to discuss any general queries we may have regarding recommendations.

- (iii) that the Commercial Manager investigate the best model for local service delivery of the Disabled Facilities Grants Programme and report back to this Committee on progress.

2014. WEST MALDON COMMUNITY CENTRE - REQUEST TO CONSTRUCT EXTENSION

The Committee considered the report of the Director of Service Delivery, together with associated appendices, that informed Members of a communication received from West Maldon Community Association (WMCA). This was a request that the Council, as landlord, to support a planning application to be submitted by WMCA to construct an extension to the Community Centre.

A discussion ensued regarding the recommendation in the report and concern was expressed that this could be seen as a planning application. The Chairman exercised his discretion as Chairman to invite Mr David Campbell, the Vice-Chairman of the WMCA, to clarify the purpose of the request. He confirmed that this was a request in principle, for an extension prior to investing in an expensive planning application process.

The Committee suggested a change in the wording of the recommendation to replace 'this request' with "the principle".

The Chairman put the recommendation that Maldon District Council supports the principle to extend the Community Centre, subject to West Maldon Community Association (WMCA) obtaining all necessary consents to the Committee and this was agreed.

RESOLVED that Maldon District Council supported the principle to extend the Community Centre, subject to West Maldon Community Association (WMCA) obtaining all necessary consents.

2015. UPDATE ON THE RESOURCES AND WASTE STRATEGY INCLUDING RECENTLY PUBLISHED CONSULTATIONS

The Committee considered the report of the Director of Service Delivery that updated Members on the Resources & Waste Strategy and the recent published consultations with key milestones detailed at appendix 1. The report sought Members approval for the Director of Service Delivery to draft and submit responses to the consultations on behalf of the Council.

The Chairman brought to the Committee's attention the highlights of the report, the milestones involved together with the issue of introducing free green waste collections. It was noted that this was a shared concern across a number of Local Authorities in Essex due to the success of the chargeable schemes.

The Director of Service Delivery, addressing the issue of free green waste collection, said that the Council had already identified that over 58% of other Local Authorities were in the same position, operating very successful chargeable green waste collections and all were concerned at how the Government would deal with this going forwards. The Council would be making representations on this together with looking at ways of how the Council dealt with future policies on waste collection.

A concern was raised regarding fly-tipping of household construction waste. The Director of Service, in response, said that if necessary he would raise this as a separate concern with Essex County Council.

With reference to the recommendation he said that this was a purely practical issue of being in a position to draft the recommendation within the timeline on behalf of the Council.

The Chairman put the recommendation to the Committee and this was agreed.

RESOLVED that the Director of Service Delivery draft and submit responses to the consultations, either individually or jointly with members of the Essex Waste Partnership Board, as required on behalf of the Council.

2016. MEMORIAL BENCHES AND LEGACY SCHEMES WITHIN PARKS AND OPEN SPACES

The Committee considered the report of the Director of Service Delivery that updated the Committee on considerations in respect of the Memorial Bench scheme and alternative 'Legacy Scheme' proposals within Parks & Open Spaces. Attached to the report were appendices detailing illustrative photographs and examples of memorial projects.

The Director of Service Delivery introduced the report and advised Members that the proposed approach was largely to manage the scheme by backfilling into the existing provision, rather than create new locations. He then took the Committee through the examples of projects provided in the appendices.

Concerns were raised around the current policy for purchasing a bench. It was noted that it lacked clarity around individual responsibility, length of lease, when ownership/responsibility reverted and whether benches could be removed.

The City of London Cemetery was cited as an excellent example of good practice in terms of its policy. This comprised an agreed purchase price for a bench, maintained by the City of London Cemetery for an agreed number of years, after that agreed period a maintenance fee was levied and if not paid, the bench reverted to the cemetery. In addition, the cemetery was now looking into the use of reclaimable bench material going forward.

In light of the aforementioned concerns the Chairman proposed that recommendation (i) be referred back for a separate report on the policy, to include clarification for those with existing benches and feedback from Friends of Heybridge Cemetery and the National Federation, as appropriate.

The Chairman put the recommendations, including the revised recommendation (i), to the Committee and they were agreed.

RESOLVED

- (i) that Members agreed this recommendation be referred back to officers for a separate report on the policy;
- (ii) that Members agreed a draft ‘best practice’ model for creation, processes, and functions of a Legacy Fund be prepared and returned to Committee for discussion by December 2019.
- (iii) that Members agreed a list of potential projects for application to a Legacy Fund scheme be developed, with details to include indications where they ‘fit’ with existing policy or need, financial costs/scale and deliverability, and indicative locations (including designs) be drafted for consideration.

2017. EXCLUSION OF THE PUBLIC AND PRESS

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

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

2018. MARKET UPDATE

The Committee considered the report of the Director of Service Delivery that updated Members on the work of the tendering process in relation to the Maldon (Thursday and Saturday) and the Burnham-on-Crouch (Tuesday) town market.

The Director of Service Delivery took the Committee through the report and the tender options outlined for both Maldon and Burnham-on-Crouch Town markets.

A discussion ensued around the various options and which would be most beneficial in each location. The Committee conclude that option (i) in each instance would best benefit the respective areas.

The Chairman put the proposal to the Committee that option (i) for both Maldon and Burnham-on-Crouch Town markets be adopted and this was agreed.

RESOLVED

Maldon Town Market

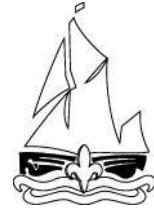
- (i) that Members accept and agree the tender for Maldon Town Market for 1 year and investigate alternative proposals for future provision; and,

Burnham-on-Crouch Town Market

- (i) that Members accept and agree the tender for Burnham-on-Crouch Town Market for 5 years.

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

R G BOYCE MBE
CHAIRMAN



**REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

**to
COMMUNITY SERVICES COMMITTEE
28 MAY 2019**

REVIEW OF PERFORMANCE 2018/19

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to supply Members with details of performance against targets set for 2018-19 and to ensure that progress is being achieved towards the corporate goals and the objectives detailed in the Corporate Plan 2015-19 adopted by Council in February 2015 (Minute No. 828 refers) with the 2018-19 annual update approved by Council in February 2018. The report deals with Quarter 4 performance (January-March 2019)
- 1.2 Where performance or progress is behind schedule or at risk, the reasons why need to be fully understood and decisions taken on what, if any, action is required to bring performance back on track.
- 1.3 Quarterly reviews of performance are undertaken by the Overview & Scrutiny Committee and the position as at the year-end will be reviewed at the meeting on 5 June. An annual performance report will also be submitted to Council on 27 June.
- 1.4 All of the performance information contained within this report is recorded on the Council's Performance and Risk Management system (TEN) to which all Members have access.

2. RECOMMENDATION

Members review and comment on the information as set out in this report and **APPENDIX 1**.

3. SUMMARY OF KEY ISSUES

- 3.1 As reported to and agreed by Council in February 2018:
 - i. For 2018/19 CLT, in liaison with the service managers, identified and proposed the Key Corporate Activities (KCAs) that would contribute to the achievement of the corporate goals and objectives. These KCAs are the “flagship” activities under each goal that the Council is committed to progressing or achieving in the year and would provide a focus for the Council in delivering its priorities.
 - ii. For 2018/19, activities that are either central to our corporate goals, but delivery of which is more dependent on partnership working or have particular

organisational significance for the year, were differentiated from the KCAs. These were designated as “service priorities”.

- 3.2 The format of the half yearly performance reports to this Committee is on an “exception” basis i.e. only those activities and indicators that are behind schedule, at risk or where targets have not been achieved are included. This will ensure the focus is on those areas requiring attention and assisting Members to challenge performance or allocation of resources where the Council’s corporate goals may not be achieved.
- 3.3 **APPENDIX 1** to this report details for each of the corporate goals:
- The KCAs and Service Priorities which are assessed as being “behind schedule” or “at risk of not being achieved”
 - Indicators which have not achieved the end of year target.

The activities/indicators aligned with this Committee have been marked ➔ to provide easy identification by Members. All other activities/indicators will be presented to the relevant committee for comment and review.

3.4 **Complaints and Compliments Received**

96 complaints and 22 compliments about services (pre-Future Model) that reported to this Committee were received by the Council between 1 April 2018 and 31 March 2019:

Service Area	Total complaints 16/17	Total complaints 17/18	Total complaints 18/19	Total compliments 16/17	Total compliments 17/18	Total compliments 18/19
Leisure, Countryside & Tourism	24	17	21	4	3	7
Customers	12	15	16	8	11	8
Community & Living	78	74	59	8	13	7
Total	114	106	96	20	27	22

All complaints received are investigated and action taken to improve service delivery where learnings are identified.

- 3.5 Council approved the Corporate Plan 2019-23 at its meeting on February 14th, 2019. The new Corporate Plan has moved from an activity-based focus and adopted an impact and outcome focussed approach, where long- and medium-term consequences the Council is striving to secure are outlined at the highest level.
- 3.6 Three strategic themes have been identified – Place, Community and Prosperity - and following approval of the Corporate Plan, thematic strategies are being drafted for each theme which will be submitted to Council in July for adoption.

- 3.7 Once the strategies have been agreed, the key activities and priority measures to be monitored at a corporate level will be determined, together with the format for reporting. It is anticipated that the new performance reporting arrangements will be introduced from Quarter 2 (July - September 2019/20) which will coincide with the implementation of Phase 2 of the Future Model and the new Committee structure.

4. CONCLUSIONS

- 4.1 Good progress has been made on a number of activities which will contribute to the Council's corporate goals and objectives. Where key corporate activities are at risk/behind schedule and end of year performance indicator targets not achieved, the reasons why need to be fully understood and decisions taken on what, if any, action is required.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The purpose of this report is to supply Members with details of performance against targets set for 2018/19 and to ensure progress was achieved towards the overall corporate goals and objectives detailed in the Corporate Plan 2015-19.
- 5.2 The Services agreed actions (Key Corporate Activities and Service Priorities) to take forward in 2018/19 to contribute to the achievement of these objectives. Performance indicators and measures were also established to monitor the impact of these actions and to provide evidence of achievements.
- 5.3 Given that this report relates to 2018/19 performance it is based on the Corporate Plan 2015-19 rather than the strategic themes included in the newly adopted Corporate Plan 2019-23.
- 5.4 Notwithstanding this, to ensure that Maldon District Council progresses towards or achieves its stated goals/outcomes, it is important that performance is monitored and managed effectively against targets and milestones.
- 5.5 As the Council is accountable to the community, it is also important that it is able to demonstrate it is monitoring and managing performance effectively.

6. IMPLICATIONS

- (i) **Impact on Customers** – Performance Management is about agreeing and achieving objectives and priorities, monitoring our performance against agreed targets and timescales, identifying opportunities for improvement, making necessary changes and ultimately delivering quality public services.
- (ii) **Impact on Equalities** – For the Council “Equalities” means understanding our staff and customers and making sure that our policies and services are designed to meet their needs and implemented appropriately.

MDC is committed to providing equal opportunity of access to services, and level of service provided, and developing communities that are free from discrimination.

- (iii) **Impact on Risk** – If performance is not managed effectively by the Council at both Committee and management level, there is a risk that the Council will not achieve its stated priorities and outcomes.
- (iv) **Impact on Resources (financial and human)** – If action is needed to bring key activities or indicators back on track to meet the targets set, a reallocation of resources may be required to ensure that objectives and priorities are achieved.
- (v) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Paul Dodson, Director of Strategy, Performance and Governance, (Tel: 01621 875756)

Review of Performance 2018-19



COMMUNITY SERVICES COMMITTEE

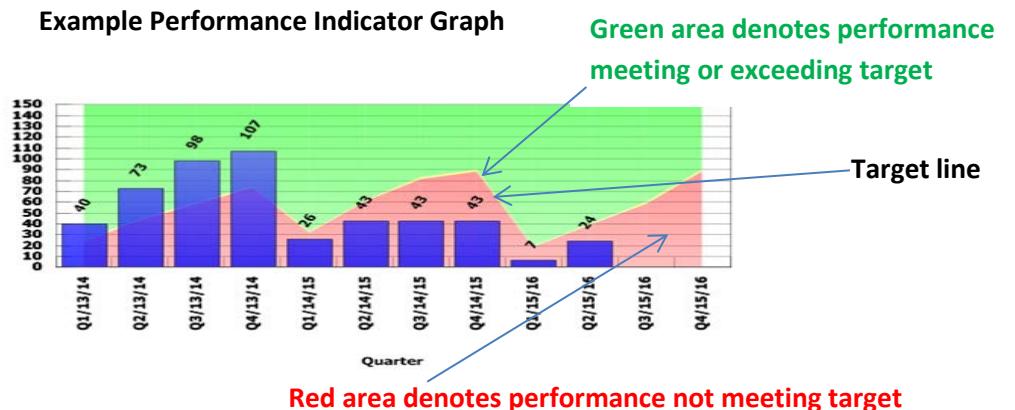
REVIEW OF PERFORMANCE 2018-19

The performance reports are produced on an “exception” basis; full details will only be included for those activities and indicators which are behind schedule, at risk or not on target

Status Definitions for Key Corporate Activities

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

Example Performance Indicator Graph



Review of Performance 2018-19

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

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

Service Priorities contributing to this goal - 2			
At Risk	Behind Schedule	On Track	Completed
		2	

Review of Performance 2018-19

Corporate Goal - Protecting and shaping the District

Key Corporate Activities contributing to this goal – 8				
Activity not being taken forward	At Risk	Behind Schedule	On Track	Completed
1	1	2	3	1

Service Priorities contributing to this goal - 1				
Not started	At Risk	Behind Schedule	On Track	Completed
1				

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q4	Comments for KCAs “At Risk” or “Behind Schedule”
Delivery of the strategic sites as set out in the adopted Local Development Plan for the Maldon District	Strategic Sites have varying timescales as set out in the adopted LDP	At Risk	<p>The benchmark timetable for the delivery of the LDP Strategic Sites is the Housing Trajectory set out in Figure 4 (page 24) of the approved LDP.</p> <p>Overall the status is considered at risk.</p> <p>The following sets out the status of each site:</p> <p>Site 2a - South of Limebrook Way Development has commenced on Phase 1 Eastern Parcel (Taylor Wimpey) - 200 dwellings. Phase 2 Eastern Parcel (Taylor Wimpey) 406 dwellings has been refused 21 March 2019 at Ex. Council. A Full Application for an additional 33 dwellings was also refused.</p> <p>Site S2b - North of Wycke Hill The S106 is nearing completion. As a land promoter led scheme the site will be marketed to a house builder prior to the submission of reserved matters. LDP anticipated the first homes to be delivered in 2019/20.</p> <p>Site S2c - South of Wycke Hill Development progressing well. This site is on schedule to be completed within the 5 year Housing Land Supply period.</p>

Review of Performance 2018-19

			<p>Site S2d - North Heybridge. The amended plans were refused by Ex. Council at February meeting.</p> <p>Site S2e - Holloway Road Development progressing well. This site is on schedule to be completed within the 5 year Housing Land Supply period.</p> <p>Site Sf - West of Broad Street Green Road Development progressing well. The development is to be completed within the 5 year Housing Land Supply period.</p> <p>Site S2g Park Drive Development of 131 units is now complete.</p> <p>Site S2h Heybridge Swifts This site is stalled. Its trajectory is outside of the 5-Year housing supply monitoring period so not critical at this point.</p> <p>Site S2i West of Burnham on Crouch Development commenced. This site is behind schedule as the LDP anticipated a start in 2017/18 nevertheless it is expected to be completed in the 5 year Housing Land Supply period.</p> <p>Site S2j North of Burnham on Crouch West Development progressing well. The development is to be completed within the 5 year Housing Land Supply period.</p> <p>Site S2k North of Burnham on Crouch East Pre-app meetings taking place with Taylor Wimpey to progress site.</p>
Key Corporate Activities (KCAs)	Target Date	Status as at end of Q4	Comments for KCAs "At Risk" or "Behind Schedule"
Influence and co-ordinate partners to prioritise and deliver flood relief projects for identified surface and coastal flooding risk areas in District	March 2019	North Heybridge Flood Alleviation Scheme Behind schedule	<p>North Heybridge Flood Alleviation Scheme</p> <p>The original scheme for North Heybridge has been withdrawn.</p>

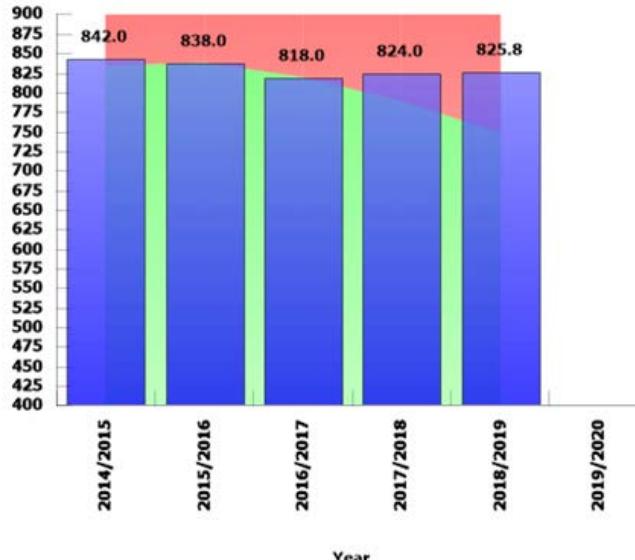
Review of Performance 2018-19

		CDA 2 Scheme Brickhouse Farm Behind schedule	The EA have halted the optioneering whilst they are reviewing their framework and are looking at reappointing consultants to continue with costings. We are awaiting a new date for a stakeholder meeting to discuss and look at a preferred option. This project is shown as behind schedule when assessed against the original timescales. However, new timescales for the replacement scheme will be determined in due course.
		CDA1 West Maldon Not being taken forward	Brickhouse Farm Scheme This is an ECC scheme. Ecology works have been completed and we are now awaiting a start date. The status of this project is behind schedule.
		CDA3 and Masterplan Area On track	West Maldon (CDA1) ECC have now formally noted that due to inadequate cost/benefit the scheme is unlikely to attract government funding and will not go ahead. The Council will continue to seek funding opportunities as they arrive.
		Wickham Bishops Flood Scheme On track	

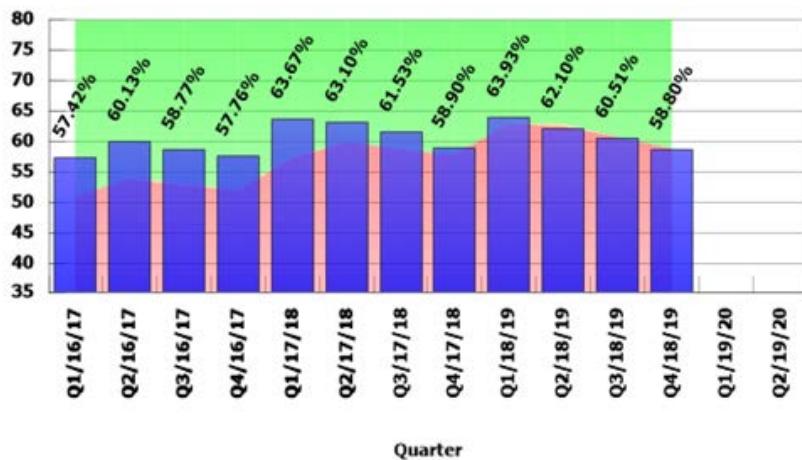
Service Priorities	Target Date	Status as at end of Q4	Comments for Service Priorities "At Risk" or "Behind Schedule"
➔ Establish management plans with community groups re management /maintenance of open spaces at Prom Park	March 2019	Not started	The Council has delayed the delivery of this work as it links to two other areas of Council activity. The first area relates to the Central Area Masterplan which is considering the possibility of a central hub facility in Prom Park, the other relates to considerations being taken forward as part of the Future Model asset review. It is anticipated this work will re-start by Q2 in 19/20 when properly informed through the outcomes of the linked activities. In the meantime, the existing sites continue to be maintained and supported as required through extension of existing plans.

Review of Performance 2018-19

Indicators - For comparison purposes, where available, the figures for the previous year, for the same period in the previous year and the previous quarter are provided.

Indicator	17/18 Actual	18/19 Target	Q4 17/18	Q3 18/19	Q4 18/19	Cumulative For the Year 18/19	Annual target achieved																				
➔ Total household waste arising per household <small>Low performance figure is good</small>	824 kgs. per household	750 kgs. per household		Monitored on an annual basis			825.8kgs. (provisional)																				
<u>Comment on current performance</u>																											
<p>The provisional figure for this indicator is very similar to that reported for 2017/18, but the Council has no control over the amount of waste produced. The target for the coming year will be reviewed and work undertaken with our contractor on an education programme to impact this going forward.</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Actual (kgs.)</th> <th>Target (kgs.)</th> </tr> </thead> <tbody> <tr> <td>2014/2015</td> <td>842.0</td> <td>850</td> </tr> <tr> <td>2015/2016</td> <td>838.0</td> <td>750</td> </tr> <tr> <td>2016/2017</td> <td>818.0</td> <td>750</td> </tr> <tr> <td>2017/2018</td> <td>824.0</td> <td>750</td> </tr> <tr> <td>2018/2019</td> <td>825.8</td> <td>750</td> </tr> <tr> <td>2019/2020</td> <td></td> <td></td> </tr> </tbody> </table>							Year	Actual (kgs.)	Target (kgs.)	2014/2015	842.0	850	2015/2016	838.0	750	2016/2017	818.0	750	2017/2018	824.0	750	2018/2019	825.8	750	2019/2020		
Year	Actual (kgs.)	Target (kgs.)																									
2014/2015	842.0	850																									
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2017/2018	824.0	750																									
2018/2019	825.8	750																									
2019/2020																											

Review of Performance 2018-19

Indicator	17/18 Actual	18/19 Target	Q4 17/18	Q3 18/19	Q4 18/19	Cumulative For the Year 18/19	Annual target achieved
➔ Percentage of household waste sent for reuse, recycling and composting (including separate green waste) <i>High performance figure is good</i>	58.93%	59%	52.3%	56.85%	52.9% (provisional)	58.8% (provisional)	No (by 0.2%)
<u>Comment on current performance</u> 2018/19 recycling rate is similar to that reported for 2017/18. Performance was slightly lower than the target set. However, we were unable to increase garden waste subscriptions from August onwards due to vehicle capacity issues; this additional tonnage would have boosted the performance figure. Officers are looking at how to increase capacity for new customers.							
➔ Average number of justified missed collections per collection day <i>Low performance figure is good</i>	10.22	<10 per collection day	12.46	13.32	12.07	13.00	No

Review of Performance 2018-19

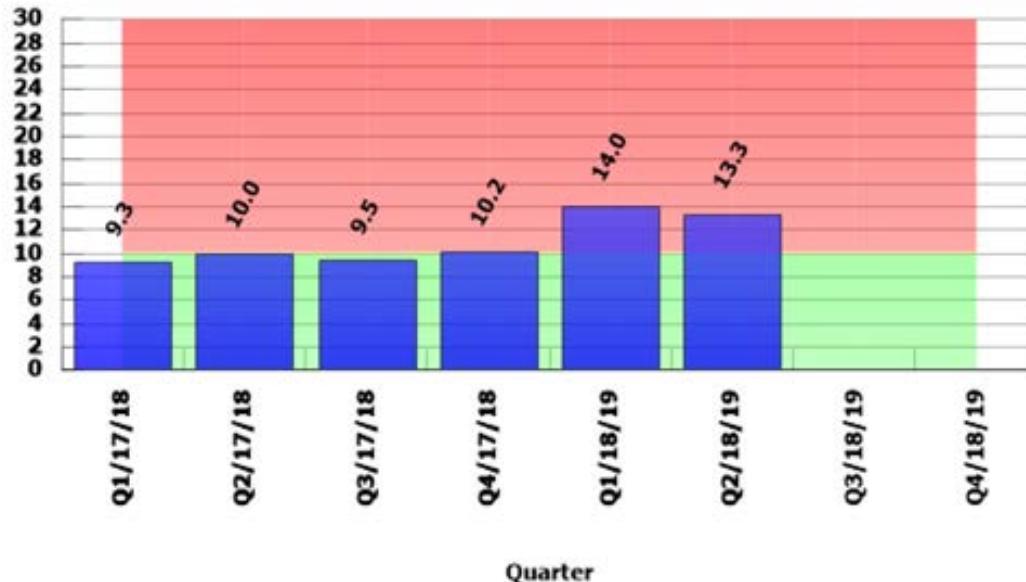
Comment on current performance

Whilst the average number of justified missed collections per collection day for Q4 (12.07) and cumulatively for the year (13.0) is over the target of 10, performance has to be viewed against the total number of 16,613 collections per day - 99.9% of collections are deemed to be successfully collected.

The contract is closely monitored by the Waste Team with peaks and troughs in performance analysed and discussed with the contractors and monthly contract meetings held.

As reported previously to the Community Services Committee, many authorities do not report on missed waste collections, or only consider it to be a missed collection if it has failed to be picked up the following day or alternatively report the number of successful collections.

It is proposed, therefore, that if this indicator is retained for 2019/20, that the target should be reviewed and set at a more realistic figure.



Review of Performance 2018-19

Corporate Goal - CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY

Key Corporate Activities contributing to this goal - 12				
Not started	At Risk	Behind Schedule	On Track	Completed
5		4	3	

Service Priorities contributing to this goal - 2			
At Risk	Behind Schedule	On Track	Completed
		1	1

Key Corporate Activities (KCAs)	Target Date	Status as at end of Q4	Comments for KCAs "At Risk" or "Behind Schedule"
<p>► Work with local businesses and agencies to prepare for/implement projects for the following Central Area Masterplan sites:</p> <ul style="list-style-type: none"> a) Lower High Street (LHS) b) Butt Lane Car Park c) Hythe Quay d) Maldon Riverside Path e) The Causeway Corridor f) North Quay Regeneration (inc. Heybridge Creek improvements and Heybridge Creek Connection) g) Former Wyndeham Heron premises h) Destination Hub – Promenade Park/Hythe Quay i) Promenade Park 	March 2019 ➔ ➔	a) Behind schedule b) Behind schedule c) Not started d) Not started e) Not started f) On track g) Not started h) Behind schedule i) Not started	<p>A review is being undertaken on the delivery timescales for the various Central Area Master Plan projects some of which have been impacted by external factors such as the Air Quality Management Area on Market Hill.</p> <p>Lower High Street (LHS) Engagement with the High Street businesses took place at a workshop on 27 February 2019 to gauge the appetite for change and investment from the private sector to progress the LHS project objective to improve the retail offer, enhance the public realm and increase footfall at the Lower High Street. Stakeholders, businesses and landowners contributed their ideas, commitment and investment (time resource at this stage) to realise an 'area strategy' for the Lower High Street.</p> <p>A Gateway Review of Project 2 is in April 2019 through the Masterplan Delivery Group and will consider the scope of Project 2 in terms of the Future High Streets funding opportunity, the challenges of the Air Quality Management Area on Market Hill and its implications on traffic management in and around the town centre and other dependent projects in the Masterplan Programme.</p> <p>The Government launched the 'Future High Streets Fund' in January 2019 since the last update with funding for 'physical change' to meet the challenges and aspirations for sustainable high streets in the future. Letters of support for the funding were</p>

Review of Performance 2018-19

		b) →	<p>received from the Maldon Business Hub representing High Street businesses at the workshop, SELEP, Carrs Flour Mill and ECC Highways.</p> <p>Target dates will be revised due to Future Model and other Town Centre challenges including AQMA declaration on Market Hill and the FHS funding opportunity.</p> <p>Butt Lane Car Park</p> <p>Retention of the market at Butt Lane on Thursdays and Saturdays on a permanent basis has been approved.</p> <p>Butt Lane Car Park is a key arrival point in the town. The wayfinding signage required from this key arrival point to wider town centre retail areas, activities and events has been included in the Expression of Interest to the Future High Streets Fund - decision for funding is expected in Summer 2019.</p> <p>The car park enhancements required also cross over with other Council strategies and SPDs: Town Centre Greening Project in the draft Green Infrastructure Strategy and advice in the Maldon District Design Guide SPD.</p> <p>Target dates will need to be revised due to Future Model and other Town Centre challenges and FHS funding opportunity.</p> <p>Hythe Quay</p> <p>A main business on Hythe Quay, Maldon Little Ship Club, have met with Leader, Deputy Leader, Director and Officers twice since the last update to progress their development proposals to become more prominent on Hythe Quay in terms of frontage activity and association with the water. This could include taking on vacant Council owned buildings for cadet training and boat storage and opening to the wider public in terms of a food and drink offer.</p> <p>As part of the Business Engagement for CAMP Project 2 Lower High Street businesses are keen to link up with events and activities at Hythe Quay/Prom Park to promote the offer at the LHS (retail and food and drink) via 'visit Maldon' website and event/activity publicity.</p> <p>Hythe Quay Improvement Initiative is an element of the Expression of Interest application to the Future High Street Fund to link the activity at Hythe Quay and</p>
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Review of Performance 2018-19

			<p>parking at Prom Park (Parking Strategy in Masterplan) to a gateway entrance to the LHS.</p> <p>Maldon Riverside Path</p> <p>This project has been included in an Expression of Interest application to the Future High Streets Fund as an alternative connecting partly off road route linking the out of centre retail area on the Causeway to Hythe Quay and the middle and lower sections of the High Street via Downs Road/Butt Lane and North Street. Conversely, it is an attractive walking and cycling route from Promenade Park car park (park and stride and park and ride) to Hythe Quay activities and onwards to the Lower High Street or the out of centre retail. Expression of Interest decision for revenue funding expected Summer 2019.</p> <p>Causeway Corridor</p> <p>The hotel developer (Aquila) submitted a Non Material Amendment planning application in January 2019 to address technical issues with approved materials. This has held up commencement of the construction of the hotel, but it is expected to commence in April 2019. This will trigger production of the Landscape Strategy for the Causeway Corridor prior to first occupation of the hotel.</p> <p>Former Wyndham Heron premises</p> <p>The premises have recently been let on a short term lease to a local business - the Commodity Centre at Little Braxted. Officers will engage with the new tenants and owners of the site in 2019 to help produce a long term strategy for the site.</p> <p>As a vacant site when the Masterplan was prepared and adopted, the site remains an 'opportunity site' in the Masterplan Development Framework for mixed use development in accordance with Policy S5, LDP.</p> <p>Destination Hub - Promenade Park/Hythe Quay</p> <p>The Council is developing a feasibility study which will look at the optimum future use of and within Promenade Park for a central hub building. Specialist advice is being sought to inform the study. The timescale of this work is not yet defined.</p> <p>Promenade Park</p> <p>The Parking Strategy in the Masterplan sets out how Promenade Park can become a</p>
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APPENDIX 1

Review of Performance 2018-19

			car park serving the town centre (by formalising and regularising the existing car park) and increase activity and footfall towards the Lower High Street that will become a gateway to the middle and upper sections of the High Street. It is a short walk from the Prom Park car park to Hythe Quay and the Lower High Street. The Parking Strategy includes 'park and stride' and 'park and ride' to and from the Prom Park car park and utilising the existing free bus route from Tesco to the Leisure Quarter. This has all been included in an Expression of Interest to the Future High Streets Fund (FHSF EoI) submitted 22 March 2019 to alleviate the challenges of the Air Quality Management Area Action Plan (due December 2019), the management of traffic and the capacity issues at existing town centre car parks and the physical infrastructure required. FHSF EoI decision by Summer 2019.
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Key Corporate Activities (KCAs)	Target Date	Status as at end of Q4	Comments for KCAs "At Risk" or "Behind Schedule"
Co-ordinate the delivery of an Enterprise Centre for the District	TBA once business model defined	Behind schedule	Enterprise Centre options being reassessed and future business model proposals to be redefined.

Review of Performance 2018-19**Corporate Goal - Delivering good quality, cost effective and valued services**

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

Service Priorities contributing to this goal - 3			
At Risk	Behind Schedule	On Track	Completed
			3

Review of Performance 2018-19

Indicators

For comparison purposes, where available, the figures for the previous year, for the same period in the previous year and the previous quarter are provided.

Indicator	17/18 Actual	18/19 Target	Q4 17/18	Q3 18/19	Q4 18/19	Cumulative For the Year 18/19	Annual target achieved																											
Average rate of return on Treasury investments <small>High performance figure is good</small>	New indicator 18/19	1.5%	Monitored on an annual basis				1.80%																											
Time taken to process Housing Benefit/Council Tax Support new claims <small>Low performance figure is good</small>	10.72 days	15 days	6.19 days	20.5 days	24.13 days	28.63 days	No																											
<u>Comment on current performance</u>		<p>The figure for Q4 is higher than the previous quarter, but the number of days available to work in this were reduced due to a period when core systems were unavailable in order that end of year processes could be completed.</p> <p>Given the measures that have been put in place the average number of days for the year has reduced, but the original target has not been achieved in view of the additional demands that the service faces as we embed significant service transformation. There has also been some impact as a result of the Universal Credit roll out as, in some circumstances, additional checks, the timescales for which are largely out of our control, are required to establish whether a claim is new or should be Universal Credit.</p> <p>The situation is being monitored closely.</p> <table border="1"> <caption>Data for Time taken to process Housing Benefit/Council Tax Support new claims</caption> <thead> <tr> <th>Quarter</th> <th>Value (days)</th> </tr> </thead> <tbody> <tr><td>Q1/16/17</td><td>12.1</td></tr> <tr><td>Q2/16/17</td><td>13.3</td></tr> <tr><td>Q3/16/17</td><td>14.3</td></tr> <tr><td>Q4/16/17</td><td>14.8</td></tr> <tr><td>Q1/17/18</td><td>15.9</td></tr> <tr><td>Q2/17/18</td><td>14.6</td></tr> <tr><td>Q3/17/18</td><td>13.9</td></tr> <tr><td>Q4/17/18</td><td>10.7</td></tr> <tr><td>Q1/18/19</td><td>35.2</td></tr> <tr><td>Q2/18/19</td><td>33.9</td></tr> <tr><td>Q3/18/19</td><td>29.8</td></tr> <tr><td>Q4/18/19</td><td>28.6</td></tr> </tbody> </table>							Quarter	Value (days)	Q1/16/17	12.1	Q2/16/17	13.3	Q3/16/17	14.3	Q4/16/17	14.8	Q1/17/18	15.9	Q2/17/18	14.6	Q3/17/18	13.9	Q4/17/18	10.7	Q1/18/19	35.2	Q2/18/19	33.9	Q3/18/19	29.8	Q4/18/19	28.6
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Review of Performance 2018-19

Indicator	17/18 Actual	18/19 Target	Q4 17/18	Q3 18/19	Q4 18/19	Cumulative For the Year 18/19	Annual target achieved																																							
% Business Rates collected <small>High performance figure is good</small>	98.8%	98%	7.15%	26.49%	8.71%	97.95%	No (by 0.05%)																																							
<u>Comment on current performance</u>																																														
<p>The collection rate is marginally below target primarily due to a change in occupier of one of our larger rate assessments, and a dispute with the occupier resulting in non-payment. We are currently taking action to recover the debt.</p> <p>Work continues to identify businesses which might be operating without our knowledge and we have had some successful outcomes from our pan Essex data matching arrangements, enabling us to remove discounts that had been claimed but where there was no entitlement.</p>																																														
<table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual Collection Rate (%)</th> <th>Cumulative Total (%)</th> </tr> </thead> <tbody> <tr><td>Q1/16/17</td><td>36.98%</td><td>36.98%</td></tr> <tr><td>Q2/16/17</td><td>64.77%</td><td>64.77%</td></tr> <tr><td>Q3/16/17</td><td>90.98%</td><td>90.98%</td></tr> <tr><td>Q4/16/17</td><td>98.4</td><td>98.4</td></tr> <tr><td>Q1/17/18</td><td>38.86%</td><td>38.86%</td></tr> <tr><td>Q2/17/18</td><td>65.12%</td><td>65.12%</td></tr> <tr><td>Q3/17/18</td><td>91.65%</td><td>91.65%</td></tr> <tr><td>Q4/17/18</td><td>98.4</td><td>98.4</td></tr> <tr><td>Q1/18/19</td><td>37.10%</td><td>37.10%</td></tr> <tr><td>Q2/18/19</td><td>62.75%</td><td>62.75%</td></tr> <tr><td>Q3/18/19</td><td>89.24%</td><td>89.24%</td></tr> <tr><td>Q4/18/19</td><td>97.9</td><td>97.9</td></tr> </tbody> </table>								Quarter	Actual Collection Rate (%)	Cumulative Total (%)	Q1/16/17	36.98%	36.98%	Q2/16/17	64.77%	64.77%	Q3/16/17	90.98%	90.98%	Q4/16/17	98.4	98.4	Q1/17/18	38.86%	38.86%	Q2/17/18	65.12%	65.12%	Q3/17/18	91.65%	91.65%	Q4/17/18	98.4	98.4	Q1/18/19	37.10%	37.10%	Q2/18/19	62.75%	62.75%	Q3/18/19	89.24%	89.24%	Q4/18/19	97.9	97.9
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Review of Performance 2018-19

Indicator	17/18 Actual	18/19 Target	Q4 17/18	Q3 18/19	Q4 18/19	Cumulative For the Year 18/19	Annual target achieved
% of major planning applications acknowledged within 10 working days <i>High performance figure is good</i>	91.23%	95%	100%	100%	75%	94.34%	No
% of minor planning applications acknowledged within 5 working days <i>High performance figure is good</i>	75%	95%	87.88%	81.48%	64.63%	76.47%	No
% of other planning applications acknowledged within 5 working days <i>High performance figure is good</i>	70.76 %	95%	85.52%	88.28%	80.42%	85.29%	No

Comment on current performance

These indicators were introduced in 2016/17 at a time when there were issues within Planning and concerns raised by Members with the time taken to validate/acknowledge applications. Since then there has been a significant improvement in performance as follows:

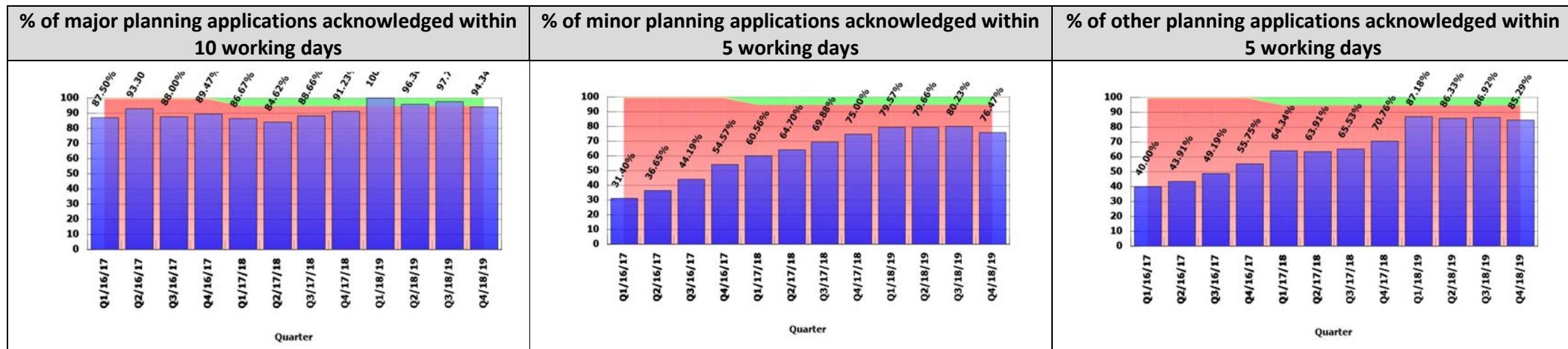
	2016/17	2018/19
% of major planning applications acknowledged within 10 working days	89.47%	94.34%
% of minor planning applications acknowledged within 5 working days	54.57%	76.47%
% of other planning applications acknowledged within 5 working days	55.75%	85.29%

However, performance for minor and other applications is still below the target set of 95%. Government guidance (Development Management – Good Practice Guide) in relation to validation suggests targets of:

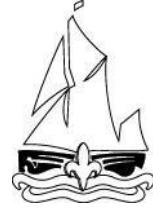
- 85% of applications validated within 6 working days and
- 95% of applications validated within 10 working days of receipt of the application.

Planning & Licensing Committee agreed that these indicators and targets should be amended to align with the Government guidance with effect from 2019/20.

Review of Performance 2018-19



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REPORT of DIRECTOR OF SERVICE DELIVERY

**to
COMMUNITY SERVICES COMMITTEE
28 MAY 2019**

PILOT COUNTYWIDE HANDYPERSON SERVICE

1. PURPOSE OF THE REPORT

- 1.1 To provide Members with an overview of the Pilot Countywide Handyperson Service and seek approval for funding the membership through the Better Care Fund.
- 1.2 To note that whilst Members have asked Officers to look at the development of a local scheme it would seem sensible at this time to be part of the pilot scheme as this may deliver the outcome desired by Members. Officers will review and report on the project and if necessary a separate scheme could still be looked at should the countywide scheme not prove to be effective within the Maldon District.

2. RECOMMENDATIONS

- (i) Members to note the report and detailed information contained in **APPENDIX A**,
- (ii) Members to approve membership to join the scheme for a 1-year pilot period.

3. SUMMARY OF KEY ISSUES

- 3.1 Throughout Essex it has become clear there is a distinct gap in service provision relating to small works that would help vulnerable people return home from hospital without avoidable delay and promote independence at home.
- 3.2 Maldon District Council residents are no exception to this and as it supports an ageing population it is becoming more essential that access to a ‘handyperson service’ to bridge this gap is essential.
- 3.3 Delays to a person being discharged home from hospital are costly to all partner services, particularly when the works that are required are low cost and low risk, e.g. general safety checks, installation of a key safe, working light bulbs, moving furniture to allow for equipment provision and use
- 3.4 Essex County Council have been facilitating a Handyperson Service Working Group which is made up of representation from District and Borough Councils, Essex County Council Occupational Therapy and Essex County Council Commissioning Team of which Maldon District Council attends. It is a Task and Finish group established by the Essex Disabled Facilities Grants (DFG).

- 3.5 The handyperson scheme will carry out works to facilitate safe discharge into an environment in which the individual can receive care safely, not merely removing risks that may cause harm. This may include (but is not limited to) the removal of tripping hazards, works/repairs to doors, thresholds and windows, repairs to lighting, supplying and fixing handrails, the provision of temporary ramps and the provision and fitting of a Key Safe.
- 3.6 The handyperson would have the option to call on additional support if the activities involved the movement of furniture.
- 3.7 The various options for the scope and delivery of the Handyperson Service have been explored which are detailed in **APPENDIX A**.
- 3.8 Essex County Council are proposing to run a pilot scheme for 1 year. The cost of the overall scheme is £139,462. This cost would enable 2 full-time persons and 2 vans including on costs (salary, management, recruitment & retention and insurance.) to serve those Districts and Boroughs who sign up to the scheme. Presently there are 8 authorities who wish to join the scheme at a cost of £15,500. per authority.
- 3.9 A full detailed scope of works with timescales including user access is yet to be drawn up but at this stage will enable officers to negotiate the best terms for Maldon District Council.
- 3.10 The full cost of the scheme will be met by the Better Care Fund which is specifically a programme spanning across NHS and local government. The Fund seeks to join-up health and care services so that people can manage their own health and wellbeing and live independently in the community for as long as possible.
- 3.11 The proposal is to run the scheme on a pilot basis for 1 year. This will enable officers to monitor its use and ease of access for the Council quarterly over this period. The monitoring process will allow a better-informed decision whether the scheme is cost beneficial for the Council should there be an appetite to extend the scheme on a permanent basis going forward.

4. CONCLUSION

- 4.1 It is clear there is a need in the district for a Handyperson Service available to focus on minor works that fall outside the DFG and other funded services. Currently the delays in the discharge of patients from hospital to home and temporary placements are creating significant costs to partner organisations and impacting on the health and wellbeing of those residents affected. The Handyperson service is being provided on a 1-year pilot basis and will be monitored quarterly for its performance and value. The County scheme will enable the Council to access handyperson resource at a fraction of the cost if it were to operate its own service independently or to access the same level of recourse in isolation.

5. IMPACT ON IMPACT ON STRATEGIC THEMES

- 5.1 The scheme will have a positive impact on our strategic theme of ‘Working with communities and partners to support our health and wellbeing priorities: obesity, mental health, social isolation and loneliness, and older people's health’.
- 5.2 The handy person scheme will enable minor works to be completed swiftly so that people can come home safely from hospital into their own home environment avoiding the stress of lengthy delays whilst taking up much needed NHS resource.

6. IMPLICATIONS

- (i) **Impact on Customers** – The scheme will have a positive impact on customers, in particular those vulnerable through ill health or old age. Being able to come home from hospital without delay and feel safe in a home environment will benefit the wellbeing of those affected.
- (ii) **Impact on Equalities** – The Council is committed to providing equal opportunities with no discrimination. There are no identifiable impacts only positive for those supported by the scheme.
- (iii) **Impact on Risk** – There is a risk that the bigger authorities will take priority use of the resource however, officers will monitor this regularly to ensure the resource is distributed fairly and that the Council has the same opportunities as others
- (iv) **Impact on Resources (financial and human)** – The financial implication is £15,500 for a 1-year contract. The cost will be committed through the Better Care Fund and has no impact on Council budget. There will be limited resource required by officers to monitor the scheme however, the benefits will far outweigh the cost.
- (v) **Impact on the Environment** – None

Background Papers: None

Enquiries to: Shirley Hall on 01621 875817

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Title:	Pilot Countywide Handyperson Service
Purpose:	Paper to support the introduction of a Countywide Handyperson Service to be managed by ECL
Authors:	Rob Sach/ Sam Payne/ Rhona Gilder
Presented by:	Rob Sach

Draft v 3 (18.3.2019)

Background

The Handyperson Service Working Group is made up of representation from District and Borough Councils, Essex County Council Occupational Therapy and Essex County Council Commissioning Team. It is a Task and Finish group established by the Essex Disabled Facilities Grants (DFG). The Group was instructed to explore the need and options for an Essex-wide handyperson service that could be supported through the integrated Better Care Fund (iBCF) under the Joint Memorandum of Understanding (MoU). The Task and Finish Group confirmed that there was a gap in service provision relating to small works that would help vulnerable people return home from hospital without avoidable delay and promote independence at home.

Various options for the scope and delivery of a Handyperson Service have been explored.

Handyperson services provide a range of support; these can include any work that might involve use of a ladder, works that would remove tripping hazards or improve lighting, provision and fitting of Key Safe and other small works that would benefit the home safety, security and efficiency for a resident of Essex that otherwise would be unable to co-ordinate this work themselves or with the assistance of informal support network.

It was determined that a general handyperson service would be unsustainable across Essex and that many of the traditional handyperson works would not meet the criteria for support through the Better Care Fund. It was therefore determined that the scope of the Essex-wide service should be limited to:

A rapid response service to undertake works necessary to facilitate the return home of someone in hospital or under hospice care.

The Essex Handyperson service should operate as a 12-month pilot and that over this time, the operation would also gather information about a property that would identify:

1. Immediate home improvements that might be eligible for mandatory or discretionary financial assistance under a District Council's Housing Assistance policy

2. Areas of concern including minor works that would fall outside the scope of any current assistance with a view to establishing the need of a broader scheme after the pilot is complete.

When considering whether someone can be safely discharged from hospital, the immediate concern is that they discharged to a safe 'micro-environment' within the home, in which their care and support needs can be met by formal or informal care and support.

The work that will be undertaken by the handyperson will be to carry out works required to facilitate safe discharge into an environment in which the individual can receive care safely, not merely removing risks that may cause harm. This may include (but is not limited to) the removal of tripping hazards, works/repairs to doors, thresholds and windows, repairs to lighting, supplying and fixing handrails, the provision of temporary ramps and the provision and fitting of a Key Safe.

The handyperson would have the option to call on additional support if the activities involved the movement of furniture.

Current provision:

The current provision of support services commission by Essex County Council is the ATS (Assessment Technician Service) provided through a contract held by Essex Cares Ltd (ECL). This service has trained assessment and support staff that undertake a range of small works for Essex residents that have been referred through Essex Social Care. This service includes assessing for and providing Mechanical Bath Seats, Grab Rails, Furniture Raisers, Raised Toilet Seat and other similar small works. This service consists of 4 vans throughout Essex and therefore does not have the resource to provide a rapid response, the majority of the work is scheduled within 5 working days, therefore is unable to facilitate the discharge process from Hospital or Hospice. The service does not include an assessment of hazards or repairs, efficiency improvement or the installation of key safes. It does however refer to the OT services if more substantial works are required or a further, more complex assessment is required.

Handyperson Options Explored

For the purposes of a County-Wide scheme, the task and finish group decided that using the existing referral method to the ECL's ATS service would be an efficient means of moving the project forward, due to the service infrastructure being in place. Meaning the current ATS contract, which is being renewed, may be developed to include a "Rapid Response Handyperson Service".

Once the above service infrastructure was deemed suitable options regarding the provision of a Handyperson service through ECL were developed, as detailed below with some of the primary positives and risks illustrated, but not exhausted:

1 Self-employed Handy Person

ECL would identify self-employed Handy Persons to be trained in line with Assessment Technician Service to complete work on demand.

Risks:

- The self-employed handy person not primarily committed to the project and may not have capacity to fulfil commitments in required rapidity.
- Unknown level of demand at present due to no previous pilot.
- Quality Assurance required due to unknown Quality of work/pricing
- Reputational risk to all stakeholders with unknown quantity of Sub-contractor.

Positives:

- Zero-hour contract, therefore no fixed commitment.
- Low capital risk to ECC or LAs as no outlay is required in the first instance.

2 Hourly paid

Similar to the above self-employed option and the below fully employed option. However, this approach could be problematic as the Handy Person is often required for small works that might not be cost effective on an hourly rate

Risks:

- Jobs too small to warrant hourly rate subsequently been turned down
- Cherry-picking of the high value jobs
- Poor time efficiency encouraged with jobs due to pay per time.
- Reputational risk to all stakeholders with unknown quantity of Sub-contractor.

Positives:

- Zero-hour contract, therefore no fixed commitment.
- Low capital risk to ECC or LAs as no outlay is required in the first instance.

3 Full-time employed

For this to be viable the LAs would fund upfront the full costs of the Handypersons and vans for a year. 2 full-time persons and 2 vans including on costs (salary, management, recruitment & retention and insurance.) Appendix 4. Equipment and materials would need to be paid for separately either by District and Borough or by the service user.

Risks:

- Materials and equipment must be funded in addition to make capital investment worthwhile*
- No past pilot to provide expected works budget

Positives:

- County wide approach to single service ensuring all Councils participating are receiving uniform service
- Easy to monitor outputs and outcomes against discharge
- Least administrative means to start pilot, as it could be added in to current service specification.
- Quarterly monitoring of “Material invoices” in order to maintain provider-D&B-ECC clarity.

*Material costs are in addition to the upfront cost for service. Costs are dependent on material required and range from £0 (equipment move/Decluttering) to maximum £1000 (Minor works/boiler repairs), jobs greater than (amount to be agreed) will require approval from D&B prior to works commencing. Example costs Appendix 4

4 Price matrices

This option would use the pricing matrix Appendix 3 that identifies specific items and costing for every likely small works required. Some works would come out very cost effective and some others would not, creating a balance.

These prices are inclusive of two handy persons and a van (depending on predicted need/demand).

Risks:

- Due to no previous pilot demand is unknown, meaning either too much demand on service and money running out, or overspend or too little use meaning service not viable.
- Unknown cost from outset.
- Likely to be costly due to price per job, therefore less sustainable in the long-term.

Positives:

- OT team to implement/manage
- Cost of works change due to external factors (raw materials, political climate etc)

5 Utilise existing ATS service

Establish what the gaps are in the current ATS service. Look in detail at what population needs and work with each District and Borough to pursue agreement either with ECL or develop their own service.

Risks:

- Lack of uniformity across Essex for Handyperson services.
- Ineffective use of service from hospital staff that are unable to monitor which postal code does or doesn't have a handy person, increasing delayed discharges

Positives:

- Identified need at a local level and tailor approach best suited for that District or Borough.
- Each LA will have responsibility for what happens in their area

Discussion has involved options that would feature within the service that would be available for vulnerable Essex residents living in Owner-Occupier properties, Privately Rented Properties, Housing Association/Social Landlords (with exceptions), to allow people who are either in hospital, hospice or temporary care to return home safely and without undue delay.

Recommended Option (3. Full time employed)

The recommended option for the handyperson pilot across Essex is that it is provided by extending the existing Essex Cares Ltd (ECL) contract with ECC which currently covers procurement of equipment and minor adaptations services. This negates the need to tender for a new provider, by arranging a Service Level Agreement (SLA) with ECL. The primary benefits of this option are that the service infrastructure is already in place, there is resource resilience within the current ATS service to cope with sickness, holiday or injury, the timely manner with which the SLA can be arranged ensures momentum and appetite for this service is maintained.

By upskilling the current ATS service technicians in the enhanced element of the service, i.e. property assessment and falls risk prevention, the service develops an already successfully utilised service. Avoiding the risk of an unknown quantity from a new provider.

ECC and ECL have an effective working relationship currently around the equipment and adaptation service. In which ECC (the controller for the proposed service) assist operationally and in a performance monitoring capacity to ensure the current services are provided in line with the needs of the Essex population and budgetary constraints. This therefore, will reduce a potential risk of Budgetary inefficiency as outlined in Option 3.

Costs and Funding

Whilst mandatory DFGs remain a priority for District and Borough Councils, an Essex-wide agreement, by way of the joint Memorandum of Understanding between Essex County Council and District and Boroughs in the Essex Disabled Facilities Group, allows for an innovative use of funds for Services that support key objectives, one of which is “reduce the cost to the NHS of delayed discharges from hospital”.

There are 2 District and Boroughs that already provide a handyperson scheme (Epping and Braintree), creating a non-uniformity of provision across Essex and creating a gap in current services providing this type of support. This often negatively

effects the speed in which someone can return to their home environment from hospital or hospice.

The pilot project will provide 2 rapid response vehicles (Appendix 3) funded by District and Borough councils. Funded with either the voluntary return of funds from their DFG allocation to ECC or by other agreed means.

Materials required for the completion of the small works jobs will be logged by ECL, collated, audited by ECC and invoiced quarterly to the District and Borough Councils for re-imbursement.

Limitations

The pilot is for a rapid response handyperson scheme that can undertake a range of minor works and improvements to a property to enable safe discharge home from hospital or hospice. However, the responsibilities of Registered Social Landlords to their tenants would mean that the service will not extend to RSL property for which there will need to be a mechanism for referral.

Works that affect properties in the private rented sector will have to be carefully assessed to make sure that property is being maintained by landlords according to their responsibilities, and landlord consent obtained for any equipment that requires for fitting and fixing.

Summary of recommended proposal

There is a need for a Countywide Handyperson Service to be available with focus to be given to minor works, that fall outside of the DFG and other funded services. These are often required to facilitate discharge and enable safe and timely return home from hospital or hospice, whilst also preventing hospital admissions and promoting an individual's independence.

The recommended proposal is to have 2 Handypersons with two vans, working in pairs when required, to attend Adults' homes and undertake agreed work to allow safe and timely discharge from hospitals and hospices, throughout Essex.

The following to be agreed:

- 1 Mechanism of recording and referral to D&Bs of homes requiring more significant work,
- 2 Frequency of invoice from ECL to D&B's for re-imbursement of material costs incurred,
- 3 Reporting mechanism and outcome monitoring to capture works carried out and outcomes for residents of Essex,

4 Detail of referral criteria and mechanism to “The Countywide Handyperson Service”.

For this pilot to be a viable option all District and Borough councils will need to sign up to an agreement to work in partnership with ECL. This type of innovative use of DFG sits within the Regulatory Reform Order (RRO) and may be funded by the District and Borough Councils’ DFG allocation as agreed in the joint Memorandum of Understanding

Conclusion

Based on the evidence and information provided in respect of the cost of delayed discharges for those because of the need for housing related support, although set costs are difficult to obtain the delays are likely to be because of the home environment not being suitable. The ability to quickly obtain support for the minor works as listed would contribute to significant savings by providing the early intervention and support necessary to ensure an efficient and effective pathway that prevents delayed discharge and improves the service currently provided and supported by the Disabled Facilities Grant.

By demonstrating service wide cost savings and quality of life marker improvements it is thought that the position can be presented for ongoing funding at the end of the pilot scheme. A pilot service allows the joint D&B, ECC and ECL task and finish group to ascertain lessons learned and ensure the future service has built in efficiencies in line with the result of the pilot.

In the recommended option (3) there is an element of unknown cost for materials, however this will be closely monitored over the first quarter and transparent discussion held between all D&B, ECL and ECC task and finish group, and will be monitored at regular intervals throughout the pilot. Due to the historic, ongoing working relationship between ECC OT service and ECL it is expected that no issues will arise through this process, however any queries and concerns regarding invoices and Handypersons service will be handled by the Task and Finish group.

Appendix 1

Positive Effect of a Handyperson Service

Delays to a person being discharged home are costly to all partner services, particularly when the works that are required are low cost and low risk, e.g. general safety checks, installation of a key safe, working light bulbs, moving furniture to allow for equipment provision and use.

Cost of delayed days from Acute and Non-Acute Hospitals:

Total Delayed Discharge Days (over a 6-month period - Nov 2017 to Apr 2018)	1,069
Average cost per day	Hospital - £400 Non-acute home - £200
6/12 total	£352,342.40
Annual Cost of delayed days related to housing delays	£704, 684.80

Number of days spent in temporary placements

Area	Total placements Oct 17-Oct 18
Mid	79
North	60
South East	69
South West	49
West	19
Total	284

Average length of each temporary placement is 45.6 days with a total 12,974 days countywide per year. Temporary placements to facilitate discharge from hospital when an adult requires 'physical support' for reasons "mobility and access".

Appendix 2- Cost of delays

Delayed days from Hospital

Month	F) Awaiting community equipment and adaptations	I) Housing – patients not covered by NHS and Community Care Act
Nov 2017	126	44
Dec 2017	97	42
Jan 2018	83	65
Feb 2018	62	116
Mar 2018	110	64
Apr 2018	98	162

Table 1. The total number of delayed transfers of care that are due to Housing related issues in a 6 month period. The data is shown in “Delayed Days”

Hospital Bed	average £400 per night.
Non-acute Hospital	Average £200 per night (approx.)
Nursing Home Bed	average £108 per night
Residential Home	£80 per night
Average	
*Home Care	£68.65

Table 2. *Home care cost worked out as the median of the range that can be paid. Max £129.20 Per day (2 people for 4 care calls) and minimum £8.09 (one person for 30 mins). Non-acute hospital stay a low estimate based from NHS data.

Acute	Non-Acute	Total
1,993	1,249	3,242
2,086	958	3,044
1,934	892	2,826
1,555	774	2,329
1,891	956	2,847
2,015	1,403	3,418
11,474	6,232	17,706
64.80%	35.20%	

Table 3 . The total number of delayed days with the acute and non-acute ratio calculated as a percentage of total. To allow application to sub categories related to housing F & I.

	Acute	Non-Acute
Total Percentage	64.80%	35.20%
Total delayed days 6/12	692.712	376.288
	400	200
Total cost of delayed days 6/12	£277,084.8	£75,257.60
Total 6/12		£352,342.40
Total cost of housing/adaptation related delays over 12 months adjusted to the acute and non-acute ratio		£704,684.80

Table 4. Cost of delayed days in relation to housing delays

<https://www.england.nhs.uk/statistics/statistical-work-areas/delayed-transfers-of-care/delayed-transfers-of-care-data-2017-18/>

Explanation of Figures:

Total Annual cost relating to housing delays = **£704,684.80**

This is **2,138** total days over 12 months (**1,069** days per 6 months) **64.8%** from acute settings **35.2%** non-acute setting (<https://www.england.nhs.uk/statistics/statistical-work-areas/delayed-transfers-of-care/delayed-transfers-of-care-data-2017-18/>)

Acute: 692.712 multiplied by cost of night in acute £400 = **£277,084.8**

Non-Acute: 376.288 multiplied by (approx.) cost of non-acute £200= **£75,257.60**

Total 6 monthly =£352,342.40. Total 12 monthly **£704,684.80**

APPENDIX A

Temporary placements

	IRN Placements	Nomination Placements (Excelcare)	Spot Placements	Grand Total
Mid	61		6	12
Braintree	29		2	4
Chelmsford	22		4	4
Maldon	10			4
North	46		1	13
Colchester	28			7
Tendring	18		1	6
South East	43		2	24
Castle Point	24		1	11
Rochford	19		1	13
South West	35		4	10
Basildon	32		3	5
Brentwood	3		1	5
West	15		1	3
Epping Forest	8			1
Harlow	4			1
Uttlesford	3		1	1
(blank)	4		1	3
(blank)	4		1	3
Grand Total	204		15	65
				284

Appendix 3- Option 4- ECL Price matrices

A pricing matrix for works, labour cost and materials under option 4. NOT cost of materials for option 3.

Job	Tenant to supply material	Council to provide materials	Cost (ex VAT)
Key safes		✓ see note 1	£38.50
Moving furniture e.g. bed from upstairs to downstairs	✓		£38.50
Bulb Changing	✓	✓	£25.00
Decluttering of rooms to aid hospital discharge			£38.50
Minor electrical repairs e.g. fixing plugs		✓ see note 1	£76.50
Minor boiler repairs (maximum £1,000)		✓ see note 1	
Telephone extension cable running	✓		£76.50
Radiator bleeding	Not required	Not required	£38.50
Altering timers for heating	Not required	Not required	£38.50
Tap washers		✓	£38.50
Shower holders (that work off taps)	✓ see note 1		£38.50
Shower curtains and poles	✓ see note 1		£38.50
Lavatory seats	✓ see note 1		£38.50
Sink, basin and bath plugs		✓	£38.50
Blocked drains, sinks, toilets, baths and pipes	Not required	Not required	£38.50
Plumbing in washing machines	Not required	Not required	£38.50
Repairing loose tiling over baths or sinks	✓ see note 2	✓	£130.00
Cupboard doors that are loose or off	Not required	Not required	£38.50
Tightening door handles	Not required	Not required	£38.50
Door and window locks		✓	£38.50
Spy holes		✓	£38.50
Door chains		✓	£38.50
Draft exclusion		✓	£38.50
Foil backing to radiators		✓	£38.50
Hot water tank jacket		✓ see note 1	£76.50
Loft clearance to enable loft insulation to be installed	Not required	Not required	£130.00

APPENDIX A

(Subject to volume and time spent)			
Trickle vents to prevent condensation and mould		✓ see note 1	£76.50
External security lights		✓ see note 1	£130.00
Security measures identified by Police		✓ see note 1	£130.00
CO2 Alarms		✓ see note 1	£38.50
Replacing curtain rails	✓		£38.50
Coat rails	✓		£38.50
Replace toilet seats	✓	✓	£38.50
Shelving, hooks and rails	✓		£38.50
Picture hanging	✓		£38.50
Replacement curtain rails	✓		£38.50
Carpet trimming	Not required	Not required	£38.50
Fix carpets where trip hazards have developed	Not required	Not required	£38.50
Anti slip matting for rugs and mats	✓	✓ see note 1	£38.50
Remove/lower thresholds between rooms		✓	£130.00
Flat pack assembly	✓		£130.00
Path clearance		✓ see note 1	£76.50
Putting up individual washing lines (not communal)	✓		£76.50
Replacing broken fence posts (*Only minor fencing work that the Handyperson can carry out single handed)		✓ see note 1	£76.50
Repair broken/uneven paths and steps		✓ see note 1	£130.00
Fitting locks to back gates (for secure access)	✓	✓ see note 1	£38.50
Replacing gate springs		✓ see note 1	£76.50

Appendix 4- Option 3- Full time Employed

ECL has calculated the pricing matrix which will allow for 2 Countywide Handypersons and 2 vans – with the doubling up of the workforce where necessary

One Person & Van	Small Van	Large Van
Assessment technician cost- one man	£ 65,548	£69,731
Technician cost - one man	£53,724	£57,907
Two Person & Van	Small Van	Large Van
Assessment technician cost- two man	£ 97,787	£ 100,970
Technician cost - two man	£85,963	£ 90,146

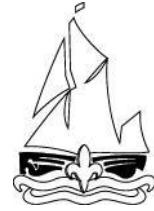
*the work is to be from the property boundary to the room in the home identified as appropriate for the purposes of discharge from hospital.

The client may be entitled to or pending assessment for a mandatory DFG or other discretionary assistance as provided locally by their District Council

The services would be available Monday – Friday between 0800-1600

Pricing of Material examples:

Item		Cost (Inc Material Handling Costs)
O10A	Permasafe Keysafe	£45.34
O13D	Police Approved Keysafe	£55.84
V02D	Tunstall Carbon Monoxide Detecto	£91.64
F01T	12" White metal rail	£1.54
F02T	Rails Metal White 18"	£2.05
F03T	RAILS METAL WHITE 24"	£2.36
F04T	Rails Ang Metal White 12"	£2.85
F05T	Rails Ang Metal White 28"	£6.83
F06T	Rails Grab Plastic 12"	£2.54
F07T	Rails Grab Plastic 18"	£2.92
F08T	Rails Grab Plastic 24"	£3.36
F08W	Rails Grab Metal White 36	£3.11
F09T	RAILS ANGLED PLASTIC 12	£5.97
F10T	Rails Newel Post Left	£3.97
F11T	Rails Newel Post Right	£3.97
F12T	Rail Mopstick 1Mtr Length	£3.04
F18T	Rails Devon Short	£18.58
F19S	Devon Rail + Folding Leg	£20.51
F19T	Rails Devon Dd Standard	£47.70
F24T	Devon Floor Mounted Rail	£37.27
B22S	Solo Shower Seat Std W/F	£36.89
F21T	Key Clamp Tube	£3.98
T02T	Toilet Frame Fix Kit	£8.71
F01J	GrabRail Plastic Blue 12	£2.54
F01K	GrabRail Plastic Blue 18	£2.92
F01L	GrabRail Plastic Blue 24	£3.36



REPORT of DIRECTOR OF SERVICE DELIVERY

**to
COMMUNITY SERVICES COMMITTEE
28 MAY 2019**

APPOINTMENT OF REPRESENTATIVES ON LIAISON COMMITTEES / PANELS

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to remind Members of the existing representatives on Liaison Committees / Panels and for new appointments to be made for 2019 / 20.

2. RECOMMENDATION

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

3. SUMMARY OF KEY ISSUES

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

Body	2018 / 19 Representative(s)
Brickhouse Farm Management Committee	Councillors A T Cain and Mrs B D Harker
Car Parking Task and Finish Working Group (Minute 588 – 17/11/15)	Councillors M F L Durham CC, Mrs B D Harker and Miss M R Lewis
Cemeteries and Crematorium Working Group	Councillor M F L Durham, Mrs H E Elliott and Miss M R Lewis
Events Member Task and Finish Working Group (Minute 941 – 27/03/18)	Councillors E L Bamford, R G Boyce MBE, A S Fluker, Mrs B D Harker and Mrs N G F Shaughnessy
Health Overview and Scrutiny Committee (HOSC)	Appointment of Member from Community Services Committee
Maldon and Blackwater Estuary Coastal Community Team (Management Team)	Chairman and Vice-Chairman of the Community Services and Planning & Licensing Committees <i>Substitutes: Not appointed</i>

Body	2018 / 19 Representative(s)
Maldon Citizens Advice Bureau Liaison Committee	Councillor A S Fluker, Miss M R Lewis and Mrs N G F Shaughnessy
Maldon District Museum Liaison Committee	Councillors E L Bamford and Mrs H E Elliott
Maldon Livewell Partnership Group (formally Maldon Health and Wellbeing Partnership Group) (01/09/15)	Chairman and Vice-Chairman of the Community Services Committee <i>Substitute: Leader of the Council</i>
Maldon Market Member Task and Finish Working Group (Minute 612 – 21/11/17)	Councillors E L Bamford, A T Cain, Mrs B D Harker and Mrs N G F Shaughnessy
Parish Clerk's Forum	Chairman of the Community Services Committee <i>Substitute: Vice-Chairman of the Community Services Committee</i>
Places for People Liaison Committee	Councillors M F L Durham CC and Mrs B E Harker <i>Substitute: Councillor Miss M R Lewis</i>
River Crouch Coastal Community Team (Management Team)	Chairman and Vice-Chairman of the Community Services and Planning & Licensing Committees <i>Substitutes: Not appointed</i>
Waste Member Task and Finish Working Group (Minute 945 – 27/03/18)	Councillor R G Boyce MBE, A T Cain, A S Fluker and Mrs B D Harker

Background Papers: None.

Enquiries to: Berna Casey, Committee Services Officer, (Tel. 01621 876232).



REPORT of DIRECTOR OF SERVICE DELIVERY

to
COMMUNITY SERVICES COMMITTEE
28 MAY 2019

MEMORIALS IN CEMETERIES, PARKS AND OPEN SPACES POLICY

1. PURPOSE OF THE REPORT

- 1.1 To update the Committee on the Memorials in Cemeteries, Parks and Open Spaces Policy attached at **APPENDIX 1**.

2. RECOMMENDATIONS

- (i) That Officers can re-open applications for benches within Maldon District Council Parks & Open Spaces, but only where there are 'voids' on existing bench bases or replacement benches are required. No new locations are to be permitted prior to review of demand & supply proposed for April 2022.
- (ii) That Members confirm that the existing Memorials in Cemeteries, Parks and Open Spaces Policy meets the needs of our residents.

3. SUMMARY OF KEY ISSUES

- 3.1 At the last meeting of the Community Services Committee on 2 April 2019 concerns were raised regarding the current policy on Memorials and Legacy Policy. Concerns were raised around the current policy for purchasing a bench. It was noted that it lacked clarity around individual responsibility, length of lease, when ownership/responsibility reverted and whether benches could be removed.
- 3.2 Members agreed that recommendation (i) above be referred back to officers for a separate report on the policy.

4. CONCLUSION

- 4.1 Officers have reviewed the Policy and it has been established that all areas of concern raised by Members are covered by the current policy and need no further clarification.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The Council is seeking to ensure it is adopting a clear, measured and sympathetic approach to the management of its facilities which will take account of the

sometimes-contrasting needs of residents. It will continue to work sustainably going forward.

6. IMPLICATIONS

- (i) **Impact on Customers** – None.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.
- (vii) **Impact on Strengthening Communities** – None.

Background Papers: None

Enquiries to: Matt Wilson, Countryside and Coast Manager, 01621 876275

Document Control Sheet

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

Validity Statement

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

Memorials in Cemeteries, Parks and Open Spaces

1. Introduction

1.1 Purpose of the document

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

1.2 Our visions and objectives

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

This policy has been produced with the following guiding principles:

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

2. Background

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

3. Operation of policy

General arrangements

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

3.1 Memorial Benches

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

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

3.2 Memorial Trees

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

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

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

3.3 Memorial Plaques

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

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

3.4 Fixed Memorials

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

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

3.5 Memorabilia & Tributes

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

*in the case of an oversize coffin this size will be case specific

3.6 Income

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

4. Monitoring and Reporting

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

Cemetery Manager – Richard Heard

- Cemetery Officer – Esme McCambridge

Countryside & Coast Manager – Matt Wilson

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

5. Conclusion

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

References:

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

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

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

External documents referred to for Benchmarking:

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

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

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

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

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

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

Essex Local Authority Web-based research:

(*Limited online Information*)

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

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