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

17 July 2019

Dear Councillor

You are summoned to attend the;

MEETING OF THE MALDON DISTRICT COUNCIL

on **THURSDAY 25 JULY 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

A handwritten signature in black ink, appearing to read 'R.A. Holmes', with a long horizontal flourish underneath.

Head of Paid Service

Please note: Limited hard copies of this agenda and its related papers will be available at the meeting.
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AGENDA COUNCIL

THURSDAY 25 JULY 2019

1. **Chairman's notices**
2. **Apologies for Absence**
3. **Declaration of Interest**

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

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

4. **Minutes - 27 June 2019** (Pages 7 - 20)

To confirm the Minutes of the Council meeting held on 27 June 2019 (copy enclosed).

5. **Public Questions**

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

6. **Chairman's Announcements**

7. **Notice of Motions**

In accordance with notice duly given under Procedure Rule No. 4 Councillor A S Fluker to move the following motions:

Motion one:

“Pursuant to Rule 4 of the Council Procedure Rules we the undersigned move that Rule 17(10) of the Council Procedure Rules should be amended to read as shown below with the words in brackets removed and those underlined added:

A Member of a Committee shall, if the Member wishes another Member of the political group to which the Member belongs to attend a meeting of that Committee in his place, give the (Head of Paid Service) relevant Committee Chairman, Vice-Chairman, and (the Leader) copied to Programmes, Performance and Governance Manager, written notice not later than (four working hours) fifteen minutes before the published start time of that meeting that the Member is unable to attend and that the substitute Member named in the notice will attend in his place.

Motion two:

Pursuant to Rule 4 of the Council Procedure Rules we the undersigned move that a working group is formed and members of it appointed to recommend to Council on the establishment of a scheme for the conferring of the honorary titles of alderman, alderwoman, freeman and freewoman in accordance with s249 of the Local Government Act 1972.

Motion three:

Pursuant to Rule 4 of the Council Procedure Rules we the undersigned move that Rule 16(5) of the Council Procedure Rules should be amended to read as shown below with the words in brackets removed and those underlined added:

The appointment of Head of Paid Service shall be made by the Council, on a recommendation by the Appointments Committee. Appointments of Directors, the Officer fulfilling the duties in S151 of the Local Government Act 1972, and the Monitoring Officer shall be made by the Appointments Committee. The appointment of all other staff must be made on behalf of the authority by the Head of Paid Service or by an Officer nominated by him. As a temporary measure until (31 July 2019) 31st December 2019 those managers that report directly to any of the Directors shall be appointed by the Appointments Committee.

8. **Questions in accordance with Procedure Rule 6(3) of which notice has been given**

9. **Council Structure - Designation and Role of Interim Head of Paid Service** (Pages 21 - 24)

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

10. **New Committee Structure and Constitution - Transformation Programme** (Pages 25 - 96)

To consider the report of the Corporate Governance Working Group, (copy enclosed).

11. **Thematic Strategies** (Pages 97 - 188)

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

12. **Future Corporate Performance Reporting** (Pages 189 - 210)

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

13. **Questions to the Leader of the Council in accordance with Procedure Rule 1(3)(m)**

14. **Business by reason of special circumstances considered by the Chairman to be urgent**

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

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

16. **Advice Services Contract** (Pages 211 - 220)

To consider the report of the Community Services Committee, (copy enclosed).

17. **Commercial Strategy 2019 - 23** (Pages 221 - 244)

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

NOTICES

Sound Recording of Meeting

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

Fire

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

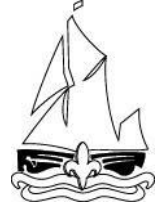
Health and Safety

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

Closed-Circuit Television (CCTV)

This meeting is being monitored and recorded by CCTV.

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**MINUTES of
COUNCIL
27 JUNE 2019**

PRESENT

Chairman	Councillor R G Boyce MBE
Vice-Chairman	Councillor Mrs P A Channer, CC
Councillors	E L Bamford, Miss A M Beale, B S Beale MBE, M G Bassenger, V J Bell, R P F Dewick, M F L Durham, CC, M R Edwards, Mrs J L Fleming, A S Fluker, B E Harker, M S Heard, M W Helm, A L Hull, K W Jarvis, J V Keyes, K M H Lagan, C Mayes, C P Morley, C Morris, S P Nunn, R H Siddall, N J Skeens, W Stamp, Mrs J C Stilts, C Swain, Mrs M E Thompson and Miss S White

196. CHAIRMAN'S NOTICES

The Chairman referred to the notices printed on the agenda.

197. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor N G F Shaughnessy.

198. DECLARATION OF INTEREST

Councillors Mrs P A Channer and M F L Durham declared a non-pecuniary interest as a Member of Essex County Council in any agenda item relating to that Authority.

Councillor Miss A M Beale and B E Harker declared a non-pecuniary interest in Agenda Item 12 – Parish of Heybridge – Basin Ward – Community Governance Review as they had attended a number of public meetings in relation to the Heybridge Parish Council project.

199. MINUTES - 16 MAY 2019

RESOLVED

- (i) That the Minutes of the Statutory Annual meeting of the Council held on 16 May 2019 be received.

Minute 6 – Apologies for Absence

It was noted that reference to Councillor Jarvis should be Councillor *K W Jarvis*.

Minute 20 – Appointment of Membership of Committees of the Council

It was noted that reference to Councillor Jarvis within this Minute should be Councillor *K W Jarvis*.

RESOLVED

- (ii) That subject to the above amendments, the Minutes of the Statutory Annual meeting of the Council held on 16 May 2019 be adopted.

200. PUBLIC QUESTIONS

There were none.

201. CHAIRMAN'S ANNOUNCEMENTS

There were none.

202. MINUTE BOOK: COMMUNITY SERVICES COMMITTEE - 28 MAY 2019

RESOLVED that the Minutes of the Community Services Committee held on 28 May 2019 be adopted.

203. MINUTE BOOK: PLANNING AND LICENSING COMMITTEE - 6 JUNE 2019

RESOLVED

- (i) That the Minutes of the Planning and Licensing Committee held on 6 June 2019 be received.

Minute 128 – Appointment of Representatives on Liaison Committees / Panels

RESOLVED

- (ii) That the Terms of Reference and membership of the Bradwell Power Station Working Party be reviewed.

RESOLVED

- (iii) That subject to the above decision, the Minutes of the meeting of the Planning and Licensing Committee held on 6 June 2019 be adopted.

204. MINUTE BOOK: FINANCE AND CORPORATE SERVICES COMMITTEE - 11 JUNE 2019

RESOLVED that the Minutes of the Finance and Corporate Services Committee held on 11 June 2019 be adopted.

205. MINUTE BOOK: AUDIT COMMITTEE - 13 JUNE 2019

RESOLVED that the Minutes of the Audit Committee held on 13 June 2019 be adopted.

206. MINUTES OF MEETINGS OF THE COUNCIL

The Council noted the list of Committees that had met before and since the last meeting of the Council, up until Wednesday 19 June 2019 for which Minutes had been published.

RESOLVED that the Minutes of the following special meetings of Committees held on 16 May 2019 be adopted.

- Finance and Corporate Services Committee
- Community Services Committee
- Planning and Licensing Committee
- Overview and Scrutiny Committee
- Audit Committee
- Joint Standards Committee
- Investigating and Disciplinary Committee
- North Western Area Planning Committee
- South Eastern Area Planning Committee
- Central Area Planning Committee
- District Planning Committee

207. STATEMENT OF THE LEADER OF THE COUNCIL

Councillor A S Fluker, the Leader of the Council (the Leader), made a Statement (attached at **APPENDIX 1** to these Minutes) setting out the Council's report and programme for the current municipal year. He then commended this to the Council.

In his response to the statement from the Leader, the Leader of the Opposition, Councillor M S Heard advised that the Council's transformation programme had been supported by the independents and it was recognised that this was well underway and the benefits it would bring. He then referred to a number of points outlined in the Leaders' speech including:

- Air quality reduction – This was something that should be supported by all Members.
- Lowering speed limits in Southminster – Councillor Heard thanked the Leader for his acknowledgement of the contribution of Councillor B S Beale to lowering speed limits in Southminster.
- Health Hub – The independents would support this and Councillor Heard agreed with the comments of the Leader in respect of it.
- Police – Reference was made to the number of additional officers promised to this District. Councillor Heard advised that he would be seeking to raise with the Police, Fire and Crime Commissioner the number of closed police stations on which rates were still being paid.
- Tourism – Councillor Heard referred to the development of the website and commented about the Council considering opening a Tourist Information Centre in Burnham-on-Crouch or Maldon in the future.

The Leader of the Council responded to the comment regarding opening Tourist Information Centres in the future, advising that in respect of the Council's Transformation Programme an early stage in the process involved the identification of areas where monies could be saved and one of the areas identified where savings could be made was tourism.

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

There were none.

209. NEW COUNCIL STRUCTURE - TRANSFORMATION PROGRAMME

The Council considered the report of the Corporate Governance Working Group (CGWG) setting out recommendations on detailed arrangements to support the previously agreed principles of a new committee structure as part of the Council's Transformation Programme.

The report highlighted the work of the CGWG and the following documents were attached as appendices to the report:

- Appendix A – the Terms of Reference and operating arrangements for the new Committees.
- Appendix B – a draft Terms of Reference for the newly established District Planning Committee.
- Appendix C – a consolidated Scheme of Delegation had been produced taking into consider a number of significant issues identified by the CGWG and set out in the report.

It was noted that concisely-expressed Terms of Reference had been produced for the Overview and Scrutiny Committee considering a number of further comments which

were set out in the report. In respect of the Licensing Sub-Committee the CGWG were proposing that this be constituted of suitably trained Members.

When presenting the report, the Director of Strategy, Performance and Governance advised Members that a report seeking review of the interim arrangements agreed for the Head of Paid Service would be brought to the next meeting of the Council and part of this report would look into the delegation of this role. In light of this the Director suggested that Members consider amending recommendation (iii) to read “that *with the exception of the element relating to the Head of Paid Service* the Council approves...”. Members were also advised that the last bullet point on page 45 of the agenda pack referred to policy I3 and this should be removed as there was no such policy.

The Leader of the Council proposed that recommendation (iii) be amended as set out by the Director of Strategy, Performance and Governance. He continued advising that the Department of Housing, Communities and Local Government had recently published some statutory guidance which needed to be reviewed in relation to the Overview and Scrutiny Committee. In light of this, the Leader advised that it was appropriate to review this guidance and proposed that recommendation (iv) be withdrawn and recommendation (i) be amended to remove reference to the Overview and Scrutiny Committee. These proposals were duly seconded.

The Chairman outlined the proposed changes including the amendment to page 45 as highlighted by the Director of Strategy, Performance and Governance. He then put these to the Council and upon a vote being taken they were agreed.

RESOLVED

- (i) That the terms of reference and operating protocols for the new Strategy and Resources Committee, Performance, Governance and Audit Committee, and the Licensing Committee and Licensing Sub-Committee as part of the new structure and Constitution of the Council be adopted to take effect in October 2019 (as set out in Appendix A to the report, with the exception of the Overview and Scrutiny Committee);
- (ii) That subject to the amendment as detailed above, the terms of reference for the new District Planning Committee in existence from the start of the 2019 / 20 municipal year and to become part of the new structure and Constitution of the Council to be adopted to take effect in October 2019 (as set out in Appendix B to the report);
- (iii) That with the exception of the element relating to the Head of Paid Service, the consolidated Scheme of Delegation be approved, subject to further updating as required to reflect internal changes in functional responsibility, to become part of the new Constitution of the Council to be adopted to take effect in October 2019 (as set out in Appendix C to the report);
- (iv) That the conclusions of the Corporate Governance Working Group that the Licensing Committee comprises suitably trained Members to take effect in October 2019 be endorsed.

210. PARISH OF HEYBRIDGE - BASIN WARD - COMMUNITY GOVERNANCE REVIEW

The Council considered the report of the Director of Resources, updating Members on arrangements for implementation of the outcome of the Community Governance Review for the Parish of Heybridge – Basin Ward and seeking Members' agreement on the matters to be the subject of a Reorganisation Order.

The report outlined the Council's decision in February 2019 to create a new Civil Parish and Parish Council for the area currently forming the Basin Ward of the Parish of Heybridge. A Steering Group was set up at the same time by the Council to inform the content and effect the necessary Reorganisation Order. A copy of the plan proposed to be used for the Reorganisation Order was attached at Appendix 1 to the report. The report set out the conclusions agreed by the Steering Group to be reported to the Council and the proposed timescales.

It was noted that Heybridge Parish Council had confirmed it wished to retain 12 Members which if included in the Reorganisation Order would require a separate election to fill that one additional seat.

In response to a question regarding financial implications, the Officer time required and the need to understand the costs, the Director of Resources advised that the Council had a requirement to support the Parish Council under the Community Governance Regulations which would require resources (both internal and external). Such costs needed to be recovered on a full cost recovery basis and Officers would continue to measure and monitor the time that was spent on this taking into consideration value for money.

The Leader of the Council then proposed that all the recommendations as set out in the report be agreed. This proposal was duly seconded and agreed.

RESOLVED

- (i) That the Council notes and endorses the conclusions reached by the steering group with a view to the following matters being included in the Reorganisation Order required to implement the outcome of this Review:
 - That the number of Councillors for the new Parish Council should be seven;
 - That the name of the new Council should be Heybridge Basin Parish Council;
 - An effective date of 1 April 2020 for implementation, with the new Parish Councillors being elected in early May 2020.
- (ii) That should Heybridge Parish Council wish to retain a membership of 12 Councillors it is advised that this will require a separate election consequent upon implementation of these proposals, the cost of which will be an expense attributable to the Parish Council;
- (iii) That the Director of Resources be authorised to continue and conclude discussions with Heybridge Parish Council and representatives of the Local

Referendum Group as required in relation to budget and other administrative matters and also transfer of land and property;

- (iv) That a further report be brought back to the Council in the light of the receipt of a provisional budget with a view to its authorising the making of a Re-organisation of Community Governance Order under the Local Government and Public Involvement in Health Act 2007 to include the matters identified in (i) above together with the following:
- Arrangements for the election of the new Parish Councillors;
 - When the Order is to take effect for its various provisions;
 - The resulting membership of Heybridge Parish Council;
 - All necessary preparatory financial and administrative arrangements, including the initial precept and transfer of property.
- (v) That Officers also report back on the means of addressing the financial implications for the Council in implementing this proposal.

211. COMMERCIAL PROJECT OPPORTUNITIES - FEASIBILITY FUND

The Council considered the report of the Director of Strategy, Performance and Governance seeking the Council's approval for the allocation of a budget of £100,000 to be taken from New Homes Bonus income, to be utilised for feasibility studies for potential commercial projects.

The report provided background information regarding the Council's Transformation Project and the Commercial Projects Board formed to analyse and progress potential commercial projects. It was noted that pre-feasibility reports were presented to the Commercial Projects Board and those considered viable were then progressed to full feasibility studies. It was often necessary to commission professional assessment etc. in order to fully understand a potential project's viability and therefore a fund of £100,000 was requested to procure such professional services. Appendix 1 to the report set out the process flow chart.

The Leader of the Council felt that some checks and balances should be built in and he therefore proposed that recommendation (i) be amended to read "...commercial opportunities, *with £40,000 being made available immediately and the balance of £60,000 being made available subject to Council approval of the Commercial Projects Plan at its meeting on 25 July 2019*". He advised that this would allow the Council to have a Commercial Projects Plan in place and understand where Officers were proposing to spend the monies requested. The Leader then proposed an amendment to recommendation (ii) adding after £10,000 '*subject to the details being reported to the Finance and Corporate Services Committee or Strategy and Resources Committee (post October 2019)*' to enable expenditure to be tracked through Committees. These proposals were duly seconded.

A number of comments were raised by Members at this point and the following information provided by the Leader of the Council, in response:

- The Council would be seeking to agree a Commercial Projects Plan (the Plan) which would give all Members the opportunity to come up with ideas which

would then added to and looked at through the Plan. The Plan would look at project costs, feasibility, deliverability etc. along with checks and balances.

- Procurement of consultations would be monitored and were likely to be based around fixed prices to identify what the Council would be getting.

The Chairman then put the proposal in the name of Councillor Fluker, which upon a vote being taken was agreed.

RESOLVED

- (i) That a budget of £100,000 be approved and utilised for the development of commercial opportunities, with £40,000 being made available immediately and the balance of £60,000 being made available subject to Council approval of the Commercial Projects Plan at its meeting on 25 July 2019;
- (ii) That the Director of Strategy, Performance and Governance be authorised, in consultation with the Commercial Projects Board to approve any spend up to £10,000, subject to the details being reported to the Finance and Corporate Services Committee or the Strategy and Resources Committee (post October 2019);
- (iii) That decisions on spend of over £10,000 be delegated to the Finance and Corporate Services Committee.

212. LOCAL AREA HIGHWAYS PANEL - REPLACEMENT REPRESENTATIVE

The Council considered the report of the Director of Service Delivery seeking a replacement representative on the Local Area Highways Panel. The reason for this request was set out in the report.

The Leader of the Council advised that since publication of the report Councillor R G Boyce had advised that he wished to stand down from this panel due to his role as Chairman of the Council. Therefore, two representatives were required, and the Leader proposed that these vacancies be filled by Councillors B E Harker and M W Helm. This proposal was duly seconded.

At this point, Councillor M S Heard, Leader of the Opposition expressed his disappointment that the Independent Group were not being represented. In response to a Member advising they wished to make an alternative proposal, the Chairman advised that the Member should vote against the current motion and if that was not agreed they could bring forward an alternative motion.

The Chairman put the proposal of Councillor Fluker which upon a vote being taken was agreed.

RESOVLED that Councillors B E Harker and M W Helm be appointed as replacement representatives on the Local Area Highways Panel.

213. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items 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.

214. REVIEW OF CORPORATE SUBSCRIPTIONS

The Council considered the report of the Director of Resources seeking Members' endorsement to continue or seek termination of the Council's involvement in organisations with which the Council had corporate subscriptions.

The report provided a list of external partnership organisations to which the Council had corporate subscriptions. Members were advised of the need to review these organisation memberships and the report detailed further information regarding each of the external partnership organisations.

The Leader of the Council proposed that recommendation (i) be agreed. He then proposed that recommendation (ii) be agreed on the understanding that Officers bring forward a value for money analysis of what the Council was getting from the memberships and what the organisations provided for the Council. This was duly seconded.

In response to comments and questions raised the Director of Resources provided Members with further information.

The Chairman then put the proposal in the name of the Leader of the Council to the Council and this was agreed.

RESOLVED

- (i) That the corporate subscription with the Haven Gateway Partnership be terminated.
- (ii) That corporate subscriptions with the external partnership organisations as set out in the report be maintained but are subject to further and more detailed review by 31 December 2019, results of which are to be reported to the Council and considered as part of the 2020 / 21 Budget Setting Process:
- (iii) That a value for money analysis be carried out in respect of all external partnership organisation memberships and reported to the Council.

215. FULL COUNCIL TRANSFORMATION: GATEWAY REVIEW

The Council considered the report of the Director of Strategy, Performance and Governance presenting the second quarterly gateway review of the full Council Transformation Programme as agreed by the Council on 9 August 2018. The report gave assurance on the governance arrangements in place for the programme and the oversight given by the Council's Transformation Board and officer led Programme

Delivery Board. The latest Transformation Board report was attached at Appendix 1 to the report and Appendix 2 provided detail of the equality analysis undertaken. The Transformation Programme Governance and Terms of Reference were attached at Appendix 3.

The Council's Medium-Term Financial Strategy was set out in the report along with the forecast savings to be achieved through delivery of the Future Model.

The Council was advised that there had been two occasions where progress had slipped, and the Director of Strategy, Performance and Governance outlined the reasons for these. He reported that as of today (27 June 2019) the programme was on track with all programme staff, governance arrangements and monitoring arrangements in place.

Councillor A S Fluker, Leader of the Council, thanked the Transformation team for their hard work in delivering this project.

In response to a question regarding the reason for this item of business being excluded from the public, the Chairman and Monitoring Officer provided the Council with guidance on the Council's rules in respect of exempt items of business and clarification on the process.

RESOLVED that the contents of the report be noted.

There being no further items of business the Chairman closed the meeting at 8.55 pm.

R G BOYCE MBE
CHAIRMAN

Chairman,

I stand as the Leader of the Council and the other Ward Member for Southminster.

Members you will have seen the defaced Union Flag of Armed Forces Week flying from the staff outside of the Council offices. Chairman, I would like to pay tribute those that are serving and have served in the armed forces and to those that have paid the ultimate price in serving their countries both during conflict and peace and to remind all Members that there are Armed Forces Day commemorations both at Stow Maries and the Promenade Park this weekend. I hope that you do try and support those events.

Chairman, I think it would be remiss of me, if I didn't mention the outbreak of Invasive Group A Streptococcal. Members will know, Maldon District has been linked to this outbreak of the invasive type of streptococcal. Chairman, before I go any further, can I offer my condolences and thoughts to the families and friends of those that have been affected by this outbreak. The incidents, as far as we know, are isolated and seem to be restricted to the elderly and those in contact with the community nursing programme. Public Health England, NHS England and the local CCG (Clinical Commissioning Group) are taking all possible steps to contain the outbreak. I am engaged with our MP (Member of Parliament) who is in contact with the Health Secretary and is updating me on a regular basis. Members, can I remind you that throughout this building there are hand sanitising stations which should be used regularly when transiting the building.

Chairman, our **Corporate Plan** is the most innovative and succinct in Essex. The Conservative Administration will deliver the objectives for the benefit of all residents. We will deliver a sustainable Council with a prosperous future. We will engage with residents and monitor our performance to ensure that we give best value and service. That is a pledge of this administration and it will stand firm for four years.

Chairman, we are more than halfway through the **Full Council Transformation** programme. This is the most important project this Council has ever undertaken. Without transformation the Council would have ultimately run out of funds and ceased to exist. Transformation will deliver savings of £1.8m per annum and will ensure that our Council remains autonomous, sustainable and resistant to take over from other Councils. The project is currently running on time and to budget. The Administration is pleased to report that the project will be completed at the end of October 2019.

Air quality is becoming a massive issue in our District and this Conservative Administration will not shy away from its responsibilities and will take every opportunity to improve air quality for the benefit of residents. We are monitoring the situation in Market Hill and central Maldon and will work with others to reduce emissions through innovative traffic schemes and if necessary the Council will ask Essex County Council to create a "Low Emissions Zone" around central Maldon to prevent heavily polluting vehicles accessing the area. A Working Group is currently considering the situation.

Speeding vehicles are a massive problem throughout the District and in our villages. They harm the environment and are dangerous to pedestrians and other road users. This Administration supports a reduction in speed limits throughout the District and plans to work with Parish / Town Councils to ensure that Essex County Council responds positively to requests for 20 mile per hour zones in villages and built up areas. Councillor Beale and myself we were involved in Southminster where we have achieved this. After achieving the 20 mile per hour speed limits Essex Police Service

implemented a Statutory Instrument to make sure that they were enforced. In Southminster it has been noticeable that motorists are respecting the speed limits.

Food waste - Through road side collections Maldon District Council residents are currently sending more than 2,200 tons of food waste to recycling centres every year. This is more per household than any other local authority in Essex. Whilst it is accepted that much of this waste is generated through the preparation of food it also has to be accepted that much of the waste is unused food and we do monitor this. To that end the Administration, in conjunction with our service provider Suez, will be running a campaign to encourage residents to buy sensibly and not waste food. The amount of food that gets thrown away which is purchased and not used is tremendous. Maldon residents are, per household, throwing away more food waste than all the other Councils in Essex. We need to speak to our customers to try and understand how we can resolve this situation.

The **Carbon footprint** of the council offices is massive. The building is environmentally inefficient, operationally out of date and restrictive. The Administration is seeking to relocate the council offices, including all our tenants to a sustainable location by 2023. Chairman it is a pledge of this Administration that this Council will be operating carbon neutral by 2027.

Delivering **commercial income** is a key part of making our Council sustainable. To achieve that the Administration will be producing a District wide inward facing Commercial Projects Plan (CPP). The plan will be commercially driven and support the needs of residents and local businesses.

This Conservative Administration supports a new **District wide Health Hub** and is fully engaged with the Maldon Operational Group, which is there to deliver a new Health Hub. NHS (National Health Service) England has appointed a business analyst and after all these years we are now seeing some traction towards deliverability and I think we all agree that the District needs this Health Hub. We need to make that message very clear to the CCG. In the coming weeks I am meeting with the Health Secretary, Nick Hancock, and again I will plead the case on behalf of Maldon residents. I think it is worth noting that once approved the North Heybridge Garden Suburb will deliver a new doctors surgery and I am pleased to say that plans are now progressing at pace to provide a new surgery in Southminster, which will cover parts of Burnham-on-Crouch and Mayland.

Whenever I visit other Local Authorities in Essex it is extraordinary that we are one of the very few now has a current **Local Development Plan**. This Administration will ensure that the Local Development Plan delivers on all Section 106 agreements including affordable housing and public open spaces. In a timely manner we will deliver the strategic employment sites which are absolutely essential. I am working with the developers in Burnham-on-Crouch to see if we can bring forward the employment land as they are delivering the houses.

Bradwell B Power Station - planning permission has been granted in principle by the government to build a new nuclear power station at Bradwell. The delivery company Bradwell B (or as it is known BRB) is well advanced with the Generic Design Assessment of the new reactor and pre-site licensing. I have met with the Chief Executive Officer of BRB and he has confirmed that the geological and hydraulic surveys are progressing as expected. In the coming months the Administration will strengthen our Local Development Plan by developing a Bradwell

B Supplementary Planning Document – this will show what the District expects through the delivery stage, the construction phase and the long-term operating stage. It will be a document that will identify the needs of the District and its residents for the lifetime of the Power Station. In parallel with that document, Members and Officers will work together to create 'Vision 50', this document will seek to demonstrate what the District will look like both socially, environmentally and economically in the year 2050.

Over the years we have engaged quite strongly with the **Police Force**. We have had various Chief Constables-over the years and then more recently a Police Commissioner. He has been a little bit shy at talking to us in the formal surroundings but nevertheless he did come. I would like to thank the members of the Crime and Disorder Committee, who also sit as the Overview and Scrutiny Committee, for the excellent work that they have done in making the Police Fire and Crime Commissioner aware of what is needed in this District. I have recently met with the Commissioner and the Chief Constable and am pleased to report that the Maldon and Chelmsford Police command is being increased by a total of 15 Officers by the end of this year and by next year another six officers. Also, the Chief Constable has recognised the needs of the larger villages and towns around us and is now going to appoint nine officers who will be dedicated to the town centres of Chelmsford, South Woodham Ferrers and Maldon, two of those Officers will be dedicated to Maldon. The Commissioner has said that-the Gypsy, Traveler and Rural Engagement Team (which is called GTETO) will increase from six to 13 officers. We know that this covers the whole of the command area which is basically the whole of Essex, but it is a lot better than what we did have, and it is noticeable that we are seeing more Police officers in the area.

Following the ongoing digitalisation of the district wide **tourist information service** and the development of the Visit Maldon website I am pleased to report that on average we are now receiving an extra 10,000 unique hits per month compared to last year. Box Office, which is the booking and advertising system on the site, is proving to be a resounding success. Sign posting to local businesses and events has increased in line with the increased activity on the site and we are getting positive feedback from both users and advertisers. We are currently averaging 30,000 unique hits on the website per month. That compares to 100,000 for Visit Essex. This is quite extraordinary bearing in mind that six years ago we never had a website. This year we are projecting somewhere between 350 – 360,000 unique hits on our website. Of course, we are still getting people ringing the Council offices who are being put through to the Tourism and Events Team and we also give advice to people coming to the front office. I would like to take this opportunity to thank Jack Ellum and the Tourism and Events Team for the enormous amount of work that they have put into transforming the way we promote tourism and events in the District. They have come up with some new events for this year and we have had excellent numbers of advanced ticket sales- This year our flagship event is the Crouch Valley Festival of Food and Drink and entry is free to everybody. I think the event is going to be a resounding success, you can go along and sample all the fine produce from the District including Southminster Sizzlers! So, I would ask all the members and residents to check out the website and make the effort to visit that event.

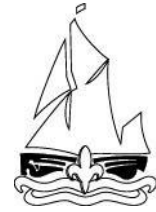
The exceptional work of **community leaders and volunteers** often goes unrecognised. There is currently no way for the Council to recognise such service. That said the Chairman of the Council has asked me to instigate, by exception, an Alderman scheme and a Freeman scheme. Based on that request it is my intent to bring before the Council a report to consider both schemes. I use the word exception because this is what it will be, it

will be for exceptional people in exceptional circumstances and it will apply to both Councillors and those who work in the community as volunteers.

Today Chairman, we heard about little Englanders, I don't know if anybody else heard it, but it was made by Jeremy Hunt, the Foreign Secretary. Well Chairman, as far as little England's concerned there is absolutely nothing little about the aspirations of this Administration. We are here for the next four years and we will deliver what the residents voted for and what we promised and that is:

- a sustainable and prosperous Council;
- a Council that puts residents first;
- a Council that supports businesses;
- and eventually a Council with the greenest credentials in Essex.

Chairman, Members I commend my speech to the chamber. Thank you.



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

**to
COUNCIL (EXTRAORDINARY)
25 JULY 2019**

**COUNCIL STRUCTURE – DESIGNATION AND ROLE OF INTERIM HEAD OF
PAID SERVICE**

1. PURPOSE OF THE REPORT

- 1.1 To review the designation and role of Head of Paid Service in the light of the decision of the Council on 9 August 2018 to appoint Mr R Holmes, the then Director of Customers and Community, as Interim Head of Paid Service until 31 July 2019.

2. RECOMMENDATIONS

- (i) That the Council endorses the need to re-define the role of the Head of Paid Service on a permanent basis in line with the Council's Transformation Process;
- (ii) That the Council notes the arrangements in place for the consideration and report by the Corporate Governance Working Group by way of review of existing constitutional documentation and how, in part, this may affect the role of the Head of Paid Service.
- (iii) That the Council determines the permanent designation of one of its officers as the Head of Paid Service, and any associated arrangements;

3. AREA FOR DECISION / ACTION

- 3.1 At its meeting on 9 August 2018 the Council endorsed the recommendation of the Appointments Committee that Mr R Holmes, the then Director of Customers and Community, be appointed as the Council's Head of Paid Service on an interim basis until 31 July 2018. Through the same Appointments Committee process, Mr Holmes was appointed to the post of Director of Service Delivery in the new corporate management structure as part of the Transformation Process.
- 3.2 At the same meeting, the Council further endorsed temporary arrangements put in place in the light of the removal of the post of Chief Executive from the corporate management structure, as follows:

That arrangements for the Interim Head of Paid Service to hold all other residual appointments, Proper Officer designations and delegated powers previously held by

the Chief Executive be applied on a permanent basis to the Head of Paid Service, and that the constitutional documentation reflects this.

- 3.3 The Council therefore now needs to deal with this appointment as a permanent arrangement. In the context of the current Transformation Process and working towards full implementation of a new organisational structure there is a need to review the constitutional arrangements that were put in place alongside the interim appointment which have tended to cloud the intended role of Head of Paid Service. This in the main is due to the fact that as part of those arrangements it was decided that the Interim Head of Paid Service should hold all other residual appointments, Proper Officer designations and delegated powers previously held by the Chief Executive on a permanent basis to the Head of Paid Service, and that the constitutional documentation should reflect this.
- 3.4 Section 4 of the Local Government and Housing Act 1989 provides that it is the duty of every local authority to designate one of their officers as its Head of Paid Service. It is the duty of the Head of Paid Service where he or she considers it appropriate to do so, to prepare a report to the authority setting out their proposals as to:
- the manner in which the discharge by the authority of their different functions is co-ordinated;
 - the number and grades of staff required by the authority for the discharge of their functions;
 - the organisation of the authority's staff;
 - the appointment and proper management of the authority's staff.
- 3.4.1 Regulations made under the Local Government Act 2000 reinforce these duties by making the appointment of staff below chief officer level the exclusive function of the Head of Paid Service or someone nominated by him or her.
- 3.5 The Head of Paid Service is therefore one of the Council's statutory officers, the designation being applied to an officer in a permanent role, normally the Chief Executive or a Corporate Director. Given the fairly precise remit described above, it is considered both inappropriate and confusing to surround the role with a range of other responsibilities as if the Head of Paid Service was a service director in his or her own right. The current work in reviewing and overhauling the Council's Constitution provides the perfect opportunity to redefine the role of the Head of Paid Service to bring it into line with the statutory provisions.
- 3.6 It is therefore necessary to look at the several reference points within the current constitutional documentation where, by virtue of the Council's earlier decision, a particular function or responsibility is ascribed to the Head of Paid Service and decide where that function or responsibility should more appropriately be re-allocated. This will impact on the Council and Committee Procedure Rules, Political Parties and Associated Arrangements, various Protocols and Guidance, Terms of Reference /Scheme of Delegation General Provisions and Proper Officer designations. The review of this documentation forms part of the on-going work of the Corporate Governance Working Group and the Council will be receiving a report from the Working Group at this meeting.

- 3.7 In dealing with the permanent designation of one of its officers as Head of Paid Service, the Council has the option of enabling the Appointments Committee to consider the matter afresh and report back, being mindful that this is a matter reserved for decision by the Council. If that option was pursued, then the Council would need to consider extending the interim arrangements for a short period.

4. IMPACT ON CORPORATE GOALS

- 4.1 The updating of the corporate governance and associated arrangements underpins the decision-making processes of the Council, is in part a matter of compliance with the law and is also linked to the Corporate Goal of aiming to be an organisation that delivers good quality cost effective and valued services in a transparent way.

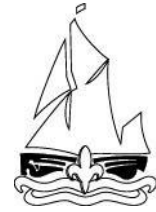
5. IMPLICATIONS

- (i) **Impact on Customers** – It is important that the Council is able openly to explain, through well-presented and user-friendly constitutional documentation, the way in which it is set up and operates, and how it conducts its business. It is important that the Council's procedures are seen as open and transparent.
- (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.

Background Papers: None.

Enquiries to: Stuart Jennings, Corporate Governance Project Officer (Tel: 01621 875745).

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REPORT of CORPORATE GOVERNANCE WORKING GROUP

**to
COUNCIL (EXTRAORDINARY)
25 JULY 2019**

NEW COUNCIL STRUCTURE AND CONSTITUTION – TRANSFORMATION PROGRAMME

1. PURPOSE OF THE REPORT

- 1.1 To receive and consider the further report of the Corporate Governance Working Group and its recommendations on detailed arrangements to support the previously agreed principles of a new committee structure as part of the Council's Transformation Programme, and also a review of key constitutional documentation.

2. RECOMMENDATIONS

- (i) That the Council approves the terms of reference and operating protocols for the Appointments Board, Area Planning Committees, Joint Standards Committee, Investigating and Disciplinary Committee and Panel as part of the new structure and Constitution of the Council to be adopted to take effect in October 2019 (see **APPENDIX A**);
- (ii) That the Council approves the revised terms of reference/operating protocol for the Licensing Sub-Committee as part of the new structure and Constitution of the Council to be adopted to take effect in October 2019 (see **APPENDIX B**);
- (iii) That the Council approves the updated General Provisions document including Proper Officer designations which, subject to further updating as required to reflect internal changes in functional responsibility, will become part of the new Constitution of the Council to be adopted to take effect in October 2019 (see **APPENDIX C**);
- (iv) That the Council approves the updated Council and Committee Procedure Rules document to become part of the new Constitution of the Council to be adopted to take effect in October 2019 (see **APPENDIX D**);
- (v) That the Council approves the new Officer Employment Procedure Rules document to become part of the new Constitution of the Council to be adopted to take effect in October 2019 (see **APPENDIX E**);
- (vi) That the Council approves the reallocation of the functions and responsibilities currently delegated to the Head of Paid Service, with consequent updating of

the Scheme of Delegation, to become part of the new Constitution of the Council to be adopted to take effect in October 2019 (see **APPENDIX F**);

- (vii) That the Council approves the updated draft terms of reference and operating protocol for the Overview and Scrutiny Committee as part of the new structure and Constitution of the Council to be adopted to take effect in October 2019 (see **APPENDIX G**);
- (viii) That the Council notes the arrangements for the operation of the new committee structure and approves the revised schedule of meetings to take effect from October 2019 (see **APPENDIX H**).

3. SUMMARY OF KEY ISSUES

- 3.1 The Council has given the following specific brief to the Working Group:

That the Corporate Governance Working Group be instructed to commence work in line with its existing terms of reference to consider and report on a committee structure and associated governance arrangements including constitutional documentation and report back to the Council

- 3.2 Upon the report of the Working Group following its meetings in January 2019, the Council on 14 February 2019 decided on the principles of a revised committee structure and membership, with associated functional responsibilities and prospective cycle of meetings. The Council also endorsed the concept of an incremental approach to approval of elements of a new Constitution being provided for the Council with a view to their taking full effect in October 2019 following its completion and adoption. The Council further agreed that the principles of membership of the new Committees be reviewed towards the end of the current municipal year.

3.3 Committee Terms of Reference and Operating Protocols

- 3.3.1 The Working Group has met several times since to look at terms of reference and operating arrangements for the new Committees, being the Strategy and Resources Committee, the Performance, Governance and Audit Committee and the Licensing Committee and Sub-Committee. Further to the report to the last meeting of the Council in June, the Working Group has met again to review the terms of reference and operating arrangements for the remaining Committees which are largely unaffected by the changes but will remain as part of the new structure and Constitution.

- 3.3.2 The reviewed versions are re-presented in the new format and can be seen at **APPENDIX A**. Significant features being recommended are:

- Appointments Board continuing to be a Committee of the Council and appointing all statutory officers without reference to the Council.
- Appointments Board no longer having an involvement in appointment of Independent Persons as this is within the remit of the Joint Standards Committee.

- Area Planning Committees - Annex A Member Call-In – Members to provide a justified or substantive reason.
- Area Planning Committees – Planning Performance Agreement (PPA) criterion under definition of Development of Strategic Interest deleted as PPAs now in wider use.
- Investigating and Disciplinary Panel – remit to include Directors in a non-statutory role.

3.3.3 The Working Group also reviewed two further arising in connection with the Licensing Committee and in particular the constitution and membership of the Sub-Committee. It is recommended that the Sub-Committee consists of four members (being called) with a quorum of three, and also the removal of the restriction on a Ward Member sitting on the Sub-Committee when the subject application involves premises in his or her Ward. The resultant further changes are at **APPENDIX B**.

3.4 **General Provisions**

3.4.1 The Working Group has reviewed the General Provisions section which currently overlays the Committee Terms of Reference and Scheme of Delegation. This has been updated for inclusion in the new Constitution and is at **APPENDIX C**. Attention is drawn to part 6 of the Scheme of Delegation section which sets out a list of Proper Officer appointments including a number of revisions linked to what are considered appropriate current posts. These require the approval of the Council. Also included is a consolidated and updated version of the arrangements for public participation at meetings of the Council, Planning Committees, and other Committees.

3.5 **Council and Committee Procedure Rules**

3.5.1 The Working Group reviewed an updated version relative to the new structure and this is at **APPENDIX D**. Particular mention is made of the inclusion within Rule 1 of those matters contained in the current Political Parties and Associated Arrangements document and which are geared to the lead-up to the statutory annual meeting of the Council. Procedure Rule 16 is recommended for deletion as it does not relate to the procedure and processes of meetings. Some of its content is outdated, and where appropriate will be dealt with elsewhere in the Constitution or otherwise be a matter for HR policy. Procedure Rule 15(2) is recommended for deletion as it is in conflict with the provisions of the Council's adopted Local Code of Conduct and Planning Guidance and Good Practice document. In connection with Procedure Rule 17, it was felt that the membership of the Overview and Scrutiny Committee should exclude the Vice-Chairmen as well as the Chairmen of the two Committees.

3.6 **Officer Employment Procedure Rules**

3.6.1 In order to provide clearer definition as to the boundaries of responsibility for the appointment, discipline and dismissal of staff, and the statutory requirement for a 'standing order' relating to disciplinary action resulting in dismissal of a statutory officer, a separate Officer Employment Procedure Rules document has been produced and is at **APPENDIX E**.

3.7 Head of Paid Service – review of role and implications for Scheme of Delegation

- 3.7.1 A separate report is being submitted to the Council at this meeting on the review of this interim appointment. Fundamental to the review is to redefine the role along the lines of the statutory one. This involves a reallocation of the responsibilities and functions previously ascribed to the Chief Executive which under the current interim arrangements set up last year were transferred en-bloc to the Head of Paid Service. In the absence of a Chief Executive post, these responsibilities are considered to go well beyond the statutory role of the Head of Paid Service and should therefore be reallocated among the Corporate Directors in line with their service and functional responsibilities. Most of these will be either Proper Officer designations mentioned in 3.6 above or otherwise be within the Scheme of Delegation. A revision to the Scheme of Delegation proposing a reallocation of functions currently delegated to the Head of Paid Service is at **APPENDIX F**.

3.8 Overview and Scrutiny Committee

- 3.8.1 The Council at its last meeting decided to defer consideration and approval of draft terms of reference for this Committee as part of the new structure, together with some operating principles for the Committee. Reference was made to the very recent publication by the Government of statutory guidance on Overview and Scrutiny in Local and Combined Authorities, which it should be reviewed.
- 3.8.2 Local authorities must have regard to the statutory guidance in the arrangements it makes for overview and scrutiny. The new Guidance appears largely to update existing Guidance and has particular regard to the conclusions of a House of Commons Select Committee which reported in December 2017.
- 3.8.3 The Working Group was content that there was nothing seen in the Guidance that would obviously require a change to the draft terms of reference for the Committee in the new structure. Subject to a minor revision, and the incorporation of the previously identified principles and the need for induction training within its operating protocol, the draft terms of reference at **APPENDIX G** are again recommended to the Council. It is also recommended that the Committee has regard to the Guidance in approaching its work and considers this as a special matter at its first meeting.

3.9 Operational arrangements for the new committee structure

- 3.9.1 The Working Group received details of the operational arrangements for and associated with the new committee structure. The Council in February 2019 agreed that the new committee structure would run on a six weekly committee cycle with no regular scheduled meetings on weeks four and five. To accommodate the requirements for statutory deadlines and the new structure, the proposed schedule of meetings at **APPENDIX H** is proposed. This includes Thursday meetings to allow for bank holidays and required deadlines.
- 3.9.2 The representatives on the outside bodies list does not consistently translate to the new structure. It is proposed that this will be mapped to the relevant Committee where possible and will be submitted to the October meeting of the Council for fresh appointments.

- 3.9.3 Based on the new terms of reference for the committees, the proposed constitution of the corporate working groups is as follows, and nominations will be sought at the October Council meeting:

Working Group	Current	Proposed
Asset Management Working Group	Two members from each of the three programme committees	Three members from Performance, Governance and Audit Committee Three Members from the Strategy and Resources Committee
Corporate Projects Task and Finish – to be renamed Corporate Projects Board	Two members from each of the three programme committees	Six members from Strategy and Resource Committee
Corporate Governance Working Group	Seven members of the Council	Seven members of the Council
Strategic Housing Board	Two members from each of the three programme committees	Three members from Strategy and Resources Committee Three members from Performance, Governance and Audit Committee
Transformation Programme Board	Four members of the Council	Four members of the Council

- 3.9.4 The operating protocols for the new committees include some training requirements, and Committee Services will be co-ordinating a timetable of member training for the year, with the aim of it being administered in ModGov as it progresses. The topics will include:

- Mandatory:
 - Induction every 4 years / election cycle;
 - Planning training and updates for committee members;
 - Licencing training and updates for committee members.
- Good practice sessions:
 - New constitution training;
 - Chairman training;
 - ICT and general support training.

4. IMPACT ON STRATEGIC THEMES

- 4.1 The New Council Structure proposals, support the Councils Performance and Efficiency Theme, and Planning For the Future Theme, specifically contributing to,

‘An open and transparent organisation’, and in bringing forward a more cost-efficient structure contributes to ‘Continuing to work sustainably’.

5. IMPLICATIONS

- (i) **Impact on Customers** – It is important that the Council is able openly to explain, through well-presented and user-friendly constitutional documentation, the way in which it is set up and operates, and how it conducts its business. It is important that the Council’s procedures are seen as open and transparent.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – The new council committee structure will operate more efficiently, in staff time, and Member time and will require one fewer Committee Chair and Vice Chair, giving a financial saving, supporting the financial benefits outlined in the Future Model.
- (v) **Impact on Resources (human)** – The reduction in the number of committees and overall meetings will reduce the staff resource required.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Stuart Jennings, Corporate Governance Project Officer (Tel: 01621 875745).

COMMITTEE	APPOINTMENTS BOARD
MEMBERSHIP	Leader of the Council (or Deputy), Opposition Leader (or Deputy), Chairmen (or Vice-Chairmen) of the Strategy and Resources and the Performance, Governance and Audit Committees, plus two other named Members appointed by the Council (political balance provisions may apply).
LEAD OFFICER	Head of Paid Service
OFFICERS/UNITS PRIMARILY REPORTING	Head of Paid Service/Corporate Directors
SUB-COMMITTEE	None

TERMS OF REFERENCE

- 1 The appointment of the following:
 - (a) Head of Paid Service ~~(to be recommended to the Council);~~
 - (b) Section 151 Officer ~~(/Chief Financial Officer);~~
 - (c) Monitoring Officer;
 - (d) Directors;
 - ~~(e) Non-Council (Independent) Members to serve on the Standards Committee (tenure of office to be recommended to the Council);~~
- 2 To consider and report to the Council on appropriate levels of pay for the Director posts ~~detailed in 1 above.~~

OPERATING PROTOCOL

1. The Board will meet in accordance with arrangements determined by the Council and these are described **in Article 7 of this Constitution.**
2. The Board shall be advised by the Head of Paid Service or a Director as appropriate and by a suitably experienced Human Resources Officer provided they did not prepare the report under consideration.
3. In the event that the Board needs to make a decision about the appointment of Directors within its terms of reference, and that conflicting advice has been given to the Board by the in-house Professional teams, Board should seek independent advice at the earliest opportunity to avoid any undue delays in the appointment process.
4. **In all other respects and as appropriate, the Council and Committee Procedure Rules will apply.**

COMMITTEE	AREA PLANNING
MEMBERSHIP	Area-based – see below
LEAD OFFICER	Director of Service Delivery
OFFICERS/UNITS PRIMARILY REPORTING	Lead Specialist - Place
SUB-COMMITTEE	None

There are three Area Planning Committees whose memberships comprise the Ward Members for the following Planning areas of the Maldon District:

North-Western – Great Totham, Purleigh, Tollesbury, Tolleshunt D’Arcy, Wickham Bishops and Woodham Wards

Central – Heybridge East, Heybridge West, Maldon North, Maldon South, Maldon East and Maldon West Wards

South-Eastern – Althorne, Burnham-on Crouch North, Burnham-on-Crouch South, Mayland, Southminster and Tillingham Wards

TERMS OF REFERENCE

To exercise on behalf of the Council the following functions:

(A) The making of decisions or representations on planning and other applications falling to be considered by the District Council as a Local Planning Authority -

1. For residential development where the number of dwellings is nine or more, or where the number of dwellings is not given, the application site has an area of 0.2 hectares or more.
2. For all other development where the floor space to be built, or a change of use of a building is proposed for 1,000 sq. metres or more.
3. Where a Ward Member requests that an application in his/her Ward is referred to the Area Committee for determination in accordance with ANNEXE A.
4. Where proposals which, in the opinion of the Director of Strategy, Performance and Governance in consultation with the Chairman of the appropriate Area Committee or the Chairman of the **District Planning and Licensing** Committee are of significant public interest, would have a significant impact on the environment, or should otherwise be referred to Members.
5. Where proposals have been advertised as departures under the Town and Country Planning (Development Management Procedure) Order 2010 and where the Officers’ recommendation is that permission should be granted. Except where the principle of the development has already been approved through an extant planning permission.
6. Where proposals require the submission of or are accompanied by an environmental statement in accordance with the Town and Country Planning (Assessment of Environmental Effects) Regulations 1988.
7. Where proposals require a planning obligation, or involve the variation of a planning obligation, under Section 106 of the Town and Country Planning Act 1990 to secure the payment of monies to the Council.

8. Where an application has been resubmitted following refusal by an Area Committee contrary to Officers recommendation.
9. Applications submitted by Members and Officers of the Council. This includes:
 - Spouses and Partners of a Member or Officer;
 - Where it is clear that an application has been submitted on behalf of a Member or Officer, e.g. by an agent or other immediate family member;
 - Where it is clear from the application and any subsequent discussion that a Member or Officer has a close association with the applicant such as might prejudice judgement of the public interest;
 - In the interests of openness and transparency, the Director of Strategy, Performance and Governance in consultation with the Monitoring Officer shall have discretion in the matter of referring an application to a committee instead of determining it under delegated powers.
10. Applications in respect of the Council's own development proposals or development on Council land.

(B) The making of decisions on enforcement and related planning control matters falling to be considered by the District Council as Local Planning Authority, save in those cases where such decisions are delegated to the Director of Strategy, Performance and Governance:

1. To serve a Stop Notice under Section 183 of the Town and Country Planning Act 1990.
2. To seek injunctions under Section 187B or to commence any actions under Sections 94 (completion notices), 97 (revocation and modification orders) and 102 (discontinuance orders) of the 1990 Act.
3. To make and confirm directions under Article 4 of the Town and Country Planning (General Permitted Development) Order 1995, including the consideration of any representations received.
4. To make and confirm Orders involving public rights of way including the consideration of any representations received.
5. The making and confirmation of Tree Preservation Orders, and the consideration of any representations or objections received.

Provisos:-

1. If any Area Planning Committee considers that a matter before it should be considered by either the District Planning Committee or the Council it may refer the matter to that Committee or the Council for determination save for those matters on which they are required to report to the Council.
2. The Director of Strategy, Performance and Governance has the discretion to refer to the District Planning Committee applications where a major policy decision is involved. In assessing whether a major policy decision is to be made the Director of Strategy,

Performance and Governance shall have regard to the scale of development, whether it involves a major departure from policy and whether the application is the subject of widespread public interest.

- 3 Proposals requiring reference to the Secretary of State for Transport Local Government and the Regions under the terms of the direction at Annex 1 of the Environment Circular 07/99 shall be referred to the District Planning Committee for determination.
- 4 Save for those cases described in 5 below in the event of a planning or related application falling to be determined by an Area Planning Committee but, due to the application site area, would involve more than one Committee, the following procedure shall apply:
 - (a) The application will be scheduled for determination by the District Planning Committee;
 - (b) In order to avoid undue delay in determination of the application a special meeting of the District Planning Committee will be arranged.
- 5 Meetings of the District Planning Committee will be convened and held for the sole purpose of considering and determining all applications for development of strategic interest as follows:

Development of Strategic Interest:

~~Any proposal which is subject to a completed Planning Performance Agreement.~~

- Any development proposal which directly relates to one of the Garden Suburbs or Strategic Allocations (sites S2(a) – (k)) included within Policy S2 the Local Development Plan (LDP).
- Any residential or mixed-use development proposal which includes provision for 75 dwellings or more.
- Any large-scale renewable and low carbon energy projects, including:
 - Any wind energy proposals whose output capacity is 1Mw or more or which proposes three or more turbines of 30m or more.
 - Any Solar energy proposals whose output capacity is 1Mw or more or which proposes 4,000 or more solar panels.
 - Energy from Waste Scheme of 1MW capacity or more.
- Any development proposal which directly relates to identified *new* employment sites allocated by Policy E1 of the LDP.
- Any retail development of 1,000 square meters or more which is proposed to be beyond existing town centres as defined by Policy E2 of the LDP.
- Any proposals for a new Community Hospital or similar healthcare facility to serve the needs of the District as defined by Policy I2 of the LDP.
- Any proposals for Primrose Meadow in Maldon as defined by Policy I3 of the LDP.

For the purpose of this proviso 5 “applications for development of strategic interest” shall include all applications establishing or varying the principle of development but

shall not include variations to conditions or the approval of reserved matters unless in accordance with a decision of the Council or at the discretion of the Director of Strategy, Performance and Governance. In all other respects, the existing provisions of the Scheme of Delegation will apply.

- 6 A development proposal not falling within the categories set out in paragraph 5 above may also be referred to a meeting of District Planning Committee at the discretion of the Director of Strategy, Performance and Governance in consultation with the Chairman of the District Planning Committee and the relevant Area Planning Committee where the proposal is considered to be of particular strategic importance and interest to the District.

OPERATING PROTOCOL

1. The Committee will meet in accordance with arrangements determined by the Council.
2. In all other respects and as appropriate, the Council and Committee Procedure Rules will apply, in particular Procedure Rule 13(1) which prevents a member of a Planning Committee from voting in connection with the determination of a planning application or related matter unless he/she has not undergone fundamental induction training.

ANNEXE A

Determination of Planning Applications – Member Call-In

- (i) The effect of this facility is to enable a Member to request that an application is referred to an Area Planning Committee for determination instead of being determined under powers delegated to the Director of Strategy, Performance and Governance.
- (ii) A Member may ‘call in’ an application from their Ward or another Ward within the following areas:

Central Area Planning Committee:

Call-in area 1 – Maldon North, South, East, West Wards

Call-in area 2 – Heybridge East and West Wards

South Eastern Area Planning Committee:

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

Call-in area 2 – Althorne, Mayland, Southminster and Tillingham Wards

North Western Area Planning Committee:

Call-in area 1 – Tollesbury, Tolleshunt D’Arcy, Great Totham Wards

Call-in area 2 – Purleigh, Wickham Bishops and Woodham Wards

- (iii) Requests must be made in writing to the dedicated email address – and within 28 days of the date an application appears on a published Weekly List produced by Planning Services. When an application is amended, and the parish or town council is re-consulted, requests can be made in writing to the dedicated email address provided it is within the consultation period provided to the parish or town council.
- (iv) A Member must provide a justified or substantive reason to support a call-in request.
- (v) A Member is under no obligation to invoke this provision on the basis of any public representation or request he or she may have received, including town or parish council, but may wish to take this into consideration, as he or she may also wish to do when reviewing the request as set out below.
- (vi) Where a Member’s request is the only reason for an application being referred to the Area Committee, the Director of Strategy, Performance and Governance will notify the Member of his recommendation on the application following which the Member may withdraw his or her request.
- (vii) Due to the limited time available all responses to Certificates of Lawful Use for Proposed Development and prior notifications, including those in relation to agricultural buildings, telecommunications, hedgerows, trees in conservation areas and demolition are delegated to the Director of Strategy, Performance and Governance unless he considers that they should be referred to the appropriate Area Planning Committee, time permitting.

COMMITTEE	JOINT STANDARDS
MEMBERSHIP	5 Members of the Council (politically balanced) appointed annually plus 2 representatives of Parish/Town Councils nominated by the Essex Association of Local Councils
LEAD OFFICER	Monitoring Officer
OFFICERS/UNITS PRIMARILY REPORTING	Monitoring Officer
SUB-COMMITTEE	None

TERMS OF REFERENCE

- 1) Promoting and maintaining high standards of conduct by Members and co-opted members (with or without voting rights) of the District Council and also Parish / Town (Local) Councils, and considering relevant issues to enable the Committee to fulfil this role;
- 2) Advising and assisting Councillors to maintain high standards of conduct and to make recommendation to Local Councils on improving standards or actions following a finding of a failure by a Local Councillor to comply with the Code of Conduct;
- 3) Advising the Council and Local Councils on the adoption or revision of the applicable Member Code of Conduct;
- 4) Receiving and considering referrals from the Monitoring Officer into allegations of misconduct;
- 5) Receiving reports from the Monitoring Officer and assessing the operation and effectiveness of the Member Code of Conduct;
- 6) Advising, training or arranging to train Councillors and co-opted Members on matters relating to the Member Code of Conduct;
- 7) Assisting Councillors and co-opted Members to observe the Member Code of Conduct;
- 8) Conducting hearings and determining complaints as necessary about District and Local Councillors and co-opted Members where an investigation is undertaken to consider whether an allegation that there has been a breach of the Member Code of Conduct has been undertaken;
- 9) Following a hearing the Joint Standards Committee is able to make one of the following findings:-
 - (a) That the Member has not failed to comply with the Member Code of Conduct and no further action needs to be taken in respect of the matters considered at the hearing; or
 - (b) That the Member has failed to comply with the Member Code of Conduct but that no further action needs to be taken in respect of the matters considered at the hearing; or
 - (c) That the Member **has failed** to comply with the Member Code of Conduct and that a sanction and/or an informal resolution should be imposed in respect of the matters considered at the hearing;

- 10) After making a finding at a hearing the Committee shall, through the Monitoring Officer, provide written notice of its findings immediately. Detailed reasons for its decision shall be given to the subject Member and the complainant in the form of a decision notice within 10 days of the hearing;
- 11) Advising the Council upon the contents of and requirements for codes/protocols/other procedures relating to standards of conduct throughout the Council;
- 12) Maintaining oversight of the Council's arrangements for dealing with complaints against Councillors;
- 13) Informing the Council and the Head of Paid Service of relevant issues arising from the determination of Code of Conduct complaints;
- 14) Developing and adopting:
 - (a) Arrangements for dealing with complaints against councillors and publicising the arrangements;
 - (b) Such other provisions and procedures as may be required;
- 15) The Committee may impose any action or combination of actions available to it, or impose any informal resolution or combination of informal resolutions in accordance with the approved Complaints Procedure. The following list is an indication of the actions or combination of actions available:
 - Reporting its findings to Council (or to the Local Council) for information;
 - Recommending to Council that the Member concerned be issued with a formal censure or reprimand (or to the Local Council);
 - Recommending to the Member's Group Leader (or in the case of ungrouped Members, recommend to the Council or to Committees) that he/she be removed from any or all Committees or Sub-Committees of the Council;
 - Recommending to the Leader of the Council that the Member be removed from, or removed from any particular posts or responsibilities they hold;
 - Instructing the Monitoring Officer to (or recommend that the Local Council) arrange training for the member;
 - Removing (or recommend to the Local Council that the Member be removed) from all outside appointments to which he/she has been appointed or nominated by the authority (or by the Local Council);
 - Withdrawing (or recommend to the Local Council that it withdraws) facilities provided to the Member by the Council, such as a computer, website and/or email and internet access; or
 - Excluding (or recommend that the Local Council exclude) the Member from the Council's offices or other premises, with the exception of meeting rooms as necessary for attending Council, Committee and Sub-Committee meetings.
- 16) Granting dispensations to elected and co-opted Members in respect of Disclosable Pecuniary Interests, Other Pecuniary Interests and Non-Pecuniary Interests.
- 17) Determining arrangements for the remuneration of the Independent Person(s).

- 18) Recommending to the Council on the appointment of the Independent Person(s).

OPERATING PROTOCOL

1. The Committee will meet in accordance with arrangements determined by the Council and these are described in Article 7 of this Constitution.
2. When dealing with matters deemed to be private / confidential where the public is to be excluded from the meeting, it is essential that the Committee's work is confined to the Members of the Committee only at the time, and circulation of papers will be restricted accordingly. Notwithstanding Procedure Rule 20 and the general acceptance of the practice which enables Members to attend meetings of other Committees, private sessions of meetings of this Committee should proceed only with the appointed Members, the Independent Person and required support of Officers present.
3. In all other respects and as appropriate, the Council and Committee Procedure Rules will apply.

COMMITTEE	INVESTIGATING AND DISCIPLINARY
MEMBERSHIP	5 Members of the Council appointed annually and politically balanced
LEAD OFFICER	Head of Paid Service/Monitoring Officer/Director as appropriate
OFFICERS/UNITS PRIMARILY REPORTING	As above
SUB-COMMITTEE	None

TERMS OF REFERENCE

- 1 Consider any allegation of misconduct, capability or breakdown of trust against the Head of Paid Service, the Section 151 (~~Chief Financial~~ Officer), ~~or the Monitoring Officer,~~ **or a Director in a non-statutory role,** and to suspend (~~underin terms of the Officer Employment Council and Committee~~ Procedure Rules ~~16(11)(b)~~) the Officer concerned for the purpose of investigating the allegation.
- 2 Authorise an investigation in relation to matters referred to in paragraph ~~3.1~~ **above** in accordance with the Council's statutory obligations.
- 3 Decide whether the matter can be dealt with by informal resolution or other appropriate procedures or that there is no case to answer.
- 4 Report to the Council on any issues, including disciplinary action, arising from steps taken above, in accordance with the Council's statutory obligations.
- 5 Hear and decide appeals ~~by Directors in a non-statutory role and~~ arising from Human Resources (HR) Policies.

NOTE:

- 1 See role of Investigating and Disciplinary Panel in relation to dismissal.
- 2 The exercise of the Committee's duties under paragraph 5 above will have regard to relevant HR Policies / Procedures and related employment advice and is not subject to the Operating Protocol set out below.

OPERATING PROTOCOL

1. The Committee will meet as and when required, subject to compliance with Access to Information requirements.
2. The Committee shall be advised by the Head of Paid Service, Monitoring Officer or a Director as appropriate and suitably experienced Human Resources Officer, provided that they did not prepare the report to the Committee.

3. Allegations or complaints falling within the remit of the Committee will normally be sent or passed to the Chairman of the Committee who will ensure circulation to other Members of the Committee as required. Allegations or complaints may in the first instance be received by the Leader of the Council or one of the Council's Statutory Officers.
4. It is for the Committee expeditiously to undertake an initial, but not detailed, investigation having regard to the facts and, if necessary, to seek further information/clarification from the complainant including an indication of how the matter might be resolved.
5. As soon as practicable the Committee will inform the Officer the subject of the allegation, seek a response, and provide an opportunity to appear in person and call witnesses and be represented.
6. It is for the Committee to consider and decide whether –
 - a. The matter requires any further formal action, or
 - b. The matter is suitable for informal resolution or other action/procedure and therefore resolved, or
 - c. The matter should be the subject of a formal investigation and appoint a Designated Independent Person (DIP),and advise the Officer accordingly.
7. An allegation or complaint must be considered by the Committee, meetings of which are subject to the normal rules around notice, summons and publication of the agenda. For the most part, it is likely that the business of the Committee will be conducted in private session due to the confidentiality and sensitivity of the subject matter.
8. In the light of the above, and the potential for further consideration, investigation, and report to the Council, and also potential conflicts of interest, arrangements for meetings of the Committee need to remain flexible with the appointment of substitutes. The fairness and integrity of the process must be maintained at all times.
9. It is essential that the Committee's work is confined to the Members of the Committee only at the time, and circulation of papers will be restricted accordingly. Notwithstanding Procedure Rule 20 and the general acceptance of the practice which enables Members to attend meetings of other Committees, private sessions of meetings of this Committee should proceed only with the appointed Members and required support Officers present (e.g. Human Resources, Committee / Governance). A quorum shall be three Members.
10. The appointment of a DIP must be agreed between the Committee and the Officer the subject of the complaint. In the event of failure to agree, the Council will ask the Secretary of State to make an appointment. It is essential that this stage is progressed

expeditiously particularly if the Officer has been suspended, as there is a two month time limit on suspension.

11. The Committee will provide terms of reference to the appointed DIP, and may consider and recommend to the Council on appropriate remuneration. The timescale for an investigation should be agreed between the Committee and the Officer in question.
12. The DIP has the power to direct the Council to terminate any suspension of the Officer, to extend the suspension beyond the two month limit, or to vary the terms of the suspension.
13. The DIP reports to the Council, but in reality this will be Committee. The Officer in question will be given a further opportunity to state his / her case before a decision is made. The Committee is required to report to the Council on any issues arising from the process it has operated, including disciplinary action, in accordance with the Council's statutory obligations. The Committee will notify the Officer, and keep him / her advised at all relevant stages.
14. In all other respects and as appropriate, the Council and Committee Procedure Rules will apply.

NB: The Council has agreed to adopt in its entirety the procedures laid down within the Joint Negotiating Committee for Local Authority Chief Executives model for use in connection with the exercise by this Committee of its remit in relation to the posts of Head of Paid Service, Section 151 Officer or Monitoring Officer.

COMMITTEE	INVESTIGATING AND DISCIPLINARY PANEL
MEMBERSHIP	Minimum of five Members of the Council – politically balanced – of which three have not served on the initial investigation carried out by the Investigating and Disciplinary Committee. In addition, two or three Independent Persons appointed by the Council to assist the Joint Standards Committee under the Localism Act 2011
LEAD OFFICER	Monitoring Officer/Director as appropriate
OFFICERS/UNITS PRIMARILY REPORTING	As above
SUB-COMMITTEE	None

TERMS OF REFERENCE

- 1 To receive and consider references from the Investigating and Disciplinary Committee on proposed disciplinary action culminating in dismissal against the Head of Paid Service, Chief Financial Officer (Section 151 Officer), ~~or the~~ Monitoring Officer, or a Director in a non-statutory role.
- 2 To recommend to the Council on any proposed course of action involving or culminating in dismissal.

OPERATING PROTOCOL

1. The Committee will meet as and when required, meetings being convened by or on behalf of the Monitoring Officer with 20 days notice and subject to compliance with Access to Information requirements.
2. In all other respects and as appropriate, the Council and Committee Procedure Rules will apply.

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COMMITTEE	LICENSING SUB-COMMITTEE
MEMBERSHIP	43 Members of the Licensing Committee
LEAD OFFICER	Licensing Officer(s)/Lead Legal Specialist
COMMITTEE REPORTING	Licensing Committee

TERMS OF REFERENCE

Licensing Act 2003

1. To determine applications for Premises Licences and Club Premises Certificates where representations are made by an Interested Party or a Responsible Authority.
2. To determine applications to vary Premises Licences and Club Premises Certificates where representations are made by an Interested Party or a Responsible Authority.
3. To determine applications to transfer Premises Licences where the Chief Officer of Police gives notice that granting an application would undermine the crime prevention objective.
4. To determine applications for reviews of Premises Licences and Club Premises Certificates.
5. To determine reviews of Premises Licences where a Closure Order has come into force and where notice has been received of a Magistrates' Court Determination.
6. To determine applications for Provisional Statements where representations are made by an Interested Party or a Responsible Authority.
7. To determine applications to vary a Designated Premises Supervisor where the Chief Officer of Police gives notice that granting an application would undermine the crime prevention objective.
8. To determine Interim Authority Notices where the Chief Officer of Police gives notice that failure to cancel any notice will undermine the crime prevention objective.
9. To consider Objection Notices given by the Chief Officer of Police in respect of Temporary Event Notices and determine if a Counter Notice is to be issued to the applicant.
10. To determine applications for Personal Licences where the Chief Officer of Police gives an Objection Notice that granting an application would undermine the crime prevention objective.
11. To determine applications for renewals of Personal Licences where the Chief Officer of Police gives an Objection Notice that granting an application would undermine the crime prevention objective.
12. To determine Objection Notices given by the Chief Officer of Police where a Personal Licence holder has been convicted during the application period of a Relevant or Foreign Offence after the grant or renewal of a Personal Licence.
13. The determination of requests for film exhibitions at a classification that differs from that granted by the British Board of Film Classification (including the viewing of such films).

Gambling Act 2005

14. Determination of applications for the following matters where objections have been received and not withdrawn:

- (a) premises licences;
- (b) variation to licences;
- (c) transfers of licences;
- (d) provisional statements;
- (e) club gaming / club machine permits.

15. Determination of applications or decisions on the following matters:

- (f) review of premises licences;
- (g) cancellation of club gaming / club machine permits;
- (h) giving a counter notice to a temporary use notice.

Other Licensing Functions

- 16. The determination of applications for sex establishments where an objection has been received to the grant, renewal or transfer of the licence.
- 17. The determination of applications for Hackney Carriage and Private Hire Drivers' Licences where the applicant has unspent convictions or endorsements exceeding six points accrued on his/her Driving Licence or where the applicant is aggrieved at a decision to refuse the grant of a Drivers Licence on medical grounds.
- 18. The determination of applications for Charitable Collections (Street and House to House Collections), the Registration of Society Lotteries and Temporary Road Closures (for special events) where an objection has been received to the grant of a licence, permit or registration.
- 19. To determine licence applications under the Scrap Metal Dealer Act 2013 where the Officers acting under delegated powers are minded to refuse the application and representations have been received.
- 20. To revoke or vary licence applications under the Scrap Metal Dealer Act 2013 where representations have been received.

OPERATING PROTOCOL

- 1. The Committee will meet in accordance with arrangements determined by the Council.
- 2. The Sub-Committee be constituted to deal with matters which require a hearing under the relevant legislation. The membership of each Licensing Sub-Committee meeting comprises of four-three Members drawn from the membership of the Licensing Committee. A quorum shall be three. Four Members will actually be called, one operating as a reserve in the case of unavailability or an appointee having to stand down due to a conflict of interest (including being a Ward Member for the subject premises).
- 3. All members of the Committee shall have received appropriate and regular training on licensing matters.
- 4. In all other respects and as appropriate, the Council and Committee Procedure Rules will apply.

COMMITTEE TERMS OF REFERENCE AND SCHEMES OF DELEGATION – GENERAL PROVISIONS

The following general ~~provisions apply to Committees in exercise of their functions and responsibilities and also Officers acting under the Scheme of Delegation Terms of Reference and Procedural Rules apply to the Finance and Corporate Services, Community Services and Planning and Licensing Committees of the Council, and where relevant also the Area Planning Committees.~~

Conferences

1. ~~Each~~ ~~There shall be delegated to each~~ Committee ~~may power to~~ authorise the attendance, subject to budgetary provision, of a Member at a Conference the subject matter of which falls within the purview of that Committee.

Development Proposals

2. (a) In cases where a Committee proposes to submit an application under the Town and Country Planning General Regulations 1992 for development on behalf of the Council, ~~including or where the Finance and Corporate Services Committee proposes to submit an application~~ for development of land which has been declared surplus to the requirements of the Council, the Committee may resolve that such applications be submitted to the relevant planning authority.
- ~~(b) Corporate Directors are authorised to make proposals under the 1992 Regulations and to seek any required planning or building control permission in pursuance of any resolution or objection of the Council..~~
- ~~(b) In cases where the Planning and Licensing Committee recommends refusal of an application for development on behalf of the Council, such recommendation shall appear as a separate item for consideration on the District Council Agenda.~~
- ~~(c) When a recommendation by the Planning and Licensing Committee for refusal of such an application is considered by the Council the opportunity shall be afforded to the Chairman of the promoting Committee to reply to the debate on such recommendation immediately before the exercise by the Chairman of the Planning and Licensing Committee of his right to reply under Procedure Rule 8 (11).~~

Sealing, Signing and Authentication of Documents

Sealing and Signing of documents

3. A resolution of the Council or of a Committee where that Committee has the power, or an Officer acting under delegated powers relevant, authorising the acceptance of any tender, the purchase, sale, letting, or taking of any property, the issue of any stock, the presentation of any petition, memorial, or address, the making of any rate or contract, or the doing of any other thing, shall be a sufficient authority for sealing any document or for the conclusion of any contract necessary to implement or give effect to the resolution.

4. The Seal shall be attested by any two of the following: a Director, any manager who reports directly to a Director any employed Solicitor, barrister or legal executive. An entry of every sealing of a document shall be made and consecutively numbered in a book kept for the purpose and shall be signed by the two officers who have attested the Seal.
5. A Director, any manager who reports directly to a Director acting within his area of responsibility or any employed solicitor, barrister or legal executive shall be authorised to sign any contracts, notices, or other documents which are not required to be sealed by the Council.

Authentication of documents for legal proceedings

6. Where any document will be a necessary step in legal proceedings on behalf of the Council it shall be signed by the **Programmes, Performance and Governance Manager**~~Head of Paid Service~~ unless any enactment otherwise requires or authorises, or the Council gives the necessary authority to some other person for the purpose of such proceedings.

Common Responsibility

7. Each Committee shall have regard to the implications of the Maldon Corporate Plan, Workforce Development Plan, the Crime and Disorder Strategy and the IT Strategy.

Contracts

8. There shall be delegated to each Committee power to allocate and manage within approved estimates contracts entered into for the purpose of achieving or furthering the approved programme of the Committee.

Land and Property

9. ~~Subject to the general asset management functions of the Finance and Corporate Services Committee, every Committee shall keep the operational land and property assets under its control under review and there shall be delegated to each Committee power to declare that any particular piece of land or property under its control is surplus to the requirements of that Committee and to invite the Finance and Corporate Services Committee to consider whether the land or property in question should be retained in the ownership or control of the Council or should in some way be disposed of.~~
10. ~~Any Committee wishing to acquire for the purpose of the discharge of its functions any land or property not owned by or under the control of the Council shall have no delegated power to effect such acquisition but shall make a recommendation to the Finance and Corporate Services Committee which shall in turn recommend to the Council.~~
11. ~~The Finance and Corporate Services Committee shall be consulted on the acquisition or disposal of any land or property.~~

Devolution of Functions

- ~~12. Each Committee shall consider and report to the Council from time to time on any devolution of functions from or to the Essex County Council under partnership arrangements and any proposed devolution of District Council functions or concurrent functions to Town and Parish Councils.~~

Promotion and Statutory Information

- ~~13. Each Committee shall provide information regarding the Maldon District Council and its functions, policies and activities.~~

Membership of Outside Organisations

14. Appointments to Outside Organisations shall be made by the Council, normally at its Annual Meeting. Casual vacancies shall be considered by the next ordinary meeting of the Council.
- ~~15. The foregoing does not apply to the Committee establishment of an ad hoc panel or joint working group which is wholly within its Terms of Reference.~~

Responsibilities and Functions~~Terms of Reference~~

16. ~~All proposals for amending the terms of reference of Committees and the Scheme of Delegation will be considered by the Performance, Governance and Audit Committee and recommended to the Council.~~
~~ny Committee may make proposals to the Council for amending its Terms of Reference.~~

Conflicts between Committees

17. All conflicts between Committees shall be determined by the Council.

Inspection of Documents

18. A Member of the Council may on application to the Programmes, Performance and Governance Manager~~Head of Paid Service~~ inspect any document which has been considered by a Committee, or by the Council, and if copies are available shall on request be supplied for the like purposes with a copy of such a document.

A Member shall not knowingly inspect and shall not call for a copy of any document relating to a matter in which he is professionally interested or in which he has a ~~disclosable personal~~~~prejudicial~~ interest in the terms of the Local Code of Conduct~~Government Act 2000~~.

This shall not preclude ~~any Director~~~~the Head of Paid Service~~ or the Council's legal advisor~~the Solicitor to the Council~~ from declining to allow inspection of any document that is, or in the event of legal proceedings, would be protected by privilege arising from the relationship of solicitor and client.

19. All reports made or Minutes kept by any Committee shall, as soon as the Committee has concluded action on the matter to which such reports or Minutes relate, be open for the inspection of any Member of the Council.
20. On the request of any Member attending a meeting of a Committee of which he not a Member, he shall be be given access~~supplied with to~~ any documents which have been provided to the Committee at that meeting.

Inspection of Lands, Premises etc.

21. Unless specifically authorised to do so by the Council, or a Committee, a Member of the Council shall not issue any order for any works which are being carried out by or on behalf of the Council or claim by virtue of his membership of the Council any right to inspect or to enter upon any lands or premises which the Council has the power or duty to inspect or enter.

MALDON DISTRICT COUNCIL

PUBLIC QUESTION TIME AND PARTICIPATION AT COUNCIL AND COMMITTEE MEETINGS

The Scheme and How it Operates

~~In 2009, the Council agreed to the principle of introducing a public question time facility at meetings of the Council. Implementation has awaited the separate introduction and review of a public participation facility at meetings of the Area Planning Committees, and more recently its extension to meetings of the Planning and Licensing Committee.~~

At Council meetings

A period of 10 minutes will be set aside at an early point on the agenda for meetings of the Council only for public questions. Questions can be asked generally of the Leader of the Council or through the Leader to Chairmen of Committees. Prior notice is required of questions – in writing and to be received by the Programmes, Performance and Governance ~~Legal and Democratic Services~~ Manager (email: committee.clerk@maldon.gov.uk) no later than Noon two clear working days before the day of the Council meeting. In addition -

questions must -

- relate to a matter within the local authority's responsibility or which affects the District;

- not be defamatory, frivolous, vexatious or offensive;

- not be the same or substantially the same as another question to the same meeting or anything so put in the last six months;

- not involve the disclosure of confidential or exempt information.

a formal and public record of requests to ask questions will be kept. Requests rejected, and the reasons for rejection will also be recorded. Questions to be received will be published and circulated at the meeting.

a period of two minutes will be allowed for the reading of each question (by the questioner if present) and the response.

there will be no discussion on questions put unless it is formally moved and agreed that the subject matter should be referred to a Committee, again without discussion.

At Planning Committee meetings

~~The Council wishes to extend public involvement in the planning process, and M~~members of the public ~~now~~ have the opportunity to put their views on a planning application direct to meetings of the District Planning Committee and the Planning and Licensing Committee and the three Area Planning Committees and also to extraordinary meetings of the Council convened to consider planning applications.

This will apply only to those applications that are to be determined by ~~those Area Planning Committees, and~~ includes all applications for planning permission under Part III of the Town and Country Planning Act 1990 (as amended) and related legislation, and for Listed Building and Conservation Area Consent under the Planning (Listed Buildings and Conservation Areas) Act 1990.

The opportunity will be open to applicants and their agents, supporters, objectors, and also appointed representatives of Parish / Town Councils. Where consideration of an application is deferred for any reason public speaking will be allowed again when the Committee resumes its consideration prior to a decision.

This is intended to supplement rather than replace representations in writing. All representations on planning applications must first be made in writing and will continue to be taken into account with equal weight in the decision-making process.

Planning Services will communicate with applicants / agents, Parish and Town Councils, and all persons who have submitted written representations to advise them of the relevant arrangements.

All requests to speak must be notified to a Committee Clerk or Planning Officer between 7.00pm and 7.20pm prior to the start of the meeting.

The opportunity to speak will occur as part of the consideration of each planning application, and the normal way of proceeding will be as follows:

- a) The Planning Officer to present the application to the Committee and update as necessary.
- b) The Chairman to announce details of those who wish to speak.
- c) Participants will be called in the following order:
 - Objector;
 - Supporter;
 - Representative of Parish / Town Council;
 - Applicant / Agent (or supporter in their absence).
- d) Where there are several people wishing to express substantially the same, they will be invited to appoint a single spokesperson who may be able to cover all the points and will be asked to announce who it is he or she represents. In the absence of agreement over this, and in the interests of the proper and efficient conduct of the meeting, the Chairman may decide to allow no participation at all.
- e) Each participant will be allowed no more than two minutes to make a statement.
- f) Participants may not ask questions directly of individual Members or Officers.
- g) There will be no discussion between participants and the Committee Members. The Chairman may however find it necessary on occasions to seek clarification from participants in relation to what they have said.
- h) Participants will not be allowed to distribute or display papers, plans, photographs or other material to accompany their submissions.
- i) Where an application for planning permission is followed on the agenda by a related application for listed building consent or conservation area consent, an opportunity to speak will be allowed provided participants confine their comments to the particular issues raised by that related application. The opportunity to speak will occur only once in relation to duplicate (often referred to as “twin track”) applications.
- j) All contributions will be conducted strictly through the Chairman whose ruling on any point of procedure will be final. The Chairman will indicate when the opportunity for public speaking on an application has finished, following which the Committee will continue with its deliberations without further public involvement.
- k) Where planning applications ~~are referred to the District Planning Committee by to be determined by the Planning and Licensing Committee are also considered~~ by an Area Planning Committee, the opportunity for public speaking will occur at both Committees.

Advice for participants

Please think about what you propose to say, and try to keep your statement brief and to the point. The Chairman will not allow comments he/she considers to be abusive, defamatory, discriminatory or otherwise inappropriate.

It will help the Committee to receive views that are relevant to planning issues such as –

- *Impact on the character of the area;*
- *External design, appearance and layout;*
- *Impact on neighbouring properties;*
- *Highway safety;*
- *Planning policy and Government guidance.*

It will be unhelpful to the Committee to receive views on such issues as –

- *Business competition;*
- *Boundary disputes or private rights;*
- *Speculation/developers' motives;*
- *Moral arguments;*
- *Matters dealt with under separate legislation.*

Public participation at other Committee meetings

A period of ten minutes will be set aside at an early point on the agenda for meetings of the Strategy and Resources, Performance, Governance and Audit, Licensing and Community Services, Planning and Licensing, the Finance and Corporate Services and Overview and Scrutiny (including meetings of the Crime and Disorder Committee) Committees during which members of the public, for no more than two minutes each, may express views on matters of business due to be considered. ~~Public participation at meetings of the Overview and Scrutiny Committee, including meetings of the Crime and Disorder Committee, is being trialled from 8 January 2016 for a period of 12 months. For further details please see overleaf.~~

All requests to speak will be taken on a 'first come, first served' basis and notified to the Committee Clerk between 7.00pm and 7.20pm prior to the start of the meeting.

It should be noted that participants will not be allowed to distribute or display papers, plans, photographs or other material.

The ultimate management of all public participation facilities, including time limits, will be entirely at the discretion of the Council or Committee Chairman.

For further information please contact Committee Services on **01621 875791 or 876232** or via email committee.clerk@maldon.gov.uk.

Overview and Scrutiny Committee Trial Public Participation:

~~That a maximum of 10 minutes per meeting is set aside for public participation and that individual speakers have two minutes each relevant to a specific agenda item, the time slots to be allocated on a “first come first served” basis. Participation may take the form of a statement, or alternatively a question to be addressed to the Chairman. There will be no discussion on questions put unless it is formally moved. In line with the current scheme applied to other Committees, the questions must:~~

~~not be defamatory, frivolous, vexatious or offensive;~~

~~not be the same or substantially the same as another question to the same meeting or anything so put in the last six months;~~

~~not involve the disclosure of confidential or exempt information.~~

SCHEME OF DELEGATION

Principles of Delegation

1. Section 101 of the Local Government Act 1972 provides that:

A Council may delegate its powers (except those incapable of delegation) to a committee or an officer

A Committee may delegate its powers to a sub-committee

A Committee may delegate its powers to an officer

Powers which have been delegated may be exercised by the delegating body.

2. Any delegation to a Committee or a Director/Senior Officer shall be exercised in compliance with the Council's Constitution, any other policies or conditions imposed by the Council and with the law.

3. In making any decision regard shall be had to the Council's Corporate Priorities and also the principles of decision-making as set out in **Article 11 of the Constitution**.

4. Save in the cases of statutory appointments, a function delegated to a Director or other senior Officer shall be validly exercised if carried out on behalf of that Officer and in that Officer's name by staff authorised by him or her in writing for that purpose. Any Officer so authorised shall not extend that authorisation to another Officer. The exercise of a function in the name of a Director or other senior Officer will not be invalidated by the absence of that Officer at the time when the function was exercised.

5. In the absence of Director or other authorised Officer, or in the event of their inability to act in the exercise of a delegated power or function, another Director may exercise that power or function should the need arise.

Statutory Officer and Other Designations

Monitoring Officer

1. Pursuant to Section 5 of the Local Government and Housing Act 1989, the person appointed by the Appointments Committee (See Procedure Rule 16 (5) & (6) shall be Monitoring Officer for the Maldon District Council.

Head of Paid Service

2. Pursuant to Section 4 of the Local Government and Housing Act 1989, the person appointed by the Appointments Committee **and confirmed by the Council** (See Procedure Rule 16 (5) & (6) shall be the Head of the Paid Service for the Maldon District Council.

Section 151 Officer (Chief Financial Officer)

3. Pursuant to Section 151 of the Local Government Act, 1972, the person appointed by the Appointments Committee (See Procedure Rule 16 (5) & (6) shall be the Section 151 Officer for the Maldon District Council.

Registration of Electors

4. Pursuant to Section 8 of the Representation of the People Act 1983, Ms Emma Foy, Director of Resources, shall be Registration Officer for the Maldon District.

Returning Officer at Local Government Elections

5. Pursuant to Section 35 of the Representation of the People Act 1983, Ms Emma Foy, Director of Resources, is Returning Officer for the election of Councillors of the Maldon District and of Councillors of parishes and communities within the Maldon District. Ms Foy is also Returning Officer for the conduct of Parish Polls within the Maldon District.

Legal Proceedings

- ~~6. The Head of Paid Service, in consultation with the appropriate Director, Legal Advisor, Chairman of the relevant Committee (or Vice Chairman in his or her absence) and Leader of the Council, be authorised to institute or defend legal proceedings on any criminal offence or civil proceedings not otherwise provided for in Officer delegation arrangements elsewhere in this document, subject to subsequent report to the next meeting of the relevant Committee. The exercise of this authorisation shall, for the avoidance of any doubt, include responding to legal representations on behalf of the other party, any directions of the Court, and the pursuance and settlement of disputes by means other than litigation.~~

"Proper Officers"

The Council has approved and adopted the appointment of the following officers as proper officers, as described in the following specified sections of the relevant Acts of Parliament or regulations. Proper Officer is defined for most legislation by s.270(3) Local Government Act 1972 as an officer appointed for that purpose by that body or for that area, as the case may be.

67.

<u>The Local Government Act 1972</u>		
Section of Act	Functions	Proper Officer
83(1) to (4)	Witness and receipt of declaration of acceptance of office	<u>Programmes, Performance and Governance Manager Head of Paid Service</u>
84	Receipt of declaration of resignation of office	<u>Programmes, Performance and Governance Manager Head of Paid Service</u>
88(2)	Convening of meeting of Council to fill casual vacancy in the office of Chairman	<u>Programmes, Performance and Governance Manager Head of Paid Service</u>
89(1)(b)	Receipt of notice of casual vacancy from two local government electors	<u>Director of Resources Head of Paid Service</u>
100 B(2)	Circulation of Reports and Agendas	<u>Programmes, Performance and Governance Manager Legal and Democratic Services Manager</u>
100 B(7)(c)	Supply of Papers to the Press	<u>Programmes, Performance and Governance Manager Legal and Democratic Services Manager</u>
100 C(2)	Summaries of Minutes	<u>Programmes, Performance and Governance Manager Legal and Democratic Services Manager</u>
100 D(1)(a)	Compilation of lists of background papers	<u>Programmes, Performance and Governance</u>

		<u>Manager Head of Paid Service</u>
100 D(5)(a)	Identification of background papers	In joint reports a Director and in all other cases the <u>Programmes, Performance and Governance Manager Head of Paid Service</u>
100 F(2)	Papers not open to Members	<u>Head of Paid Service and in his absence a Director of Strategy, Performance and Governance/ Legal and Democratic Services Manager</u>
115(2)	Receipt of money due from Officers	Director of Resources
117	Record of notices given by Officers of personal interests in contracts	Monitoring Officer
146(1)(a) & (b)	Declarations and certificates with regard to securities	Director of Resources
151	Responsibility for proper administration of the Council's financial affairs.	Person appointed by Appointments Committee (see Procedure Rule 16)
191	Functions with respect to ordnance survey	Director of <u>Service Delivery</u> strategy, Performance and Governance

Section of Act	Functions	Proper Officer
215	Registrar of Local Land Charges	Director of Service Delivery <u>Strategy, Performance and Governance</u>
225(1)	Deposit of documents	Programmes, Performance and Governance Manager <u>Legal and Democratic Services Manager</u>
229(5)	Certification of photographic copies of documents	Programmes, Performance and Governance Manager <u>Legal and Democratic Services Manager</u>
234(1) & (2)	Authentication of documents	Programmes, Performance and Governance Manager <u>Legal and Democratic Services Manager</u>
236(9)(i)	To send copies of byelaws for parish records	Lead Legal Specialist <u>Legal and Democratic Services Manager</u>
236(10)(ii)	To send copies of byelaws to the County Council	Lead Legal Specialist <u>Legal and Democratic Services Manager</u>
238	Certification of byelaws	Lead Legal Specialist <u>Legal and Democratic Services Manager</u>

<u>Data Protection Act 1998</u>		
Section of Act	Functions	Proper Officer
	Data Protection Officer	Senior Specialist (Legal) <u>Legal and Democratic Services Manager</u>

Local Government Finance Act 1988		
Section of Act	Functions	Proper Officer
S116	Notification to auditor of the date, time and place of a proposed meeting to consider a	Mr Richard Holmes, Head of Paid Service or

	report under Section 114 and of any decision made at the meeting.	Director of Resources
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Crime and Disorder Act 1998		
Section of Act	Functions	Proper Officer
	For all matters relating to the Act	Director of Service Delivery

Local Government Act 2000		
Section of Act	Functions	Proper Officer
S81	Maintenance of Register of Interests of Members	Monitoring Officer

Localism Act 2011		
Section of Act	Functions	Proper Officer
S29	Maintenance of Register of Interests of Members	Monitoring Officer

Local Government and Housing Act 1989		
Section of Act	Functions	Proper Officer
S3A (Amended by Localism Act 2011)	Grant of exemptions from politically restricted posts.	Head of Paid Service
S4	Head of Paid Service	Person appointed by Appointments Committee (See Procedure Rule 16)

The Openness of Local Government Bodies Regulations 2014		
Regulation	Functions	Proper Officer
9	Disclosure of confidential information	Director of Strategy, Performance and Governance Legal and Democratic Services Manager

<u>Public Health (Control of Disease) Act 1984 and related legislation</u>		
<u>Section</u>	<u>Functions</u>	<u>Proper Officer</u>
<u>48</u>	<u>Issue certificates relative to the removal of bodies to mortuaries or for immediate burial</u>	<u>Named Officers of the Health Protection Agency appointed by the Lead</u>

		<u>Specialist - Community</u>
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- (i) In the event of any other notices being required to be served under any other Section of the Local Government Act 1972 or any other enactment, and not otherwise specified in the Council's Scheme of Delegation, the Director of Strategy, Performance and Governance~~Head of Paid Service~~ is designated the "Proper Officer".
- (ii) The Programmes, Performance and Governance Manager~~Legal and Democratic Services Manager~~ is recognised as the Officer responsible for giving public notice of the time and place of meetings pursuant to Section 100 A(6)(a).
- (iii) The Programmes, Performance and Governance Manager~~Legal and Democratic Services Manager~~ in consultation with the "Proper Officer" as appropriate, is recognised as the officer responsible for provision of the Agendas and Reports for public inspection pursuant to Sections 100 B(1) and 100 E(1) of the Act.

Delegation to Officers - General

~~8. — Save in the cases of statutory appointments, a function delegated to a Director or other senior Officer shall be validly exercised if carried out on behalf of that Officer and in that Officer's name by staff authorised by him or her in writing for that purpose. The exercise of a function in the name of a Director or other senior Officer will not be invalidated by the absence of that Officer at the time when the function was exercised.~~

~~79.~~ To renew Council membership of bodies or organisations, subject to the costs of any particular subscription renewal falling within the Council's estimates guideline figure.

~~84.~~ The authorisation of directed surveillance under the provisions of the **Regulatory and Investigatory Powers Act 2000** to the undermentioned Officers:

Director of Strategy, Performance and Governance

Director of Resources

~~129.~~ **Emergency Action** – ~~Any Director~~The Head of Paid Service is authorised to act in emergencies, and where time permits in consultation with the Leader of the Council and Chairman or Chairmen of appropriate Committee(s)

~~130.~~ **Consultations** – ~~A The Head of Paid Service or a~~ Director, in liaison with the relevant Lead Member (Committee Chairman or Leader of the Council), is authorised to respond to consultation documents where the period during which a response is required does not allow the matter to be reported to the relevant committee or where the consultation is of a predominantly technical nature.

11. Legal Proceedings

A Director in consultation with a Legal Advisor, Chairman of the relevant Committee (or Vice-Chairman in his or her absence) and Leader of the Council, be authorised to institute or defend legal proceedings on any criminal offence or civil proceedings not otherwise provided for in Officer delegation arrangements elsewhere in this document, subject to subsequent

report to the next meeting of the relevant Committee. The exercise of this authorisation shall, for the avoidance of any doubt, include responding to legal representations on behalf of the other party, any directions of the Court, and the pursuance and settlement of disputes by means other than litigation.

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COUNCIL AND COMMITTEE PROCEDURE RULES
(Formerly Standing Orders - Approved by the Council March 2011 - Updated)

BACKGROUND

The authority for making Standing Orders is found in paragraph 42 of Schedule 12 of the Local Government Act 1972, which states that:

"Subject to the provisions of the Act, a local authority may make standing orders for the regulations of their proceedings and business and may vary or revoke any such order".

The Local Government and Housing Act 1989 provides for Regulations to be made requiring Councils to adopt standing orders on particular issues.

The Local Government Act 2000 and sub-ordinate legislation provide for rules of procedure for Council and Committee meetings to be part of the Council's Constitution.

*For the purpose of these **Procedure Rules** references to the male gender shall be taken to refer to both genders.*

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RULE 1. MEETINGS AND BUSINESS OF THE COUNCIL

Meetings

- (1) Ordinary meetings of the Council will take place in accordance with a programme as determined by the Council.
- (2) In a year when there is an ordinary election of Councillors, the annual meeting will take place within 21 days of the retirement of the outgoing Councillors (fourth day after day of election). In any other year, the annual meeting will take place in March, April or May as determined by the Council.

Order of Business

- (3) Except as otherwise provided by paragraphs (4) and (5) of this Rule, the order of business at every meeting of the Council shall be:-
 - (a) Choose a person to preside if the Chairman and Vice-Chairman are absent;
 - (b) Deal with any business required by statute to be done before any other business;
 - (c) To approve as a correct record and sign the Minutes of the last meeting of the Council;
 - (d) To receive declarations of interests and then deal with any business expressly required by statute to be done;
 - (e) Chairman's announcements, and then receive public questions (not at statutory annual meeting)
 - (f) To dispose of business (if any) remaining from the last meeting;
 - (g) To receive and consider any reports, minutes and recommendations of all Committees;
 - (h) To receive and, as appropriate, debate any Statements as specified in the Summons – to include the Leader's Speech setting out the Council's Programme for the current municipal year (to the first meeting following the Annual Meeting) and the Budget Speech setting out the Council's Budget for the ensuing year (to the February meeting);
 - (i) To receive and consider petitions requiring debate under the Council's Petitions Scheme
 - (j) To consider motions in the order in which notice has been received;
 - (k) To answer questions asked under Rule 6;
 - (l) Other business, if any, specified on the summons;

- (m) Questions (which may be made without notice) to the Leader of the Council (or in his absence the Deputy Leader) (other than at the Annual Meeting, and at the meetings referred to in (h) above) for a maximum of 15 minutes and not beyond 10.00pm unless such period is extended with the mutual agreement of the Chairman of the Council and the Leader (or Deputy Leader).
- (n) Business by reason of special circumstances considered by the Chairman to be urgent.

Variation of order of business

- (4) Business falling under items (a), (b) or (c) of paragraph (3) shall not be displaced, but subject to that, the order of business may be varied:-
 - (a) by the Chairman at his discretion,
 - (b) by a resolution passed on a motion (which need not be in writing) duly moved and seconded, which shall be moved and put without discussion.

Regulation of business and duration of meetings

- (5) No business shall be transacted at a meeting of the Council or of any Committee or Sub-Committee other than that specified in the agenda except business brought before the meeting on the grounds of urgency, the reasons for which having first been agreed by the Chairman.
- (6) The duration of any meeting of the Council, Committee or Sub-Committee shall be at the absolute discretion of the Chairman. Any items of business not transacted before the meeting is closed shall stand adjourned to the next available meeting.

Annual Meeting

- (7)
 - (a) The Leaders of all groups to submit to the Programmes, Performance and Governance Manager a list of Members of their group as required by the Act of 1989 (or to confirm in a non-election year that the list is unchanged) not less than 7 days prior to the Annual Meeting.
 - (b) The **Director of Strategy, Performance and Governance** to call the Leader-designate of the Council and the Opposition Leader(s) to a meeting not less than 48 hours before the Annual Meeting to discuss the allocation of Committee places.
 - (c) The ruling of the **Director of Strategy, Performance and Governance** on the interpretation of the relevant statutory provisions relating to the total number of seats on the Council's Committees to which each group is entitled to be recognised as being final.

(d) Not later than Noon on the day before the Annual Meeting the Leader-designate of the Council and Opposition Leader(s) to submit to the Programmes, Performance and Governance Manager a list of their groups' nominations to the Committee places allocated to their groups.

(7)(8) At the Annual Meeting the Council will also:

- (a) Elect a person to preside if the Chairman is not present
- (b) Elect the Chairman of the Council (and elected Chairman to make Statutory Declaration of Acceptance of Office)
- (c) Elect the Vice-Chairman of the Council (and elected Vice-Chairman to make Statutory Declaration of Acceptance of Office)
- (d) Receive any announcements from the Chairman ~~and/or Head of Paid Service~~
- (e) Ratify the Leader-designate
- (f) Appoint the Deputy Leader
- (g) Appoint Committees
- (h) Decide the allocation of seats to political groups in accordance with political balance rules
- (i) Appoint Councillors to serve on Committees (see Rule 17)
- (j) Adjourn for special meetings of Committees to elect their Chairmen and Vice-Chairmen to be appointed
- (k) Appoint Councillors to serve on outside bodies

(8)(9) The Council shall at the Annual Meeting appoint such Committees as it is required to appoint by or under any statute or under Rule 17, and may at any time appoint such other Committees as are necessary to carry out the work of the Council. It may, subject to any statutory provision in that behalf, may at any time dissolve a Committee (for the avoidance of doubt this excludes the Overview and Scrutiny Committee and the Joint Standards Committee) or alter the membership of its Committees. All Committees so appointed shall remain in existence until replaced at the next Annual Meeting.

(9)(10) In connection with the special meetings of Committees referred to in 7(j) above, the Chairman of the Council shall preside for the purpose of electing a Chairman. In the event of a Committee failing to elect a Chairman, the Council shall appoint a Chairman for that Committee.

(10)(11) In the event of more than two nominations being submitted for the election of the Chairman of the Council and the Chairman of any Committee or Sub-Committee,

on the first ballot those receiving the lowest number of votes shall be eliminated and a further ballot shall be taken for the remaining two candidates.

Leaders' Speech

~~(11)~~(12) The Leader's Speech (First meeting following the Statutory Annual meeting) setting out the Council's Report and Programme for the current municipal year and the responses thereto of the Opposition Leader(s) shall exceptionally be time-limited to 15 minutes but the final right of reply to each shall be time-limited in accordance with Rule 8.

Budget Speech

- ~~(12)~~(13) (a) The Budget Speech (February meeting) setting out the Council's Budget for the ensuing municipal year and the responses thereto of the Opposition Leader(s) shall exceptionally be time-limited to 15 minutes but the final right of reply to each shall be time-limited in accordance with Rule 8.
- (b) No alternative proposal or amendment to that being recommended to the Council as part of the Budget and Council Tax Setting item of business shall be considered unless notice in writing (and marked confidential) has been given to the Council's Chief Financial Officer no later than 5pm three working days before the date of the Council meeting.

Extraordinary Meetings

~~(13)~~(14) The Director of Strategy, Performance and Governance~~Head of Paid Service~~ may call an extraordinary meeting of the Council. In addition, those listed below may request the Director of Strategy, Performance and Governance~~Head of Paid Service~~ ~~Officer~~ to call Council meetings in addition to ordinary meetings:

- (a) the Council by resolution;
- (b) the Chairman of the Council;
- (c) the Monitoring Officer;
- (d) the Head of Paid Service;
- (e) the S151 Officer; and
- (f) any five Members of the Council if they have signed a requisition presented to the Chairman and he has refused to call a meeting or has failed to call a meeting within seven days of the presentation of the requisition.

~~(14) — Meetings of the Council will be convened for the sole purpose of determining major planning applications as described in Proviso 5 to the Terms of Reference of the Area Planning Committees.~~

Policy Matters

- (15) An issue before the Council shall be deemed to be a policy matter if it involves:
 - an alteration, addition to, or removal from, the Council's Strategic and Corporate Objectives;
 - the adoption by the Council of a new function or sphere of activity;
 - the cessation by the Council of an existing function or sphere of activity;
 - a decision to carry out an existing in-house activity by contract or the reinstatement in-house of an activity previously contracted out;
 - any major or significant change in the Council's activities which the Monitoring Officer in consultation with the Leader of the Council and Opposition Leader(s) rules to be a policy matter.
- (16) The item will be the subject of a specific agenda item at the Council and will not be considered as part of the reception of reports of any Committee;
- (17) The normal rules of debate will apply and the Chairman of the Committee, if any, with specific responsibility for the subject matter under consideration to have a right of reply to the debate
- (18) Notwithstanding (16) above, before the conclusion of the debate the penultimate speaker will be the Opposition Leader(s) and the final right of reply will be afforded to the Leader of the Council.

RULE 2. CHAIRMAN OF MEETING

Any power or duty of the Chairman in relation to the conduct of any meeting of the Council and its Committees may be exercised by the person presiding at the meeting.

RULE 3. QUORUM FOR MEETINGS

- (1) Unless otherwise provided, the quorum of a meeting will be one quarter of the whole number of Members (for the avoidance of doubt this will be rounded up to the next whole number). The quorum of a Committee shall not be less than three Members.
- (2) If during any meeting the Chairman, after counting the number of Members present, declares that there is not a quorum present, the meeting shall stand adjourned. The consideration of any business not transacted shall be adjourned to a time fixed by the Chairman at the time the meeting is adjourned, or, if he does not fix a time, to the next ordinary meeting of the Council.

RULE 4. NOTICES OF MOTION

- (1) Notice of every motion, other than a motion which under Rule 5 may be moved without notice, shall be given in writing and signed by the Member intending to move the motion and by a seconder and shall reach the Programmes, Performance and Governance Manager~~Head of Paid Service Officer~~ before 10.30 a.m. on the Wednesday in the week preceding the week in which the Council meeting is held.

It shall be dated, numbered in the order in which it is received and entered in a book which shall be open to the inspection of every Member of the Council.

Motions to be set out in summons

- (2) The Programmes, Performance and Governance Manager~~Head of Paid Service~~ shall set out in the summons for every meeting of the Council all motions of which notice has been duly given in the order in which they have been received, unless the Member and seconder giving such a notice intimated in writing when giving it, that they proposed to move it at some later meeting, or have since withdrawn it in writing.

Automatic reference to Committee

- (3) If the subject matter of any motion of which notice has been duly given comes within the province of any Committee it shall stand referred without discussion to such Committee, or to such other Committee as the Council may determine, for consideration and report.

Provided that the Chairman may, in consultation with the Leader, and, if he considers it convenient and conducive to the dispatch of business, allow the motion to be dealt with at the meeting at which it is brought forward.

- (4) When a motion has been referred to any Committee under (3), the Member of the Council who has moved, or given notice of intention to move the motion and his seconder shall have notice of the meeting of the Committee at which it is proposed to consider the motion. They shall have the right to attend the meeting and the opportunity of explaining the motion.

Scope of motions

- (5) Every motion shall be relevant to some matter in relation to which the Council has powers or duties or which affect the District.

RULE 5. MOTIONS AND AMENDMENTS WHICH MAY BE MOVED WITHOUT NOTICE
--

The following motions and amendments may be moved without notice:-

- (1) Appointment of a Chairman of the meeting at which the motion is made.
- (2) Motions relating to the accuracy of the Minutes.
- (3) That an item of business specified in the summons has precedence.
- (4) Remission to a Committee.
- (5) Appointment of a Committee or Members thereof, occasioned by an item mentioned in the summons to the meeting.
- (6) Adoption of reports and recommendations of Committees or Officers and any consequent resolutions.
- (7) That leave be given to withdraw a motion.
- (8) Extending the time limit for speeches.
- (9) Amendments to motions.
- (10) That the Council proceeds to the next business.
- (11) That the question be now put.
- (12) That the debate be now adjourned.

- (13) That the Council adjourns.
- (14) Authorising the sealing of documents.
- (15) Suspending Rules of Procedure, in accordance with Rule 22.
- (16) Motion under section 100A(4) of the Local Government Act, 1972 to exclude the public.
- (17) That a Member named under Rule 10 (Disorderly Conduct) be not further heard or do leave the meeting.
- (18) Giving consent of the Council where the consent of the Council is required by these Rules.

RULE 6. QUESTIONS

- (1) A Member of the Council may ask the Chairman of a Committee a question on a recommendation of a Committee when that item is under consideration by the Council.
- (2) Subject to paragraph (3), a Member of the Council may ask the Chairman of a Committee a question on any matter the subject of a resolution of a Committee.
- (3) A Member of the Council may:-
 - (a) If notice in writing has been given to the Programmes, Performance and Governance Manager~~Head of Paid Service~~, which has been received not later than Noon on the Monday preceding the day on which the meeting is to be held, ask the Chairman or the Chairman of any Committee, any question on any matter in relation to which the Council has powers or duties or which affect the District.
 - (b) With the permission of the Chairman, put to him or the Chairman of any Committee, any question relating to urgent business, of which such notice has not been given; but a copy of any such question shall, if possible, be delivered to the Programmes, Performance and Governance Manager~~Head of Paid Service~~ not later than ten o'clock in the morning of the day of the meeting.
- (4) Every question shall be put and answered without discussion, but the person to whom a question has been put may decline to answer.
- (5) An answer may take the form of:-
 - (a) a direct oral answer; or
 - (b) where the desired information is contained in a publication of the Council, a reference to that publication; or

- (c) where the reply to the question cannot conveniently be given orally, a written answer circulated to Members of the Council.
- (6) Every question under the provisions of paragraphs (2)(a) and (2)(b) of this Rule shall be recorded in the Council Minutes together with any replies given thereto.
- (7) Questions may be also be put, without notice, to the Leader of the Council under Rule 1(3)(m), provided that no question shall seek to raise, or have the effect of raising any matter dealt with or disposed of through the transaction of business earlier in the particular meeting.

RULE 7. MINUTES OF MEETINGS

- (1) At the next suitable meeting, the Chairman shall put the question that the Minutes of the meeting of the Council or of a Committee or Sub-Committee held on theday of..... be approved as a correct record.
- (2) No discussion shall take place upon the Minutes, except upon their accuracy, and any question of their accuracy shall be raised by motion. If no such question is raised, or if it is raised then as soon as it has been disposed of, the presiding Chairman shall sign the Minutes.
- (3) Where in relation to any meeting of the authority, the next such meeting for the purpose of signing the minutes is a meeting called under paragraph 3 of Schedule 12 to the Local Government Act 1972 (an extraordinary meeting), then the next following meeting (being a meeting called otherwise than under that paragraph) shall be treated as a suitable meeting for the purposes of paragraph 41(1) and (2) of schedule 12 relating to signing of minutes.

RULE 8. RULES OF DEBATE FOR COUNCIL MEETINGS

Motions and Amendments

- (1) A motion or amendment shall not be discussed apart from the opening speech of the proposer unless it has been proposed and seconded, and unless notice has already been given in accordance with Rule 4 it shall, if required by the Chairman, be put into writing and handed to the Chairman before it is further discussed or put to the meeting.

Seconder's speech

- (2) A Member, when seconding a motion or amendment may, if he then declares his intention to do so, reserve his speech until a later period of the debate.

Only one Member to stand at a time

- (3) A Member when speaking shall stand and address the Chairman. If two or more Members rise, the Chairman shall call on one to speak; the other or others shall then sit. While a Member is speaking the other Members shall remain seated, unless rising to a point of order or in personal explanation.

Content and length of speeches

- (4) A Member shall direct his speech to the question under discussion or to a personal explanation or to a point of order. No speech shall exceed five minutes in the case of a mover of a motion and three minutes in all other cases except by consent of the Chairman.

When a Member may speak again

- (5) A Member who has spoken on any motion shall not speak again whilst it is the subject of debate, except:-
- (a) to speak once on an amendment moved by another Member;
 - (b) if the motion has been amended since he last spoke, to move a further amendment;
 - (c) if his first speech was on an amendment moved by another Member, to speak on the main issue, whether or not the amendment on which he spoke was carried;
 - (d) in exercise of a right of reply given by paragraph (11) or (13) of this Rule;
 - (e) on a point of order;
 - (f) by way of personal explanation.

Amendment to motion

- (6) An amendment shall be relevant to the motion and shall be either:-
- (a) to refer a subject of debate to a Committee for consideration or reconsideration;
 - (b) to leave out words;
 - (c) to leave out words and insert or add others;
 - (d) to insert or add words;

but such omission, insertion or addition of words shall not have the effect of negating the motion before the Council.

- (7) Only one amendment may be moved and discussed at a time and no further amendment shall be moved until the amendment under discussion has been disposed of.
- (8) If an amendment be lost, other amendments may be moved on the original motion. If an amendment be carried, the motion as amended shall take the place of the original motion and shall become the motion upon which any further amendment may be moved.

Alteration to motion

- (9) A Member may with the consent of the Council signified without discussion:-
 - (a) alter a motion of which he has given notice, or
 - (b) with the further consent of his seconder alter a motion which he has moved,If (in either case) the alteration is one which could be made as an amendment thereto.

Withdrawal of motion

- (10) A motion or amendment may be withdrawn by the mover with the consent of his seconder and of the Council, which shall be signified without discussion, and no Member may speak upon it after the mover has asked permission for its withdrawal, unless such permission shall have been refused.

Right of reply

- (11) The mover of a motion has a right to reply at the close of the debate on the motion, immediately before it is put to the vote. If an amendment is moved, the mover of the original motion shall also have a right of reply at the close of the debate on the amendment and shall not otherwise speak on the amendment. The mover of the amendment shall have no right of reply to the debate on his amendment.

Motions which may be moved during debate

- (12) When a motion is under debate no other motion shall be moved except the following:-
 - (a) to amend the motion;
 - (b) to adjourn the meeting;
 - (c) to adjourn the debate;
 - (d) to proceed to the next business;
 - (e) that the question be now put;

- (f) that a Member be not further heard;
- (g) by the Chairman under Rule 10(2) that a Member do leave the meeting;
- (h) a motion under section 100A(4) of the Local Government Act, 1972 to exclude the public.

Closure motions

- (13) A Member may move without comment at the conclusion of a speech of another Member, "that the Council proceeds to the next business", "that the question be now put", "that the debate be now adjourned", or "that the Council adjourns", on the seconding of which the Chairman shall proceed as follows:-
 - (a) on a motion to proceed to next business: unless in his opinion the matter before the meeting has been insufficiently discussed, he shall first give the mover of the original motion a right of reply, and then put to the vote the motion to proceed to next business;
 - (b) on a motion that the question be now put: unless in his opinion the matter before the meeting has been insufficiently discussed, he shall first put to the vote the motion that the question be now put, and if it is passed then give the mover of the original motion his right of reply under paragraph (11) of this Rule before putting his motion to the vote;
 - (c) on a motion to adjourn the debate or the meeting: if in his opinion the matter before the meeting has not been sufficiently discussed and cannot reasonably be sufficiently discussed on that occasion he shall put the adjournment motion to the vote without giving the mover of the original motion his right of reply on that occasion.

Points of Order

- (14) A Member may rise on a point of order or in personal explanation, and shall be entitled to be heard forthwith.
 - (a) A point of order shall relate only to an alleged breach of a Rule of Procedure or statutory provision and the Member shall specify the Rule of Procedure or statutory provision and the way in which he considers it has been broken.
 - (b) A personal explanation shall be confined to some material part of a former speech by him which may appear to have been misunderstood in the present debate.
- (15) The ruling of the Chairman on a point of order or on the admissibility of a personal explanation shall not be open to discussion.

Respect for Chairman

- (16) Whenever the Chairman rises during a debate a Member then standing shall resume his seat and the Council shall be silent.

Application to Committees and Sub-Committees

- (17) This Rule (except those parts which relate to standing and to speaking more than once) shall, with any necessary modification, apply to Committee and Sub-Committee meetings.

RULE 9. MOTIONS AFFECTING PERSONS EMPLOYED BY THE COUNCIL
--

If any question arises at a meeting of the Council or of a Committee thereof to which section 100A of the Local Government Act, 1972 applies as to the appointment, promotion, dismissal, salary, superannuation or conditions of service, or as to the conduct of any person employed by the Council, such question shall not be the subject of discussion until the Council or Committee, as the case may be, has decided whether or not the power of exclusion of the public under section 100A (4) of the Local Government Act, 1972 shall be exercised..

RULE 10. DISORDERLY CONDUCT

- (1) If at a meeting any Member of the Council misconducts himself by persistently disregarding the ruling of the Chairman, or by behaving irregularly, improperly, or offensively, or by wilfully obstructing the business of the Council, the Chairman or any other Member may move "that the Member named be not further heard", and the motion if seconded shall be put and determined without discussion.

Continuing misconduct by a named Member

- (2) If the Member named continues his misconduct after a motion under the foregoing paragraph has been carried the Chairman shall:-

EITHER move "That the Member named do leave the meeting" (in which case the motion shall be put and determined without seconding or discussion);

OR adjourn the meeting of the Council for such period as he in his discretion shall consider expedient.

General disturbance

- (3) In the event of general disturbance which in the opinion of the Chairman renders the due and orderly despatch of business impossible, the Chairman, in addition to any

other power vested in him may, without the question being put, adjourn the meeting of the Council for such period as he in his discretion shall consider expedient.

RULE 11. DISTURBANCE BY THE PUBLIC

If a member of the public interrupts the proceedings at any meeting the Chairman shall warn him. If he continues the interruption the Chairman shall order his removal from the Council Chamber. In case of general disturbance in any part of the Chamber open to the public the Chairman shall order that part to be cleared.

RULE 12. RESCISSION OF PRECEDING RESOLUTION
--

No motion to rescind any resolution passed within the preceding six months, and no motion or amendment to the same effect as one which has been rejected within the preceding six months, shall be proposed unless the notice thereof given in pursuance of Rule 4 bears the names of at least ten Members of the Council. When any such motion or amendment has been disposed of by the Council, it shall not be open to any Member to propose a similar motion within a further period of six months.

This Rule shall not apply to motions moved in pursuance of a recommendation of a Committee.

RULE 13. VOTING

(NB: See also Rule 15 on Interests)

Meetings

- (1) Any item of business will be decided by a simple majority of those Members voting and present in the room at the time the question was put. If a Member has not been present at the meeting for the whole of the consideration of a planning application or related matter, or has not undergone fundamental induction training once such a programme has been introduced he / she shall not vote on the matter.
- (2) If there are equal numbers of votes for and against, the Chairman will have a second or casting vote. There will be no restriction on how the Chairman chooses to exercise a casting vote.
- (3) The mode of voting at meetings of the Council, Committees and Sub-Committees shall be by a show of hands, or if there is no dissent, by affirmation of the meeting: Provided that on the requisition of any Member of the Council made before the vote is taken and supported by one other Member who signifies his support the voting on any

question shall be by roll-call and shall be recorded so as to show how each Member present and voting gave his vote. The name of any Member present and not voting shall also be recorded.

- (4) Where any Member requests it immediately after a vote by a show of hands is taken, their vote will be so recorded in the minutes to show whether they voted for or against the motion or abstained from voting.
- (5) Immediately after any vote is taken at a budget decision meeting there must be recorded in the minutes of that meeting the name of the persons who cast a vote for or against the decision or who abstained from voting.

NOTE. For this purpose, ‘budget decision’ means a meeting at which it makes a calculation in accordance with sections 31A, 31B, 34-36A, 42A, 42B, 45-49, 52ZF, 52ZJ of the Local Government Finance Act 1992 or issues a precept under Chapter 4 of Part 1 of that Act, and includes a meeting where making the calculation or issuing the precept was included as an item of business for the agenda for that meeting. The requirement to record voting extends to a vote on any decision related to the making of the calculation or the issuing of the precept (The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014).

Appointments

- (6) Where there are more than two Members nominated for any position to be filled by the Council or a Committee and of the votes given there is not a majority in favour of one Member, the name of the Member having the least number of votes shall be struck off the list and a fresh vote shall be taken, and so on until a majority of votes is given in favour of one Member.

RULE 14. RECORD OF ATTENDANCES

Every Member of the Council attending a meeting of the Council, or of any of its Committees of which he is a Member, shall sign his name in the attendance book or sheet provided for that purpose.

RULE 15. DISCLOSURE OF INTERESTS

(NB: See also the Council’s Code of Member)

- (1) If a Member has a Discloseable Pecuniary, Other Registrable Pecuniary or Non-pecuniary Interest as defined by the Council’s Code of Member Conduct then that interest must be disclosed and where that interest is a Disclosable or Other Registrable Pecuniary one as defined in the Code the Member shall not only disclose it but then withdraw from the meeting while the business to be transacted is under consideration (unless formal dispensation has been granted).

- (2) ~~At meetings of the Council or its committees where members of the public are permitted to make representations, a Member having declared a Discloseable or Other Registrable Pecuniary Interest may make representations to the Council or the committee in question before the public representations are taken and any discussion takes place and shall then leave the meeting.~~

RULE 16. — APPOINTMENTS OF STAFF, DISMISSALS AND DISCIPLINARY ACTION

Appointment of Staff

- (1) ~~The Council shall from time to time after consultation with any Committee primarily concerned determine the establishment of the Council. The overall cost of the Council's establishment shall at all times remain within the financial constraints set by the annual budget and medium term financial strategy as approved by Council.~~
- (2) ~~All permanent vacancies to be filled in offices under the Council, unless they are to be filled by promotion or transfer, shall be publicly advertised except where the Council otherwise determine.~~

~~Provided that where, within six months of the filling of a vacancy which has been publicly advertised, a similar vacancy occurs in an office in the appointment of the Council, the Finance and Corporate Services Committee may recommend the Council to appoint one of the former applicants.~~

- (3) ~~When a vacancy occurs for the posts of Head of Paid Service or a Director, the Council shall, in the case of an office which the Council are not required by statute to fill, decide whether the office is necessary; and in any case what shall be the terms and conditions of the office. No steps shall be taken to fill the post until these decisions have been taken after consultation with the relevant Committee Chairmen, Vice Chairmen, the Leader of the Council and Opposition Leader(s), and one other Member (or if there be no Vice Chairman, two other Members) designated by the Chairman of the Committee.~~
- (4) ~~Where a standing deputy has not been appointed the Council may, if they think fit, appoint and fix the remuneration of some person to carry on temporarily the duties of the office until a successor is appointed.~~
- (5) ~~The appointment of Head of Paid Service shall be made by the Council, on a recommendation by the Appointments Committee. Appointments of Directors, the Officer fulfilling the duties in S151 of the Local Government Act 1972, and the Monitoring Officer shall be made by the Appointments Committee. The appointment of all other staff must be made on behalf of the authority by the Head of Paid Service or by an Officer nominated by him. As a temporary measure until 31 July 2019 those managers that report directly to any of the Directors shall be appointed by the Appointments Committee.~~

- ~~(6) — The Appointments Committee referred to in paragraph (5) of this Rule shall consist of five Members (three Members constituting a quorum) including the Chairman (or Vice Chairman) of the Council, the Leader (or Deputy Leader) of the Council, the Opposition Leader(s)(or Deputy), the Chairman (or Vice Chairman) of the relevant service Committee where a Director appointment is to be made or until 31 July 2019 any manager that reports directly to a Director, and such other Members (not exceeding three in number) as the Council may appoint so as to preserve a political balance on the Committee as required by the Local Government and Housing Act, 1989; notwithstanding Procedure Rule 17(9)to(13) no further substitutes will require to be named or appointed.~~
- ~~(7) — Where the authority proposes to appoint those Officers referred to in paragraph (5) above, and it is not proposed that the appointment be made exclusively from among their existing Officers, they shall—~~
- ~~(a) — draw up a statement specifying—~~
- ~~(i) — the duties of the Officer concerned, and~~
- ~~(ii) — any qualifications or qualities to be sought in the person to be appointed;~~
- ~~(b) — make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it;~~
- ~~(c) — make arrangements for a copy of the statement mentioned in paragraph (a) to be sent to any person on request.~~
- ~~(8) — (a) — Where a post has been advertised as provided in paragraph 7(b), the authority shall—~~
- ~~(i) — interview all qualified applicants for the post, or~~
- ~~(ii) — select a short list of such qualified applicants and interview those included on the short list.~~
- ~~(b) — Where no qualified person has applied, the authority shall make further arrangements for advertisement in accordance with paragraph 7(b).~~

Dismissal and Disciplinary Action

- ~~(9) — (a) — The function of dismissal of, and taking disciplinary action against a member of staff must be discharged on behalf of the authority, by the Head of Paid Service or by an Officer nominated by him.~~
- ~~(b) — The Head of Paid Service or Officer nominated by him in relation to any action taken under paragraph (a) of this sub-paragraph (9) above shall not sit on any appeal body in relation to that any action taken against the appealing member of staff. For the avoidance of doubt the Head of Paid Service may sit on any appeal body if the dismissal or disciplinary action was taken by a nominated officer.~~

- (10) ~~The dismissal of or taking disciplinary action against the Head of Paid Service, a Director, the Officer fulfilling the duties in Section 151 of the Local Government Act 1972 and the Monitoring Officer shall be exercised by the Council.~~
- (11) (a) ~~No disciplinary action as defined in the Local Authorities (Standing Orders)(England) Regulations 2001 (as amended) shall be taken in respect of the authority's Head of Paid Service, the Officer fulfilling the duties in Section 151 (Chief Financial Officer) of the Local Government Act 1972 and Monitoring Officer, except as provided in this Procedure Rule. Subject to action described in paragraph (b), no disciplinary action resulting in dismissal may be taken by the authority, or by a Committee or Sub-Committee, other than by having regard to recommendations in a report made by an Investigating and Disciplinary Panel under Regulation 7 of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015.~~
- (b) ~~The action mentioned in paragraph (a) is suspension of the Officer for the purpose of investigating the alleged misconduct occasioning the action; and any such suspension shall be on full pay and terminate no later than the expiry of two months beginning on the day on which the suspension takes effect unless the Designated Independent Person directs that the suspension should continue beyond that point.~~

RULE 17-RULE 16. APPOINTMENT AND CONSTITUTION OF COMMITTEES

- (1) The Council shall at each Annual Meeting appoint from among its membership the Committees referred to in this Rule to advise the Council on the discharge of its functions, and to exercise on its behalf such functions as may be delegated to such Committees by the Council. The Council shall adopt and may from time to time review Terms of Reference for Committees ~~and also the Terms of Reference and/or Scheme of Delegation to the Area Committees.~~
- (2) The Committees shall be the Strategy and Resources ~~Finance and Corporate Services~~ Committee, the Performance, Governance and Audit ~~Community Services~~ Committee, the District ~~Planning and Licensing~~ Committee, the Overview and Scrutiny Committee, the Licensing Committee ~~the Audit Committee~~, the three Area Committees, the Investigating and Disciplinary Committee and Investigating and Disciplinary Panel, and the Joint Standards Committee.
- (3) The Strategy and Resources Committee shall comprise 16 Members, the Performance, Governance and Audit Committee shall comprise 15 Members, and the Licensing Committee shall comprise 10 Members ~~Finance and Corporate Services Committee shall comprise nine Members and the Planning and Licensing Committee and the Community Services Committee shall each comprise ten Members. Both~~ All three Committees shall be formed in accordance with the political balance provisions (see also Procedure Rule 1(7)). ~~Proas set out in the Political Parties and Associated Arrangements procedure document with the addition of the following Members—~~
- ~~The Leader of the Council shall be ex officio and non-voting on the Committees to which he is not appointed;~~

- ~~• The Deputy Leader of the Council shall be ex-officio and non-voting on the Committees to which he is not appointed;~~
- ~~• The Opposition Leader (or Leaders if there is equality between the opposition parties) shall be ex-officio and non-voting on all Committees to which he is (or they are) not appointed subject to him (or them) not taking up a role on the Overview and Scrutiny Committee.~~

The Chairman of the Council is eligible to be appointed to ~~either~~^{any} of the Committees referred to in (2) above in his own right (see however paragraph (7)⁶ below).

~~(4) The District Planning Committee shall comprise all 31 Members of the Council and determine planning applications beyond the remit of the Area Planning Committees.~~

~~(4)(5)~~ The three Area Planning Committees (which will have all other development control responsibilities save for those delegated to Officers~~delegated to them under a Scheme of Delegation approved from time to time by the Council for development control~~) shall have jurisdiction in respect of specified geographical areas of the District approved from time to time by the Council and shall comprise each of the elected Members representing Wards covered by the specified geographical area.

~~The Chairman of the Planning and Licensing Committee shall be an ex-officio and non-voting Member of the two Area Planning Committees on which he does not sit as of right.~~

~~(5)(6)~~ The Joint Standards Committee shall comprise –

- a) five Members of the Council (political balance provisions apply)
- b) two persons appointed by the Council upon nomination by the Essex Association of Local Councils and who are Members of Parish / Town Councils in the Maldon District

~~(6)(7)~~ The Overview and Scrutiny Committee of the Council shall comprise eight Members of the Council and shall be formed in accordance with the political balance provisions. The Chairman of the Council, the Leader and Deputy Leader of the Council and the Chairmen and Vice-Chairmen of the Strategy and Resources and the Performance, Governance and Audit Committees~~Deputy Leader~~ shall not serve on the Overview and Scrutiny Committee.

~~(7) The Audit Committee shall comprise eight Members of the Council and shall be formed in accordance with political balance provisions.~~

(8) The Council shall at its Annual Meeting also appoint Members to serve on the Appointments Board Committee and the Investigating and Disciplinary Committee and Panel as set out below. Political balance provisions shall apply.

- ~~• Appointments Committee (see Rule 16(6)) – Chairman of Council, Leader, Opposition Leader(s) and up to three other Members;~~
- Investigating and Disciplinary Committee – Five Members;

- Investigating and Disciplinary Panel – Minimum of five Members to ensure that at least three have not served on the initial investigation carried out by the Investigating and Disciplinary Committee
- Appointments Board – Two Members to serve in addition to the Leader or Deputy Leader, Opposition Leader or Deputy, and Chairmen or Vice-Chairmen of the Strategy and Resources and Performance, Governance and Audit Committees.

Substitutions

- (9) A Member of a Committee or other body to which the political balance provisions apply shall, if the Member wishes another Member of the political group to which the Member belongs to attend a meeting of that Committee in his place, give the Programmes, Performance and Governance Manager~~Head of Paid Service~~ and the Leader written notice not later than four office working hours before the published start time of that meeting that the Member is unable to attend and that the substitute Member named in the notice will attend in his place.
- (10) A substitution notice may be given by the Leader of a political group.
- (11) The effect of a substitution notice shall be that the Member named in the notice shall cease to be a Member of that Committee for the duration of that meeting and that the substitute Member shall be a full Member of the Committee for the same period.
- (12) A substitution notice may be revoked at any time preceding the deadline for giving of such notice.
- (13) These arrangements shall not apply ~~equally in respect of meetings of Sub-Committees, Groups and Panels of all Committees, but to the Licensing Committee unless the proposed substitute Member has been trained on public licensing matters, and~~ do not apply to the Licensing Sub-Committee and the Area Planning Committees.

Termination of appointments and allocated seats falling vacant

- (14) Where a seat allocated to a political group falls vacant the following procedure shall apply:-
- (i) If the seat has fallen vacant as a result of the death, resignation or disqualification of a Member, the Act and Regulations made there under provide for a review of allocations of seats to groups at the next meeting of the Council following the election of a replacement Member, unless the person elected indicates that the Member does not wish such a review to take place. If in these circumstances a review is to take place, the ~~process~~ ‘Procedure before the Annual Meeting of the Council set out in the Political Parties and Associated Arrangements procedures document set out in Procedure Rule 1(7)’ shall apply in respect of the next ordinary meeting of the Council following the by-election at which the person is elected.
 - (ii) In all other circumstances the group to which the seat is allocated shall give notice of its nomination of a Member to a vacant seat in writing to the ~~Head of Paid Service. The Programmes, Performance and Governance Manager~~ Head of Paid Service who shall report as soon as possible to the Council for the Council to approve the filling of the vacant seat.

RULE 18. RULE 17. SPECIAL MEETINGS OF COMMITTEES

The Chairman of a Committee or the Chairman of the Council may call a special meeting of a Committee at any time. A special meeting shall also be called on the requisition of a quarter of the whole number of the Committee, delivered in writing to the Programmes, Performance and Governance Manager ~~Head of Paid Service~~, but in no case shall less than three Members requisition a special meeting. The summons to the special meeting shall set out the business to be considered thereat, and no business other than that set out in the summons shall be considered at that meeting.

RULE 19. RULE 18. APPOINTMENT OF SUB-COMMITTEES

- (1) Every Committee appointed by the Council may appoint Sub-Committees for purposes to be specified by the Committee.
- ~~(2) The Chairman of a Committee shall be an ex-officio Member of every Sub-Committee appointed by that Committee, unless he signifies to the Committee that he does not wish to serve.~~
- ~~(3)~~ (2) The Chairman of a Sub-Committee or the Chairman of the parent Committee may call a meeting of the Sub-Committee at any time.

RULE 20.~~RULE 19.~~ ATTENDANCE BY MEMBER AT COMMITTEE

A Member of the Council may ~~attendspeak at~~ Committee meetings of which he is not a member and may also speak by prior arrangement with, and at the discretion of, the Chairman. This procedure rule shall not apply to meetings of the Appointments Board, Investigating and Disciplinary Committee and Panel (all matters) and the Joint Standards Committee (when considering matters deemed to be private / confidential and where the public is to be excluded from the meeting).

RULE 21.~~RULE 20.~~ FINANCIAL ADMINISTRATION

Every Committee, Sub-Committee and Officer of the Council shall conform with the financial arrangements made by the Council under the provisions of section 151 of the Local Government Act, 1972.

RULE 22.~~RULE 21.~~ SUSPENSION AND AMENDMENT OF PROCEDURE RULES

- (1) All of these Procedure Rules except Nos. 7(3), 13(4), 13(5) and 21~~2~~(2) may be suspended by motion on notice or without notice if at least sixteen (16) Members of the Council are present and by the consent of the simple majority of those Members. Suspension can only be for the duration of the meeting.
- (2) Any motion to add to, vary or revoke these Rules will, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the Council. Any subsequent decision on such a motion shall be on the basis of a simple majority of those Members present and voting.

RULE 23.~~RULE 22.~~ PROCEDURE RULES TO BE GIVEN TO MEMBERS

A printed copy of these Procedure Rules shall be given to each Member of the Council by the Head of Paid Service upon delivery to him of the Member's Declaration of Acceptance of Office on the Member being first elected to the Council.

RULE 24.~~RULE 23.~~ INTERPRETATION OF PROCEDURE RULES

The ruling of the Chairman as to the construction or application of any of these Rules, or as to any proceedings of the Council, or of its Committees or Sub-Committees, shall not be challenged at any meeting of the Council, or of its Committees or Sub-Committees and his decision shall be final.

PART 4 – Officer Employment Procedure Rules

1. Recruitment and appointment (Declarations)

1.1 The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing councillor or officer of the Council; or of the partner of such persons.

1.2 No candidate so related to a councillor or an officer will be appointed without the authority of the Head of Paid Service or an officer nominated by him/her.

2. Seeking support for appointment

2.1 The Council will disqualify any applicant who directly or indirectly seeks the support of any councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.

2.2 No councillor will seek support for any person for any appointment with the Council.

3. Recruitment and appointment of Directors

3.1 Directors are those posts designated as such in **Article 12.1** of the Council's Constitution

3.2 Where the Council proposes to appoint a Director and it is not proposed that the appointment be made exclusively from among their existing officers, the Council will:

- (a) draw up a statement specifying:
 - (i) the duties of the officer concerned; and
 - (ii) any qualifications or qualities to be sought in the person to be appointed;
- (b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- (c) make arrangements for a copy of the statement mentioned in paragraph (a) to be sent to any person on request.

3.3 The Appointments Board of the Council will appoint Directors.

4. Appointment of Head of the Paid Service

4.1 Council must approve the appointment of the Head of Paid Service, following the recommendation by the Appointments Board, before an offer of appointment is made to him/her.

5. Other Appointments

5.1 Officers below Director

Appointment of officers below Director, other than the Head of Paid Service, Monitoring Officer, S151 Officer or assistants to political groups is the responsibility of the relevant Director or his/her nominee, and may not be made by councillors.

5.2 Assistants to Political Groups

Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.

6. Disciplinary Action

6.1 Head of the Paid Service, Monitoring Officer and Chief Finance (S151) Officer and Directors not in a statutory role

The dismissal of or taking disciplinary action against the Head of the Paid Service, Monitoring Officer and Chief Finance (S151) Officer, and a Director not in a statutory role, shall be exercised by the Council through its Investigating and Disciplinary Committee (and Panel). Any of those Officers may be suspended whilst an investigation takes place into the particular allegation. That suspension will be on full pay and terminate no later than two months from the day on which the suspension takes effect unless the Designated Independent Person appointed in connection with the investigation directs that the suspension should be continued beyond that point or should be otherwise varied in some way.

6.2 Dismissal and involvement of Independent persons.

No decision to dismiss may be taken by the Council in respect of any of the above officers except in accordance with a recommendation of the Council's Investigating and Disciplinary Panel constituted in accordance with the Local Authorities (Standing Orders) England (Amendment) Regulations 2015 and including at least two Independent Persons appointed by the Council under appointed under the Localism Act 2011. No notice of dismissal shall be given to any of those officers unless the dismissal is first approved by a meeting of full Council.

6.3 Other staff

Councillors will not be involved in the disciplinary or dismissal action against any officer below Director except where such involvement is necessary for any investigation or inquiry into alleged misconduct. In all other respects such action will be taken by the relevant Director or an officer nominated by him. The Council's disciplinary, capability and related procedures, as adopted from time to time, may allow a right of appeal to Councillors in respect of disciplinary or dismissal action.

Scheme of Delegation**To the Head of Paid Service**

1. The appointment of the Members Remuneration Panel. **Director of Resources**
2. To approve the filling of vacancies other than the posts of Directors, Monitoring Officer and Section 151 Officer (this shall not apply to those managers that report directly to any of the Directors until after 31 July 2019). **Directors**
3. To approve the regrading of posts providing that such regrading can be achieved within approved budgets. **Directors**
4. Where difficulty is experienced in filling a vacant post, to approve the addition to the salary scale of that post of a market supplement not exceeding 15 per cent of the basic salary scale subject to approved budgets. **Directors**
5. To settle on behalf of the Council during the proceedings of Employment Appeals Tribunals. **Director of Resources**
6. In consultation with the Chairman of the **Strategy and Resources** ~~Finance and Corporate Services~~ Committee to appoint suitably qualified staff on a consultancy basis to cover for the absence of Senior Officers (and Directors) if necessary. **HoPS**
7. To approve the repayment of training fees for prospective employees where their previous employer requires such repayment. **Directors**
8. To award up to £100 for staff suggestions. **Directors**
9. ~~To consider the organisational impact of technologically based developments, and to determine suitable organisational structures and processes to maximise the benefits there from.~~ **Delete – within HoPS statutory role in essence.**
10. To approve secondment of staff between Departments. **HoPS**
11. To approve requests from staff for unpaid leave of absence. **Directors/otherwise matter for HR Policy.**
12. To award discretionary points on an officer's salary scale within approved budgetary limits. **Directors**

~~In consultation with the Chairman of Strategy and Resources Committee, and the Chairman of any other relevant Committee:~~

13. To approve voluntary staff redundancy or voluntary dismissal for those staff who are below Directors, in the interests of the efficient discharge of the Council's functions **Directors**

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COMMITTEE	OVERVIEW AND SCRUTINY
MEMBERSHIP	8 Members of the Council appointed annually, excluding Chairman of Council, Leader and Deputy Leader and Chairmen <u>and Vice-Chairmen</u> of Strategy and Resources and Performance, Governance and Audit Committees
LEAD OFFICER	Director of Resources
OFFICERS/UNITS PRIMARILY REPORTING	All Directors

The Committee will also act as the Council's Crime and Disorder Committee.

TERMS OF REFERENCE

- a) Prepare and agree a work programme annually, taking account of items put forward by Members and the Corporate Leadership Team, ensuring that those items that relate to the Council's functions fall, primarily, within the Council's Priorities.
- b) Co-ordinate and monitor the Committee's work programme
- c) Recommend to the Council the detailed arrangements for the discharge of the overview and scrutiny function.
- d) Prepare and present an Annual Report to Council.
- e) Review experience, identify good practice and develop learning in relation to the overview and scrutiny role.
- f) Have a strong and effective role in corporate policy development and review, including proposing policy options to the Strategy and Resources Committee, Corporate Directors, or exceptionally to the Council Meeting.
- g) Receive reports and other evidence from public bodies, organisations and individuals which the Committee or a working group considers relevant to its work.
- h) Take a lead on specific improvement objectives assigned to it by the Council.
- i) Review or scrutinise decisions made or other action taken in connection with the discharge of any functions of the Council and to present reports and/or recommendations either with respect to the discharge of any functions of the Council or on matters which affect the Council's area or the inhabitants of the area including the draft budget as follows:
 - to the Council or,
 - to any committee or sub-committee of the Council or
 - to any joint committee on which the Council is represented or any sub-committee of such a committee.
- j) When acting as the Crime and Disorder Committee, the undertaking of the Council's crime and disorder functions as follows by way of the review or scrutiny of decisions made, or other action taken, by the responsible authorities (within the meaning of section 5 of the Crime and Disorder Act 1998) in connection with crime and disorder functions.

k) Consideration of petitions in accordance with the Council's Petition Scheme, in particular requests for review of action taken or responses to petitions, and report on the outcome to either the Council or the appropriate Committee.:-

OPERATING PROTOCOL

1. ~~1.~~ The Committee will meet in accordance with arrangements determined by the Council.
2. Members of the Committee must have early induction training on the Overview and Scrutiny committee role.
32. To conduct as much of its proceeding as possible in public
43. In all other respects and as appropriate, the Council and Committee Procedure Rules will apply.
54. To appoint the chair and members of working groups to undertake tasks within the work programme, where appropriate; to establish the terms of reference for working groups, together with reporting arrangements; and co-ordinate and monitor the work of those working groups.

SCHEDULE OF MEETINGS 2019 / 20

AUDIT.....Audit Committee
 CAC.....Central Area Planning Committee
 CMTYCommunity Services Committee
 DPDistrict Planning Committee
 F&CS.....Finance and Corporate Services Committee

NW North Western Area Planning Committee
 O&S Overview & Scrutiny Committee
 P&L Planning and Licensing Committee
 SE South Eastern Area Planning Committee

NEW STRUCTURE (from October 2019)

PGA.....Performance, Governance and Audit
 S&RStrategy and Resources

Page 95	Monday	MAY 2019	6	BANK HOLIDAY	JUNE	10	NW [3]	JULY	15	SE [4]	AUGUST	19		SEPTEMBER	23	
	Tuesday		7			11	F&CS Q4 [8]		16			20			24	F&CS [8]
	Wednesday		8			12			17	O&S [6]		21	CAC [4]		25	
	Thursday		9			13	9am LICENSING SUB AUDIT Q4 [10] (add.)		18	P&L [6]		22			26	AUDIT Q1 [9]
	Friday		10			14			19			23			27	
	Monday		13			17	SE [4]		22			26	BANK HOLIDAY		30	NW [4]
	Tuesday		14			18			23			27	CMTY [7]		1	
	Wednesday		15			19			24	CAC [4]		28	O&S Q1 [6]		2	
	Thursday		16	STAT. COUNCIL		20	STANDARDS		25	AUDIT [8] COUNCIL (extraordinary)		29			3	COUNCIL (set up new cttee structure)
	Friday		17			21			26			30			4	
	Monday	20	NW [7]	24		29		2	NW [4]	7	SE [4]					
	Tuesday	21	SE [6] NB: DAY	25		30	F&CS [7]	3		8						
	Wednesday	22		26	CAC [4]	31		4		9						
	Thursday	23	COUNCIL (Planning) [10]	27	COUNCIL [7]	1		5	P&L [7]	10						
	Friday	24		28		2		6		11						
	Monday	27	BANK HOLIDAY	1		5	NW [4]	9	SE [4]	14						
	Tuesday	28	CMTY Q4 [8]	2		6		10		15						
	Wednesday	29	CAC [6]	3		7		11		16	CAC [4]					
	Thursday	30		4	DP [7]	8		12	COUNCIL [11]	17	S&R					
	Friday	31		5		9		13		18						
Monday	3	JUNE	8	NW [4]	JULY	12	SE [4]	AUGUST	16		SEPTEMBER	20		OCTOBER	24	
Tuesday	4		9	CMTY Q4 [6]		13			17			25				
Wednesday	5		O&S Q4 [8]	14			18		CAC [4]	26						
Thursday	6		P&L Q4 [8]	15		DP [6]	19		DP [5]	29						
Friday	7		12			16			20			30				

No MDC Meetings (except planning)	MDC Council meetings	Bank Holiday	LGA Conference	School Holidays
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APPENDIX H

Monday	28 NW [4] ③	9 ③	20 ③	2 NW [4] ③	13 EASTER MONDAY ③
Tuesday	29	10	21	3	14
Wednesday	30	11 CAC [4]	22 CAC [6]	4	15 CAC [4]
Thursday	31 O&S	12 O&S Q2	23 O&S	5 O&S	16 DP [11]
Friday	1	13	24	6	17
Monday	4 SE [4] ④	16 ④	27 ④	9 SE [4] ④	20 ④
Tuesday	5	17	28	10	21 PGA (should be 09/04/20)
Wednesday	6	18	29	11	22
Thursday	7 DP [7]	19 COUNCIL (should be 02/01/20)	30 DP [12]	12 DP [6]	23 O&S (should be 16/04/20)
Friday	8	20	31	13	24
Monday	11 ⑤	23 ⑤	3 NW [4] ⑤	16 ⑤	27 ⑤
Tuesday	12	24	4	17	28
Wednesday	13 CAC [4]	25 CHRISTMAS DAY	5	18 CAC [4]	29
Thursday	14 O&S (CRIME)	26 BOXING DAY	6	19 O&S (CRIME)	30
Friday	15	27	7	20	1
Monday	18 ⑥	30 ⑥	10 SE [4] ⑥	23 ⑥	4 ⑥
Tuesday	19	31	11	24	5
Wednesday	20	1 NEW YEAR'S DAY	12	25	6
Thursday	21 COUNCIL	2	13 COUNCIL	26 COUNCIL	7 ELECTIONS (PFCC)
Friday	22	3	14	27	8 BANK HOLIDAY (VE DAY)
Monday	25 NW [4] ①	6 NW [6] ①	17 ①	30 NW [4] ①	11 ①
Tuesday	26	7	18	31	12
Wednesday	27	8	19 CAC [4]	1	13
Thursday	28 PGA (moved from 05/12)	9 PGA (moved from 16/01)	20 S&R	2 S&R	14 STAT COUNCIL
Friday	29	10	21	3	15
Monday	2 SE [4] ②	13 SE [6] ②	24 ②	6 SE [4] ②	18 NW [7] provisional ①
Tuesday	3	14	25	7	19
Wednesday	4	15	26	8	20
Thursday	5 S&R (should be 26/11/19 moved due to budget reqs.)	16 S&R (should be 09/01/20 moved due to budget reqs.)	27 PGA	9	21
Friday	6	17	28	10 GOOD FRIDAY	22

No MDC Meetings (except planning)	MDC Council meetings	Bank Holiday	LGA Conference	School Holidays
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REPORT of DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

to
COUNCIL (EXTRAORDINARY)
25 JULY 2019

THEMATIC STRATEGIES

1. PURPOSE OF THE REPORT

1.1 To present to Council the three Thematic Strategies that will underpin the delivery of the Council Corporate Plan. The three Thematic Strategies are:

- Place (**APPENDIX A**);
- Community (**APPENDIX B**);
- Prosperity (**APPENDIX C**).

2. RECOMMENDATION

That the three Thematic Strategies (**APPENDICES A – C**) be approved and adopted as Council Policy.

3. SUMMARY OF KEY ISSUES

3.1 The Maldon Council Corporate Plan 2019-23 was adopted by the Council at its meeting of 14 February 2019. The plan is based around three key themes:

- Place;
- Community;
- Prosperity.

3.2 It was also agreed within that the Corporate Plan would be underpinned by three thematic strategies corresponding to those themes. This report brings forward those three thematic strategies, that each outline the key priorities for each of the themes and identify the projects and strategies that will be developed to deliver those priorities.

3.3 The Thematic Strategies also set out the key measures by which we will be able to demonstrate that the outcomes are being delivered.

3.4 In May 2019, the Council appointed the Strategies Engagement Members Task and Finish Working Group which provided advice and input regarding the strategies and the performance measures.

- 3.5 More detailed information around delivery of services will be shaped by the thematic strategies but will be identified and reported at an internal lower level in the service plans.

4. CONCLUSION

- 4.1 The recommended documents will give details on how we will deliver the corporate plan and measure the success of delivery.

5. IMPLICATIONS

- (i) **Impact on Customers** – The thematic strategies each set out strategic projects to be delivered. The output from these will help us to achieve the Council’s 32 outcomes set out in the Corporate Plan. All outcomes support the betterment of the District and our customers.
- (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** –. There are specific environment outcomes in the Corporate Plan and these are aligned to the Place theme. The Place thematic strategy has identified strategic environment projects and partnerships to achieve the environment outcomes.

Background Papers: None.

Enquiries to:

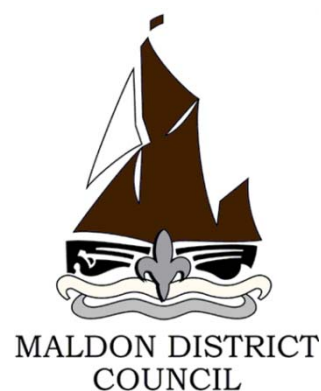
Paul Dodson, Director of Strategy, Performance and Governance, (Tel: 01621 875756).

Document Control Sheet

Document title	Place Thematic Strategy
Summary of purpose	To evidence how the Council will achieve the outcomes set out in the Corporate Plan and aligned to this theme.
Prepared by	Linda Weeks
Status	Draft
Version number	1
Approved by	
Approval date	
Date of implementation	
Review frequency	
Next review date	
Circulation	Public
Published on the Council's website	

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.



Place Thematic Strategy (DRAFT)

CONTENTS

- 1 Our Vision
- 2 Purpose
- 3 What we know today
- 4 Getting our priorities right
- 5 Where do we want to be?
- 6 How we will achieve our targets
- 7 Strategic Programmes and Projects
- 8 Our Performance

APPENDICES

Appendix 1: Acronyms and Glossary

Appendix 2: Why are the corporate outcomes that we have identified important?

Place Thematic Strategy

1 Our vision for Place is two-fold:

A protected and improved environment for residents and visitors,
 alongside
Sustainable growth and new infrastructure.

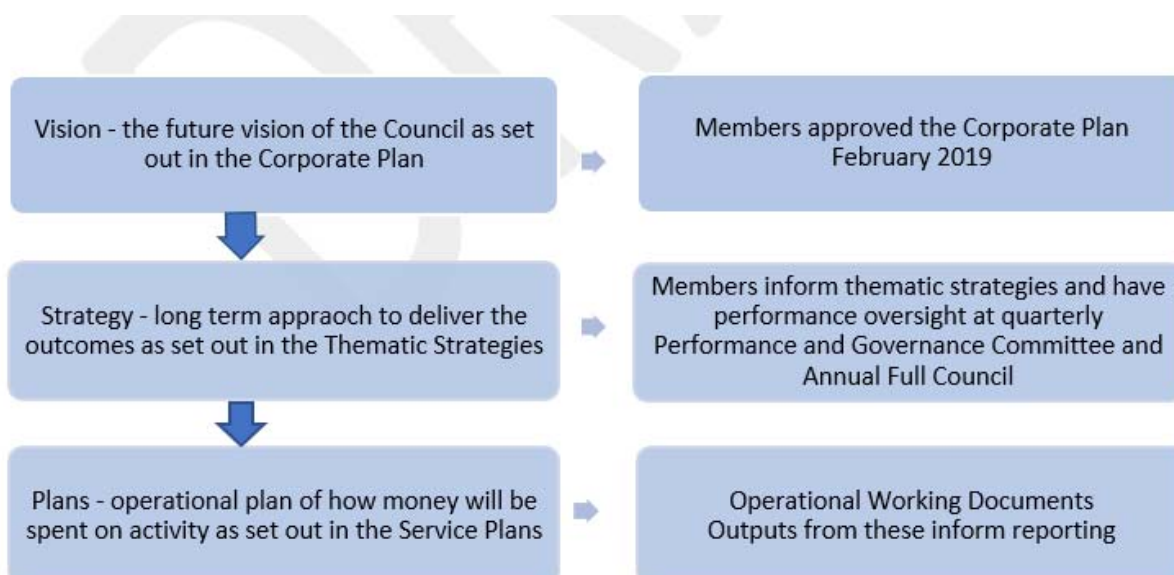
It is important as a Council that we focus our time and effort in priority areas which support our vision.

The following Place Strategy underpins the approved and adopted Corporate Plan [2019/23]; Maldon District Council's top-level strategy document. The Corporate Plan sets out our vision to achieve a '**Sustainable Council – Prosperous Future**'.

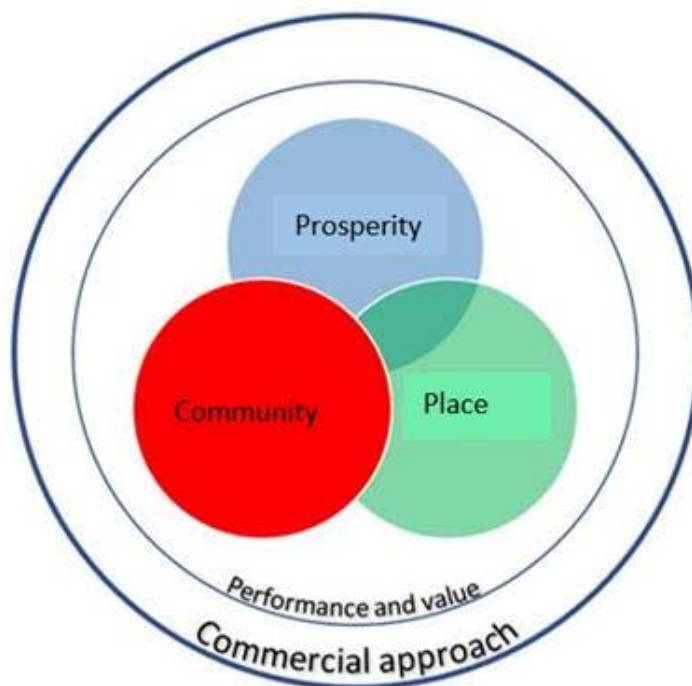
The positive impacts that we want to make in relation to this vision are explained in more detail by our three priority strategic themes; namely **Community, Place and Prosperity**.

With the known financial pressures faced by Councils today, we are fully committed to delivering our outcomes set out in each of the strategies and will deliver the work we do using modern technology; an Agile working practice and a project management and commercial approach.

The following key documents and the role of Elected Members to enable the Council to evidence and achieve its' over-arching vision, are set out below:



The three themes underpin the Council's organisational focus to deliver excellent services and value for money whilst ensuring we plan efficiently for the future and create a sustainable future. The three thematic strategies have been developed in unison, to maximise strategic opportunities and outcomes. Each strategy is high level and inform the service plans for operational delivery. The strategies are driven by our operational performance and value outcomes and commercial approach.



Importantly, our organisational focus will enable us to continue delivering our statutory obligations effectively.

In relation to the theme of Place, our statutory commitments include:

Function	Statutory obligations
Strategic Planning	Preparing local plans and supplementary planning documents, including who is to be consulted and which documents must be made available at each stage of the process, under the Town and Country Planning (Local Planning) (England) Regulations 2012 which set out the procedures to be followed by local planning authorities.
Development Management	Carrying out the Council's functions in respect of the necessary statutory provisions in relation to all town planning matters concerning the control of development and regulation and use of land under the provisions, principally, of the Town and Country Planning Act, 1990 (as amended), Town and Country Planning (Control of Advertisements) Regulations 1992, the Planning (Listed Building and Conservation Areas) Act, 1990, and Planning and Compensation Act 2004.
Building Control	Local authority building control officers making statutory and routine inspections at various stages during building works; having a general duty to enforce, and ensure compliance with, the building regulations and other relevant legislation and guidance. The Council also has a duty to safeguard the public in being responsible for investigating reports of alleged dangerous buildings and structures in the District.
Land Charges	Maintaining an accurate and up-to-date register of Local Land Charges [restrictions or prohibitions imposed on a particular parcel or parcels of land limiting the use to which that land can be put and which is then binding on the successive landowners or occupiers] in accordance with the Local Land Charges Act 1975.
Street Naming and Numbering	Allocating property numbers or names and street/road names to new developments and property conversions. Alongside being obliged to maintain a Local Land and Property Gazetteer (LLPG - a database listing property and pieces of land) for the District and submit information from it to a central property database, the National Land and Property Gazetteer (NLPG).
Strategic Housing	Setting out objectives, targets and policies on how the Local Authority intends to manage and deliver its' strategic housing role. Planning to meet local housing need including to periodically review this in relation to housing conditions.
Coast and Countryside	In exercising its functions, have regard to the purpose of conserving biodiversity. This statutory duty encourages local authorities to maximise opportunities for conserving and enhancing the natural environment through improvements to current services. Local authorities play a leadership role in achieving a rich and diverse natural environment and are key partners in shaping sustainable communities for the future.
Waste Collection and Recycling	Implementing the legal duty under the Environmental Protection Act 1990 to collect and recycle household waste.

Function	Statutory obligations
Street Cleansing	Implementing the statutory duties, under the Environmental Protection Act 1990 and the Code of Practice on Street Cleaning and Litter, to keep relevant highways and public spaces, for which it is responsible, clean and clear of litter and refuse as far as is reasonably practicably.
Air quality	Reviewing and assessing air quality in the District against national air quality objectives and co-ordinating actions to improve air quality where an issue has been identified - under Part IV of the Environment Act 1995.

2 Purpose

The purpose of this strategy document is to outline the Place outcomes the Council has set out to achieve in order to ensure that it protects and improves the environment for residents and visitors, alongside securing sustainable growth and new infrastructure. Through smart working this will be achieve the following outcomes:

The environment

- A clean and tidy District
- Reduced household waste
- Our open spaces maintained for the enjoyment of all
- Improved air quality
- Partnership working to protect our countryside and coastline
- Sound and tested environmentally friendly initiatives delivered

Growth and infrastructure

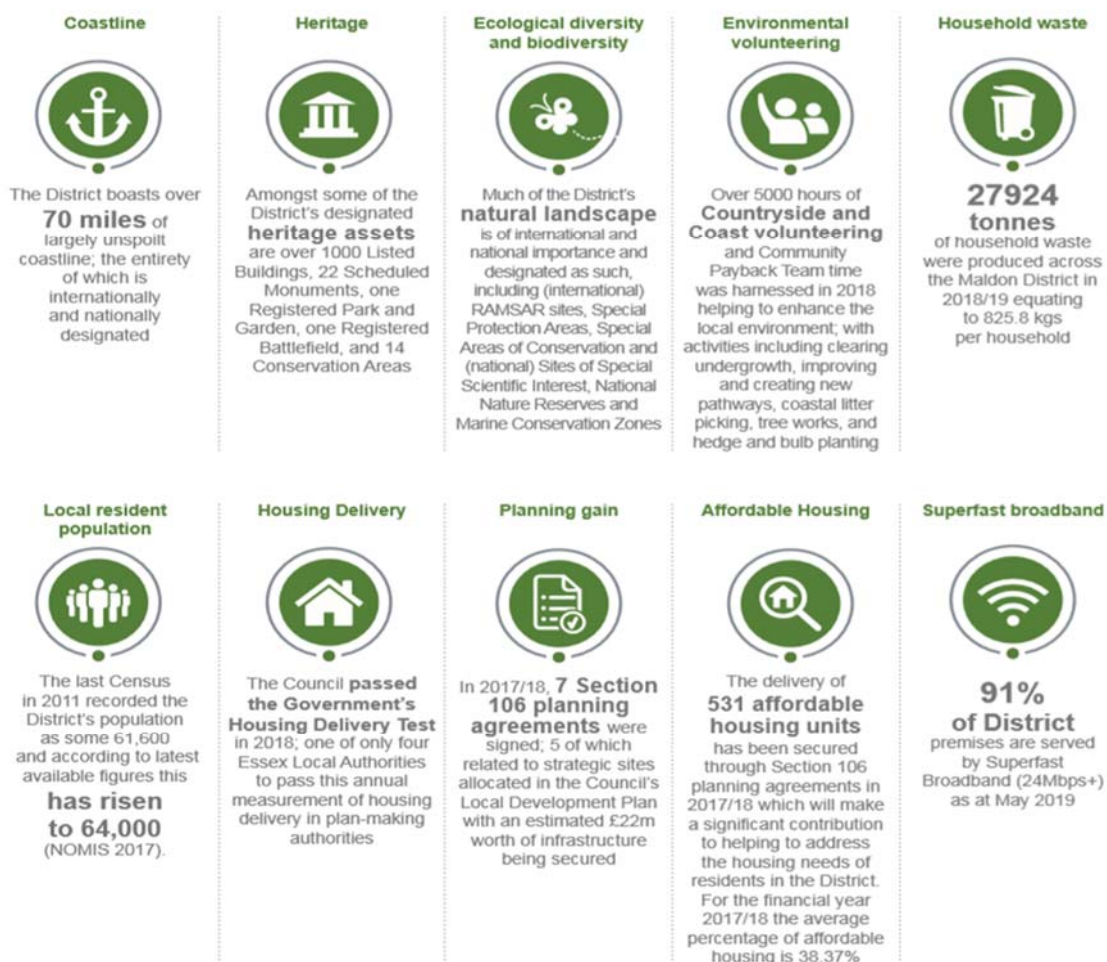
- A 5-year housing land supply maintained
- Strategic sites delivered in accordance with the Local Development Plan
- Affordable Housing targets in the Local Development Plan achieved
- Section 106 planning agreements effectively discharged
- Partnerships are developed to maintain coastal defences
- Improved access to Superfast Broadband across the District

This strategy document will help deliver the Council's Corporate Plan by means of:

- providing residents and businesses with a clear picture of the priorities we have identified for the District and where we will be prioritising resources;
- providing clear direction for allocating and managing our resources, grant funding and capital expenditure.;
- identifying the priority measures by which we will monitor our performance, alongside setting targets that we will strive to achieve;
- informing partners and stakeholders in relation to their investment and service delivery decisions;
- highlighting the strategic partnerships, programmes, and projects that we will focus on;
- setting the framework for the development of other Council strategies and policies which ultimately lead to the right decisions being made;
- setting the framework through which the Council will measure the progress in delivering key priorities; and
- fundamentally shaping all service plans and performance reviews across the entire Council.

3 What we know today

It is important to understand the District's current situation and look at the data which will help inform our priority areas of work. The following table sets out where we are now and some of the current figures which inform our Place priorities and activities for the Maldon District.



4 Getting our priorities right

As well as understanding what we know about our District today, it is equally important we assess our strengths, weaknesses, opportunities and threats (SWOT). Using data and insights from a range of inputs and evidence, policies and legislation, the following SWOT analysis has been carried out to help us identify our Place focussed strengths and weaknesses. The following information enables us to focus our time and resource in areas where we can both make a difference, either directly or by smart partnering, and where we can effectively measure performance.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ An approved Local Development Plan (2014-2029) - Secretary of State / 31 July 2017 ➤ Attractive and predominantly rural area - retaining a special character forged largely by its two estuaries ➤ Extensive coverage of natural habitat designations – areas of international, national or local importance for wildlife ➤ Diverse landscape character and ecological diversity - including tidal, saltmarsh, mudflats, grassland, woodland, freshwater and open water ➤ Strategic location: proximity to M25 and London; access to Stansted and Southend airports and ports of Harwich, Felixstowe, Tilbury and the London Gateway port in Thurrock ➤ Strong spatial connections with important growth areas including the Haven and Thames Gateways and the M11 corridor ➤ A clean and tidy local environment ➤ A long-standing street cleansing contractor relationship, with a 4-year extension to the contract secured up to 2024 ➤ Low levels of household waste to landfill compared to Essex and nationally ➤ A robust fly tipping enforcement regime ➤ A District-wide dog fouling order in place ➤ Successful chargeable garden waste collection service ➤ District-wide air quality ➤ Network of well-maintained parks and public open spaces 	<ul style="list-style-type: none"> ➤ Affordable housing delivery to date (total of 37 affordable homes were built in 2018/19) ➤ Culture of car dependency ➤ Highest average travel time by public transport or walking to reach key services in Essex [JSNA 2016] ➤ Second lowest percentage of residents in Essex who are satisfied with local bus service and local transport information [Joint Strategic Needs Assessment (JSNA) 2016] ➤ Poor rural provision or absence of basic service infrastructure (shop / Post Office (PO) / regular bus service; health facility) - to serve local needs in the more remote areas ➤ Relatively low and sparsely populated area without the critical mass attract high level service investment ➤ Limited District rail connectivity: Crouch Valley line serving south of District into London but no direct rail connection to largest centre of population of Maldon/Heybridge ➤ Limited road access to primary route network – e.g. A12 and A130 ➤ No estuarine bridges – long distance to travel from one side to another adding to congestion at pinch points ➤ Breaching national air quality standards - Market Hill, Maldon ➤ Lack of strategic direction for environmental matters and climate change for both the District and for Council operations ➤ External funding - No dedicated Council resource available to identify and secure such sources

<ul style="list-style-type: none"> ➤ Strong relationships with key partners around coastal protection ➤ Extensive network of public footpaths ➤ Productive District agricultural land - with pockets of top grade ➤ Water quality of local estuaries ➤ Number of long-term empty homes as a proportion of total housing stock in the District is just 0.9% (258 properties for 2018/19) 	
<p>Opportunities</p> <ul style="list-style-type: none"> ➤ Section 106 funds secured for highway improvements - through Local Development Plan (LDP) site delivery in Maldon (£5.6m +) and Heybridge (£2.2m+) ➤ Section 106 funds secured for public transport improvements - through LDP site delivery in Maldon (£850k) and Heybridge (£482k+) ➤ Green infrastructure, open spaces, parks and biodiversity as part of a strategic approach to improving the quantity, quality and accessibility of the natural environment and sport and recreation facilities ➤ Masterplans for the Garden Suburb developments [South Maldon and North Heybridge] – ensuring each site will deliver high quality vibrant and distinctive neighborhoods ➤ Implementation of Central Area Master Plan (CAMP) – 16 Maldon/ Heybridge improvement projects identified ➤ Securing further high-quality design in development - Maldon District Design Guide adopted in 2018 ➤ Further public realm improvements ➤ Further potential in relation to the Blackwater & Crouch Estuaries ➤ Bradwell B proposed Nuclear Power Station - has the potential to provide economic growth, sustained employment, and enhanced skills provision ➤ Low carbon agenda - including off-shore renewables ➤ Potential further airport expansion - Stansted and Southend 	<p>Threats</p> <ul style="list-style-type: none"> ➤ Identified surface, fluvial and coastal flood risk areas ➤ Competition to town and local centres - from fringe or surrounding retail centres offering free parking and /or with a leisure offer and from online sales ➤ Perception of marginal/peripheral location or place image – potentially hindering relocating, settling, visiting ➤ Vacant prominent town centre buildings e.g. Maldon [previous] Post Office and Police Station ➤ Ageing population and changing accommodation needs ➤ Potential increased fly tipping activity - if further restrictions on the recycling centres for household waste imposed ➤ International markets for the global commodity of recyclates – fluctuations and impact on potential revenue generated ➤ Garden waste service capacity - unable to currently expand further and therefore unable to offer the service to new customers ➤ All Local Planning Authorities face the risk of not meeting their housing need. Not all housing need can be met through the Maldon District Council (MDC) LDP allocations. A significant amount of new housing will always come forward on small windfall sites

<ul style="list-style-type: none"> ➤ Road link improvements - to A12 and new junction and link road to by-pass Hatfield Peverel ➤ Recreation Avoidance Mitigation Strategy (RAMS) for the Essex Coast - will identify the impact additional recreational activity could have on coastal protected wildlife sites and identify projects to help address those impacts ➤ Community Infrastructure Levy - an alternative way of securing funding for infrastructure from development in the District ➤ Greater cross organisation and cross boundary working ➤ Market Hill Air Quality Management Area (AQMA) –action plan of mitigating measures to be delivered ➤ Development and implementation of a Council Environment and Climate Change Strategy (recent Audit Report recommendation) ➤ Garden waste - expansion of the collection service with contract provider and generation of additional income ➤ Textiles - expansion of kerbside collections to include such materials ➤ Potential reform of the Packaging Producer Responsibility System ➤ Food waste - working with contract provider to reduce the amount of food waste through education and promotion ➤ Value for money - aligning delivery contracts, e.g. street cleansing contract with waste collection contract 	
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5 Where do we want to be?

Understanding our current performance in areas we can measure impact is vital in helping us make a difference and to achieve our Place outcomes. The following sets out where we will focus our efforts, what we will measure, our current performance (if known) and our future target.

Using our approach of Smart Partnering we have identified whether we will essentially deliver each outcome solely or in collaboration with partners. When considering the focus of efforts which are outlined below, it is important to keep in constant mind the differing levels of contribution that partners and partnerships will play when delivering on Place outcomes.

* Where a term of acronym is starred, please refer to Appendix 1: Acronyms and Glossary

	Corporate outcome	Priority Measure	Current Performance 2018/19	Target 2019/20	Will this be delivered in partnership?
IMPACT: A protected and improved environment for residents and visitors	A clean and tidy District	PL1: No. of fly tipping incidents on publicly owned land and % investigated and removed from within 24 hours (standard set with Contractor)	468 incidents and 94% investigation & removal rate	95%	Yes
		PL2: Annual customer satisfaction survey results	N/A - New	Establish a baseline satisfaction rate for the cleanliness & Tidiness of the District	Yes
	Reduced household waste	PL3: % of household waste that is residual (i.e. not re-used, recycled or composted)	41%	40%	Yes
		PL4: % of household waste sent for reuse, recycling or composting	59%	60%	Yes

	Corporate outcome	Priority Measure	Current Performance 2018/19	Target 2019/20	Will this be delivered in partnership?
IMPACT: A protected and improved environment for residents and visitors	Our open spaces maintained for the enjoyment of all	PL5: Keep Britain Tidy 'Green Flag' award (well managed parks and open spaces)	N/A - New	Two applications submitted for 2020/21 awards	No
		PL6: Annual customer satisfaction survey results	N/A - New	Establish a baseline satisfaction rate for the District's flagship* open spaces	No
		PL7: Local volunteering activity to enhance the local environment	5000 hours delivered	Secure over 5000 hours of environmental volunteering across the District	Yes
		PL8: Progress implementation of the Green Infrastructure Strategy [GIS] findings / projects - adopted by Council May 2019	N/A - New	Establish an internal working group to explore taking a programme management approach to GIS [similar to CAMP] to secure strategic delivery. Report back to the Corporate Leadership Team (CLT) initially by end October 2019.	No (initially)

	Corporate outcome	Priority Measure	Current Performance 2018/19	Target 2019/20	Will this be delivered in partnership?
IMPACT: A protected and improved environment for residents and visitors	Improved air quality	PL9: Development of AQMA Action Plan	N/A - New	Plan completion by Dec. 2019	Yes
		PL10: Implementation of AQMA Action Plan measures	N/A - New	Jan. 2020 + In accordance with agreed timetable	Yes
	Partnership working to protect our countryside and coastline	PL11: Development of a Blackwater Nature Conservation Strategy*	N/A - New	Initiation March 2019; 10 draft work-streams identified; workstream focus meetings planned July; whole Group meeting & review in October 2019 for further tasking.	Yes
	Sound and tested environmentally friendly initiatives delivered	PL12: Successfully deliver promotional campaigns to support a sustainable Place e.g. green waste; textile recycling; air quality; tree planting; environmental volunteering etc.	New - N/A	Deliver three campaigns during 2019/20 and attain / assess customer feedback	Yes

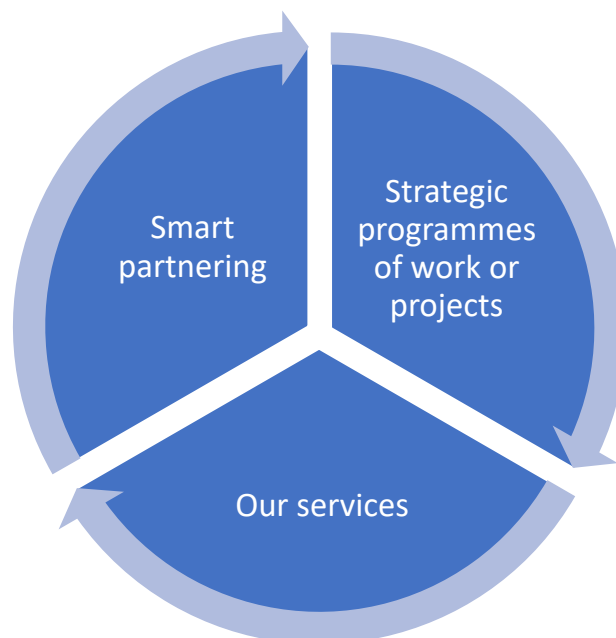
	Corporate outcome	Priority Measure	Current Performance 2018/19	Target 2019/20	Will this be delivered in partnership?
IMPACT: A protected and improved environment for residents and		PL13: Develop and adopt an Environment and Climate Change Strategy	New - N/A	Submit draft Strategy to Committee by November 2019	No

	Corporate outcome	Priority Measure	Current Performance 2018/19	Target 2019/20	Will this be delivered in partnership?
IMPACT: Sustainable growth and new infrastructure	A 5-year housing land supply maintained	PL14: Five Year Housing Land Supply Statement updated and published demonstrating a minimum of a five-year supply	6.34 years (March 2019)	5 years	Yes
		PL15: Housing Delivery Test (HDT*) results published by the Ministry of Housing, Communities and Local Government (MHCLG)	HDT passed (101%) - Feb.2019 publication	100%	Yes
	Strategic sites delivered in accordance with the Local Development Plan	PL16: % of homes delivered on the strategic allocations compared to the LDP housing trajectory (LDP page 19; para. 2.16)	75% target missed in 2017/18 and 2018/19	75%	Yes
		PL17: Infrastructure delivered in relation to the strategic allocations in accordance with adopted LDP and the negotiated and signed S.106 agreements	N/A - New	Delivery in accordance with the Infrastructure Delivery Plan	Yes

	Corporate outcome	Priority Measure	Current Performance 2018/19	Target 2019/20	Will this be delivered in partnership?
IMPACT: Sustainable growth and new infrastructure	Affordable Housing targets in the Local Development Plan achieved	PL18: Number of affordable homes delivered (annually)	37 units	130 affordable homes p.a. as identified in the SHMA*	Yes
	Section 106 planning agreements effectively discharged	PL19: S.106 income monitored and delivery achieved	N/A - New	100% implementation	Yes
	Partnerships are developed to maintain coastal defences	PL20: To monitor delivery of the agreed 2019 Maldon District Strategic Flood Projects and Maintenance Plan and maximise grant opportunities towards local coastal defences.	N/A - New	80% of works/maintenance projects put forward annually are completed in accordance with the project timescales	Yes
	Improved access to Superfast Broadband across the District	PL21: To work with Partners to accelerate and maximise the rollout of Superfast Broadband across premises in the District.	91% (as @ May 2019)	94.7% Superfast broadband available plus deployment planned by March 2020	Yes

6 How we will achieve our targets

We have set ourselves the challenge of delivering our outcomes in three main ways, they are:



Smart partnering – aims to link assets and initiatives of organisations and groups with Place outcomes for a powerful and long-term impact. The smart partnerships which we are engaged in will build on and support strategic programmes of work or projects and will be supported by strategic thinking and collaborative leadership.

Strategic programmes of work or projects - focussing on existing and new strategic programmes or projects which will support the delivery of Place outcomes. These programmes and projects will be underpinned by evidence of need and a clear project management approach whilst they can be measured for deliverability against Place corporate outcomes.

Our services – those services which are delivered by the Council and affect the theme of Place will be value for money and efficient upon delivering community outcomes, needs and goals.

Smart Partnering

In order to achieve some of our identified outcomes we will proactively adopt a smart partnering approach - collaborating and synergising with other councils and strategic partners, providing better information and insights and improving ways of working in partnership to achieve ambitions in common - whether that is through delivering service benefits, securing better value for money, through joint procurement or by increasing the opportunity to secure extra funding, or adding capacity for instance.

The following strategic partners are currently identified in relation to our vision for Place being 'a protected and improved environment for residents and visitors' and 'sustainable growth and new infrastructure':

Strategic Partner	Role of / relationship with Partner	Partner offer (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
		Funding	Influence	Delivery
Anglian Water (AW)	Water and Sewerage Companies are responsible for managing the risks of flooding from water and foul or combined sewer systems providing drainage from buildings and yards. AW is a Risk Management Authority with flood responsibilities under the Flood & Water Management Act 2010. A key member of the Maldon District Strategic Flood Projects and Maintenance Group. Working to an agreed Group Action Plan, AW prioritises its funding based on the number of recorded flooding incidents. AW is also a partner in the Causeway Strategic Flood Risk Review (CAMP Project 12). AW is a key member of the Blackwater Conservation Strategy Group.	X	X	X
Appleton Contracts Ltd.	Street scene contractors and garden waste processing contractors.			X
Chelmsford City Council [CCC]	MDC has a contractual agreement with CCC on the preparation and delivery of an Air Quality Action Plan for Market Hill, Maldon, including procurement of associated modelling and stakeholder events. CCC is considering becoming the accountable body for implementing the RAMS Project.		X	X

Strategic Partner	Role of / relationship with Partner	Partner offer (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
		Funding	Influence	Delivery
CHP Chelmer Housing Partnership	Provides general needs and temporary accommodation and is a development partner.			X
Environment Agency [EA]	Protects and improves the environment with provision including coastal defences, flood mitigation schemes, flood risk assessments, and blue infrastructure. A key partner in the Maldon District Strategic Flood Projects & Maintenance Group. EA determination of project inclusion based on own risk assessment with funding prioritisation based on the number of properties at risk.	X	X	X
Essex County Council (ECC)	Provision of a range of services (e.g. waste management, highways, education, strategic planning, ecology support, RAMS*, SPD*, public transport, flooding and SUDS*). E.g. under the Flood & Water Management Act 2010, ECC is identified as the lead Local Flood Authority, with responsibility for developing, maintaining and applying a strategy for local flood risk management in its area and for maintaining a register of flood risk assets. It also has lead responsibility for managing the risk of flooding from surface water, groundwater and ordinary watercourses.	X	X	X
Essex & Suffolk Water	The Water Company is a leading member on the Blackwater Conservation Strategy Group. It is also key in relation to Private Distribution Systems and the enforcement of the Water Fittings Regulations.		X	X
Essex Wildlife Trust (EWT)	The County's leading conservation charity. It manages and protects over 8,400 acres of land on 87 nature reserves (nine of which are located fully or partially in the District. It aims to protect wildlife for the future and for the people of Essex. EWT is a leading member on the Blackwater Conservation Strategy Group.		X	

Strategic Partner	Role of / relationship with Partner	Partner offer (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
		Funding	Influence	Delivery
Gateway Home-choice to Choice Based Lettings	Partnership for delivering statutory housing duties	X		X
Highways Authority	ECC, as the Local Highway Authority, is identified under the Flood & Water Management Act 2010 as a Risk Management Authority. It responsible for providing and managing highway drainage and roadside ditches and must ensure that road projects do not increase flood risk. Highways Rangers Scheme - ECC grant funded public realm management.	X		X
Highways England	Formerly the Highways Agency, a Central Government-owned company charged with operating, maintaining and improving England's motorways and major A roads. Locally, any potential A12 extension and regional strategic road matters are within its remit.	X	X	
Homes England	An executive non-departmental public body, sponsored by the Ministry of Housing, Communities & Local Government. A potential funder to bring forward housing proposals and possible delivery partner.	X	X	X
Maldon Harbour Improvement Commissioners (MHIC)	Statutory harbour authority for the improvement, maintenance and regulation of the Port of Maldon. Alongside a general duty to exercise their functions having regard to nature conservation and the environment and to facilitate the safe use of the harbour; there is also a duty of care against loss caused by the Authority's negligence.		X	X
Moat Housing	Housing Association providing general needs, sheltered and temporary accommodation.	X	X	X
Natural England	Provides advice on planning policy, countryside matters, green infrastructure, RAMS, strategic policy and is a development management consultee.		X	

Strategic Partner	Role of / relationship with Partner	Partner offer (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
		Funding	Influence	Delivery
Residents	Provide their insight, feedback, responses to Council activities and driving initiatives in partnership which are important to their local area		X	X
Royal Society for the Protection of Birds (RSPB)	A leading member on the Blackwater Nature Conservation Strategy Group. Landowners of the Old Hall Marshes Reserve in the District. A development management consultee.		X	
Rural Community Council for Essex (RCCE)	RCCE is an independent charity working to help rural communities achieve a thriving and sustainable future. It is also a strategic stakeholder delivering rural housing development.	X	X	X
Suez	Waste collection contractors			X

Strategic Partnerships

The following strategic partnerships are identified in relation to our vision for Place of “a protected and improved environment for residents and visitors” and “sustainable growth and new infrastructure”.

Corporate outcome	Strategic partnership	Role of the partnership	Partnership offering (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
			Funding	Influence	Delivery
A clean and tidy District	Cleaner Essex Group	A coalition working to reduce littering in Essex. Local authorities across the County team up with RP2 Global Media, the Highways Agency, and local businesses / franchises to promote 'Love Essex' through targeted campaigns.			X
	Community Safety Partnership [CSP]	A statutory partnership [under the 1998 Crime & Disorder Act] developing and delivering strategies to tackle crime and disorder and help create safer communities. Within the Maldon District CSP local organisations include MDC, ECC, Essex Police, NHS, Essex Probation, Essex Fire and Rescue Service alongside voluntary organisations including Neighbourhood Watch. CSP undertakes an annual Strategic Assessment including data analysis of levels and patterns of crime and disorder and findings from a resident's survey.			X
Reduced household waste	Essex Waste Partnership	Including ECC, the 12 district and borough councils and the unitary authority of Southend-on-Sea Borough Council, this was set up to ensure cost-efficient and sustainable waste management is delivered across the County and in Southend. It aims to reduce and reuse as much waste as is physically possible in order to minimise its environmental impact.	X	X	
	Essex Recycling Forum	A Forum that brings local authority officers together across the County to discuss recycling matters and good practice.		X	
Our open spaces maintained for the enjoyment of all	CSP	As above	X		X

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Corporate outcome	Strategic partnership	Role of the partnership	Partnership offering (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
			Funding	Influence	Delivery
Improved air quality	Essex Air Quality and Pollution Group	Partnership group including officers from 14 Essex Local Authorities and Essex Highways representatives. Group discusses up and coming issues, shares good practice, joint procurement projects including Air Quality Tube suppliers and analysis providers.		X	X
	Maldon Local Highways Panel (LHP)	LHPs have been set up in all 12 District, City or Borough areas in Essex. Each are responsible for making recommendations and setting priorities for highway schemes in their areas. They look at the current approved works programme and associated progress, as well as at a current potential schemes list.	X	X	

Corporate outcome	Strategic partnership	Role of the partnership	Partnership offering (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
			Funding	Influence	Delivery
Partnership working to protect our countryside and coastline	Maldon District Strategic Flood Projects & Maintenance Group	Set up in May 2018 this Group brings together partners to review current flood projects and maintenance work on a half yearly basis. Partners consist of: Environment Agency; Essex County Council; Anglian Water; MDC (Facilitator); and Private Sector Partners including land owners as appropriate and as schemes being considered would benefit their input. The aim of the group is to explore opportunities for flood mitigation measures in the District and to work together to seek the most appropriate funding for delivery of such schemes in a planned and coordinated way.	X	X	X
	Essex Coastal Forum	Established in 2011, following the development of the Essex and South Suffolk Shoreline Management Plan (SMP), to seek to ensure the incorporation of that Plan and others into a wider coastal agenda. The Forum includes coastal local authorities, government agencies and key stakeholders that meet three times a year to consider and discuss a wide range of coastal projects and initiatives. Through the sharing of information and best practice, it aims to improve integration between those with an interest in the Greater Essex coast and to ensure consistent decision making.		X	
	East Anglia Coastal Group	Founded in May 1987 (formerly ACAG) it is one of nine similar groups covering the coastline of England and Wales. It now covers the coastline from Gibraltar Point in the north down to the River Thames in the south. The primary objective is to influence and support members to manage the coast inform the benefit of the Anglian Region.		X	
	Coastal Community Teams (Maldon & Blackwater Estuary and the Crouch) CCTs	Local partnerships consisting of local authority representatives and a range of people and business interests from the coastal community which understand the issues facing that area and can develop a common vision and plans. Priorities can include e.g. enhancing the attractiveness and accessibility of public areas, providing increased community facilities, promoting the visitor economy, and encouraging sustainable uses of heritage/cultural assets		X	X

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Corporate outcome	Strategic partnership	Role of the partnership	Partnership offering (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
			Funding	Influence	Delivery
	Essex Rural Partnership (ERP)	ERP brings together key organisations in Essex (and some regional bodies) to consider, debate and act on major issues affecting the rural parts of the County and facilitates collaborative bids for funding. It is managed by the RCCE.	X	X	
	New Nuclear Local Authority Group (NNLAG)	NNLAG's primary aim is to share knowledge, information and best practice regarding new nuclear, and to provide a mechanism for local authorities, as elected representatives of local areas, to discuss and make representations directly to Government regarding the development of new nuclear and of nuclear-related connection/transmission projects.		X	
	Essex coast RAMS - Essex coast Recreational disturbance Avoidance & Mitigation Strategy	12 Essex Local Planning Authorities are in the RAMS Partnership; aiming to deliver the mitigation necessary to avoid significant adverse effects from 'in-combination' impacts of residential development that is anticipated across Essex; thus, protecting the Habitats (European) sites on the Essex coast from adverse effect on site integrity. A detailed programme has been drawn up of strategic mitigation measures which are to be funded by developer contributions from residential development schemes.		X	X

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Corporate outcome	Strategic partnership	Role of the partnership	Partnership offering (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
			Funding	Influence	Delivery
Sound and tested environmentally friendly initiatives delivered	Essex Planning Officers Association [EPOA]	Represents 12 Local Planning Authorities in Essex and the two unitary authorities. Heads of these planning departments meet several times a year to discuss planning issues affecting the County and produce planning guidance documents and strategic joint responses to Central Government consultations.	X		
	Essex Air Quality & Pollution Group	As above		X	X
	NNLAG	As above		X	
	Registered Housing Providers	A 'network' of registered social landlords - the vast majority of which are also known as Housing associations. Housing associations are independent, not-for-profit organisations that provide homes for people in housing need. They are now the UK's major providers of new homes for rent.			X
Affordable housing targets in the Local Development Plan achieved	Registered Housing Providers	As above	X		X
Section 106 planning agreements effectively discharged	Maldon Infrastructure Delivery Partnership	As above			X
	Registered Housing Providers	As above			X

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Corporate outcome	Strategic partnership	Role of the partnership	Partnership offering (Secure or offer funding / influence our ability to do more / deliver work jointly or for us)		
			Funding	Influence	Delivery
Partnerships are developed to maintain coastal defences	Essex Flood Partnership Board	As above	X	X	X
	Maldon District Strategic Flood Projects & Maintenance Group	As above	X	X	X
Improved access to Superfast Broadband across the District	Superfast Essex Steering Board	Oversees the programme to enable as many homes and businesses as possible across Essex to access superfast broadband to enable economic growth and improve residents' quality of life.			X

7 Strategic Programmes and Projects

Place corporate outcomes will be focussed on through existing and new strategic programmes and projects, initiated for a specific period of time and which deliver on outcomes or enable business as usual activity to deliver on outcomes. Those which are initiated and those enabling business as usual activities will be carried out using a project management approach which will give a fresh perspective and allow understanding as to how they align with key corporate documents.

Strategic Programmes – Place

The following two strategic programmes are currently identified in relation to the positive impacts we aim to make in relation to our Place theme. This list is not exhaustive and will evolve as and when strategic programmes progress, or close, and new opportunities are identified.

Programme title and overview	Relevant Corporate outcome/s
Central Area Master Plan Programme [CAMP] A development framework comprised of ‘movement’ and ‘connections’ and green infrastructure, and development opportunities. There are three sub AREAS within the CAMP – The Causeway Regeneration are (focussed on the main employment site allocation in the District; Maldon Central (based on the retail function of the High Street, and the Leisure Quarter.	Strategic sites delivered in accordance with the Local Development Plan Sound and tested environmentally friendly initiatives delivered
Bradwell B nuclear plant development [BrB] This would be one of the largest construction projects in the UK, providing thousands of employment opportunities through construction and requiring a highly skilled, long-term operational workforce. It would provide a significant boost to the local economy and help to meet the UK’s energy needs in future years. However, plans are still at an early stage. There are many consents and permissions required before construction can commence. Over the next few years, as the proposals develop, extensive consultation with be conducted by the developer with various stakeholders, including the business community, local authorities, councillors and residents. Following consultation, the developer will prepare to submit their application for development consent to the UK Planning Inspectorate, before a decision is made by the Secretary of State. The Programme will look to mitigate the impact, and maximise the benefits, from the development of a new nuclear power station at Bradwell include developing projects for associated development opportunities if/as Bradwell B comes forward.	Sound and tested environmentally friendly initiatives delivered

Strategic Projects – Place

The following strategic projects are currently identified in relation to the positive impacts we aim to make in relation to our Place theme. Again, this list is not exhaustive and will evolve as and when projects progress or close and new opportunities are identified.

Corporate Outcome	Project title
A clean and tidy District	
Reduced household waste	
Our open spaces maintained for the enjoyment of all	England Coast Path and connections with Northey Island - all three sections of the England Coast Path around the District are scheduled to be approved by the Secretary of State by January 2020. Funding applications from ECC, to develop each section, are to be submitted to Natural England.
	Open space (Promenade Park) improvement work (Play Scheme S.106 funded).
Improved air quality	Development and Implementation of the AQMA for Market Hill, Maldon.
Partnership working to protect our countryside and coastline	Development and implementation of a Blackwater Nature Conservation Strategy. development and implementation
Sound and tested environmentally friendly initiatives delivered	Development and implementation of a Blackwater Nature Conservation Strategy. development and implementation
A 5-year housing land supply maintained	
Strategic sites delivered in accordance with the Local Development Plan	Upper High Street Improvements (CAMP Programme)
	Lower High Street improvements (CAMP Programme)
	Butt Lane car park improvements (CAMP Programme)
	Hythe Quay improvement initiative (CAMP Programme)
	North Quay regeneration (CAMP Programme)
	Heybridge Creek connections (CAMP Programme)
	The Causeway Corridor (CAMP Programme)
	Heybridge Creek improvements (CAMP Programme)
	Sadd's Wharf (CAMP Programme)

Corporate Outcome	Project title
Affordable housing targets in the Local Development Plan achieved	
Section 106 planning agreements are effectively discharged	
Partnerships are developed to maintain coastal defences	Procurement and delivery of a Flood Risk Study for the Causeway Masterplan Area. The Project is being carried out by ECC on behalf of MDC and will involve strategic partners, EA and AW. The Project will be an evidence-based document identifying flooding hotspots in the area. Mitigation measures will be defined, and funding sought to be secured. The overall benefit will be to enable the Causeway Area to be regenerated.
Improved Access to Superfast Broadband across the District	Superfast Essex is the county's broadband improvement programme co-ordinated by ECC and part of the Government's national Superfast Britain programme. The Programme was a winner of the national Connected Britain Superfast Award (June 2019) for 'the overall connectivity project of the year'

Strategies and Policies

The following strategies and evidence-based documents already support the priorities set out in this Place Thematic Strategy. We will continuously produce insight to inform the Place outcomes within this Strategy. Some of those current key documents include:

- **Maldon District Approved Local Development Plan 2014-2029** (approved July 2017)
- **South Maldon Garden Suburbs Strategic Masterplan Framework (SMF)** (adopted in March 2018)
- **North Heybridge Garden Suburbs Strategic Masterplan Framework (SMF)** (endorsed in October 2015)
- **Maldon District Design Guide SPD** (adopted December 2017)
- **Green Infrastructure Strategy** (adopted May 2019)
- **Maldon District Infrastructure Delivery Plan**
- **Maldon District Homelessness, Rough Sleeper and Housing Strategy** (adopted May 2019)
- **The emerging Maldon District Council Commercial Strategy**
- **The emerging Essex Coast Recreation Disturbance Avoidance Mitigation Strategy (RAMS)**
- **The emerging Blackwater Nature Conservation Strategy**
- **The emerging Environment, Waste & Climate Change Strategy**

8 Our Performance *(how we will measure our success)*

The strategic performance against the targets defined in this Strategy will be reviewed by Elected Members and the Corporate Leadership Team [CLT] on a quarterly basis and formally reported to Full Council at the end of each financial year. The Strategy Theme Lead [Place] will be responsible for this document, its quarterly and annual reporting and the accountability for this Thematic Strategy lies with the Director of Strategy, Performance and Governance.

The following flow diagram sets out the governance process for the Thematic Strategies:



The following reporting methods enable us to measure our performance and inform our priorities:

Performance report	Insight reports	Service plans and activity
<ul style="list-style-type: none"> Quarterly reports to Performance, Governance and Audit committee Measuring activity and outcomes we can impact Annual residents survey Corporate risks that surpass the tolerance threshold. 	<ul style="list-style-type: none"> Broad outcomes and the picture of Maldon Will target and inform service delivery and sense-check 6 monthly reports to Performance, Governance and Audit committee 	<ul style="list-style-type: none"> Narrative of activity and service- level performance Used daily to shape service delivery Reported ad-hoc and available to address any questions arising from performance report Identified risks with low scores

Appendix 1: Acronyms and Glossary

Acronym &/or term	Glossary
Affordable housing	<p>Affordable housing: housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers); and which complies with one or more of the following definitions:</p> <p>a) Affordable housing for rent: meets all of the following conditions:</p> <p>(a) the rent is set in accordance with the Government’s rent policy for Social Rent or Affordable Rent, or is at least 20% below local market rents (including service charges where applicable);</p> <p>(b) the landlord is a registered provider, except where it is included as part of a Build to Rent scheme (in which case the landlord need not be a registered provider); and</p> <p>(c) it includes provisions to remain at an affordable price for future eligible households, or for the subsidy to be recycled for alternative affordable housing provision. For Build to Rent schemes affordable housing for rent is expected to be the normal form of affordable housing provision (and, in this context, is known as Affordable Private Rent).</p> <p>b) Starter homes: is as specified in Sections 2 and 3 of the Housing and Planning Act 2016 and any secondary legislation made under these sections. The definition of a starter home should reflect the meaning set out in statute and any such secondary legislation at the time of plan-preparation or decision-making. Where secondary legislation has the effect of limiting a household’s eligibility to purchase a starter home to those with a particular maximum level of household income, those restrictions should be used.</p> <p>c) Discounted market sales housing: is that sold at a discount of at least 20% below local market value. Eligibility is determined with regard to local incomes and local house prices. Provisions should be in place to ensure housing remains at a discount for future eligible households.</p> <p>d) Other affordable routes to home ownership: is housing provided for sale that provides a route to ownership for those who could not achieve home ownership through the market. It includes shared ownership, relevant equity loans, other low-cost homes for sale (at a price equivalent to at least 20% below local market value) and rent to buy (which includes a period of intermediate rent). Where public grant funding is provided, there should be provisions for the homes to remain at an affordable price for future eligible households, or for any receipts to be recycled for alternative affordable housing provision or refunded to Government or the relevant authority specified in the funding agreement.</p> <p><i>National Planning Policy Framework [19 Feb. 2019] Glossary</i></p>

Acronym &/or term	Glossary
Air Quality Management Area AQMA	Designations used by [the Department for Environment, Food and Rural Affairs (DEFRA)] to manage areas with air pollution. Areas designated by local authorities because they are not likely to achieve national air quality objectives by the relevant deadlines.
Blackwater Nature Conservation Strategy	With a vision for 2030 to arrest and reverse declines in important species around the Blackwater catchment / estuary, a Strategy proposing a programme of co-ordinated habitat management, first class agri-environment support and best practice management, with increasing populations of target species and an improvement in key habitats, soils and water quality. Led by a core group of organisations, including EWT, RSPB, National Trust, MDC, Natural England, Environment Agency, Farming and Wildlife Advisory Group (FWAG), Anglian Water and Essex and Suffolk Water, alongside landowners, volunteers and the wider public.
Central Area Master Plan CAMP	The Maldon and Heybridge Central Area Masterplan and Action Plan set out the Council's vision and ambition for economic growth, through a regenerative strategy, environmental enhancements and redeveloping sites within the Masterplan area to deliver key projects over the next 10-15 years. The defined Area incorporates the Maldon Town Centre, the Causeway Regeneration Area and the Leisure Quarter and forms the District's focus for employment, retail, community and tourism facilities.
Housing Delivery Test HDT	Introduced by the revised National Planning Policy Framework (July 2018), this is a MHCLG calculation for each Local Planning Authority, of housing delivery against the housing requirement, for the previous 3 years, expressed as a percentage.
Local Development Plan LDP	The Plan for the future development of the local area, drawn up by the Local Planning Authority in consultation with the community and stakeholders.
Strategic Housing Market Assessment SHMA	An evidence-based document which analyses the local housing market characteristics and seeks to identify what factors influence such markets.
Supplementary Planning Document SPD	Documents which add further detail to the policies in the LDP and can be used to provide further guidance for development on specific sites, or on particular issues. They are capable of being a material consideration in planning decisions but are not part of the development plan.
Sustainable Drainage Systems SuDS	Designed to manage surface water and groundwater to sustainably reduce the potential impact of new and existing developments.
Superfast broadband	The UK Government defines superfast broadband as download speeds of 24 megabits per second (Mbps), while Ofcom (the UK telecoms regulator), the EU define it as 30 Mbps. Superfast connections enable users to browse the internet, download music or video, and stream television at speeds that are massively higher than most internet users.
Water Cycle Study	Forming part of the LDP evidence base, this gives a better understanding of the relationship between development and the District's water environment, by examining the potential impacts of future growth. It looks

Acronym &/or term	Glossary
	at water resources [potential increased demand for water and the infrastructure requirements to distribute it]; water quality [potential increased generation of sewerage and other wastewater, requiring collection and treatment systems and the potential increased risk to the quality of the water environment including its ecology, as well as the status of existing infrastructure; and flood risk [potential increase in wastewater or surface water run-off which could increase the risk of flooding].
Flagship open spaces	The District's flagship open spaces include: Promenade Park, Maldon and Riverside Park, Burnham on Crouch.

APPENDIX 2:**Why are the corporate outcomes that we have identified important?**

Corporate Outcome	Why is this important
A clean and tidy District	Clean and well-maintained streets and open spaces encourage a sense of pride, place and identity. Taking a robust and swift approach to offences that blight the environment, including fly tipping, litter and dog fouling, graffiti and flyposting, vandalism and abandoned vehicles, ensure a pleasant environment in which to live, work and enjoy is maintained.
Reduced household waste	Reducing waste produced is an environmentally and economically favourable outcome for the District. Food waste makes up a significant proportion of total waste, and messages about how to reduce food waste are communicated alongside information on food waste collections. To reduce both food and garden waste, home composting is promoted, and subsidised compost bins are offered to residents. Side waste is not accepted.
Our open spaces maintained for the enjoyment of all	Open spaces play an important part of life in the District; from parks, public gardens and recreation grounds to cemeteries, highway verges and roundabouts. Site management, grounds maintenance and engagement activities can encourage broad appreciation and participation in the natural environment. Overall levels of accessibility for residents and visitors to green spaces can be enhanced through new networks, promotion and the implementation of the Council's adopted Green Infrastructure Strategy.
Improved air quality	Poor air quality can have a significant effect on people's health, particularly those with heart and/or respiratory conditions. Air pollutants can arise from a variety of sources, including transport, industry and the commercial and domestic sectors. The Council has a legal duty to monitor air quality as this can have an impact on health and the environment. Since 1997 local authorities are required to carry out a review and assessment of air quality in their area. If a locality is found where the national air quality objectives are not likely to be achieved, it must declare an Air Quality Management Area (AQMA) there. One AQMA was declared by the Council in December 2018 given the level of the pollutant nitrogen dioxide.
Partnership working to protect our countryside and coastline	The District's countryside and coastline are protected for its landscape, natural resources and ecological value as well as its intrinsic character and beauty. The importance of both are recognised and protected as such by a number of international and national, and local designations. Any proposed use or development that may adversely affect such designated sites of biodiversity value will not be supported.
Sound and tested environmentally friendly initiatives delivered	Environmentally friendly initiatives are designed to reduce the overall impact on the natural environment and preserve or ensure the efficient use of natural resources - being sustainable and seeking to reduce, minimise, or cause no harm upon ecosystems. For the Maldon District, key themes centre around protecting and enhancing wildlife; creating resilient water environments; supporting local landscape character; celebrating cultural heritage; promoting healthy living; nurturing communities; sustaining productive landscapes; and supporting economic progress and tourism.

Corporate Outcome	Why is this important
A five-year housing land supply maintained	<p>The National Planning Policy Framework (NPPF) sets out the Government's housing objectives including a commitment to significantly boost the supply of housing. Local Planning Authorities are required to identify and update annually a supply of specific deliverable sites sufficient to provide five years' worth of housing against their housing requirements with an additional buffer of 5%, 10% or 20% depending on local circumstances. The NPPF defines deliverable sites as being: available now; suitable location for development; achievable with a realistic prospect that housing will be delivered on the site within 5 years; sites with detailed planning permission for under 10 houses are deliverable until the permission expires; or sites with outline permission or LDP allocations are deliverable if there is clear evidence that housing completions will begin on site within 5 years.' Since 1996, the Maldon District has consistently met its housing requirements. For the purposes of calculating the five-year land supply, it is considered that the District does not have a record of persistent under delivery and is therefore only required to provide a buffer of 5%.</p>
Strategic sites delivered in accordance with the Local Development Plan	<p>The adopted LDP identifies strategic allocations to provide for the District's future needs to improve the quality of life for all. The majority of new strategic growth will be delivered through sustainable extensions to Maldon, Heybridge and Burnham-on-Crouch in the form of Strategic Allocations and also Garden Suburbs. The Council will monitor housing delivery against the housing trajectory for the District set out in the LDP. If it is demonstrated such sites deliver less than 75% of their projected housing completions in three consecutive years (based on the trajectories set out in the LDP), the Council will undertake a partial review of the LPD. In undertaking this review, the Council will ensure that sufficient infrastructure capacity is available and that the potential allocation of additional housing sites will not prejudice delivery of the infrastructure required by the Plan.</p>
Affordable housing targets in the Local Development Plan achieved	<p>On a national level, the NPPF states that local authorities are required to significantly boost their supply of housing to meet the full objectively assessed housing needs for market and affordable housing in the housing market area. In order to achieve the Council's spatial vision, one of its' key objectives is to provide sufficient, well designed, quality housing to meet housing needs, increase the supply of affordable housing across the District, and focus future development in sustainable locations, within settlement boundaries, garden suburbs and strategic allocations.</p>

Corporate Outcome	Why is this important
Section 106 planning agreements are effectively discharged	<p>Such agreements enable the District Council to secure contributions to services, infrastructure and amenities in order to support and facilitate proposed development. They work on the principle that developers should contribute towards any additional burden placed on the social and physical infrastructure of an area as a result of a development. Therefore, developer contributions secured by a legal agreement often form reasons for planning approval for major development in the District. It is also more likely that a local community would be adversely affected by developments if obligations aren't met and the relevant contributions aren't made. This means if obligations required to make a development acceptable in planning terms are not properly discharged then there is a risk of harm to the Council's reputation and public confidence in the Council's decision making.</p> <p>S.106 contributions received by the District Council are also subject to strict criteria on how and when they are spent. Expenditure must be relevant to a particular development and be spent within a set timescale (usually five years) otherwise the conditions of the agreement may have been breached, leaving the Authority open to legal claims from developers to recover contributions. Council departments must therefore be able to demonstrate how and when funds have been spent in order to reduce the risk of such claims against the Authority. Consequently, it is important that the Council has a robust procedure for recording and monitoring S.106 obligations.</p>
Partnerships are developed to maintain coastal defences	<p>The coast is vulnerable to the effects of climate change which present a threat to existing habitats, flood defences and facilities. As a low-lying coastal authority, parts of the District are potentially at risk from fluvial and tidal flood risk, and from coastal erosion. The impact of coastal erosion and flooding needs to be carefully managed in relation to existing properties and future development. The Environment Agency is primarily responsible for managing flooding from coastal and main river areas.</p>
Improved access to Superfast Broadband across the District	<p>A large (and rapidly increasing) number of bandwidth-intensive services use broadband as a delivery mechanism and conventional broadband services can be unreliable. High-speed fibre broadband utilises fibre-optic cables, which are immune to interference and do not suffer the signal attenuation experienced by copper lines. As a result, superfast broadband services deliver significantly higher speeds and are more reliable. Superfast broadband connectivity is essential for many businesses e.g. it ensures that employees no longer have to compete for access to slow and limited conventional broadband services, increasing efficiency. Widespread deployment of such services also allows businesses to provide flexible working for employees so that they can work from home and access company systems remotely, saving costs and reducing carbon footprints. Superfast broadband is also needed to support an increasing number of devices in the home; without such, consumers miss out on some services.</p>

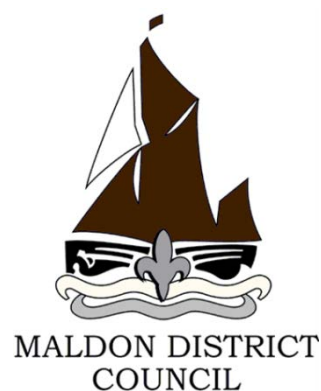
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Document Control Sheet

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Summary of purpose	To evidence how the Council will achieve the outcomes set out in the Corporate Plan and aligned to this theme.
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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.



Community Thematic Strategy (draft)

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Community Thematic Strategy

Our vision: To create healthy, safe and vibrant communities.

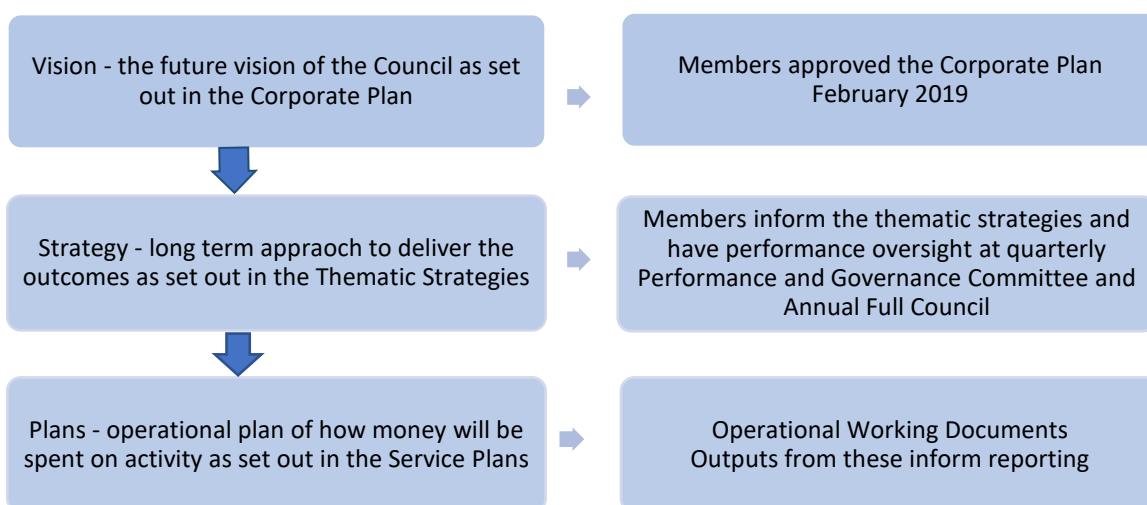
It's important as a Council we focus our time and effort in priority areas which support our communities, the health and wellbeing of our residents, and to provide safe and clean places to live in and enjoy.

The following Community Strategy underpins the approved and adopted Corporate Plan [2019/23], Maldon District Council's top-level strategy document. The Corporate Plan sets out our vision to achieve a '**Sustainable Council – Prosperous Future**'.

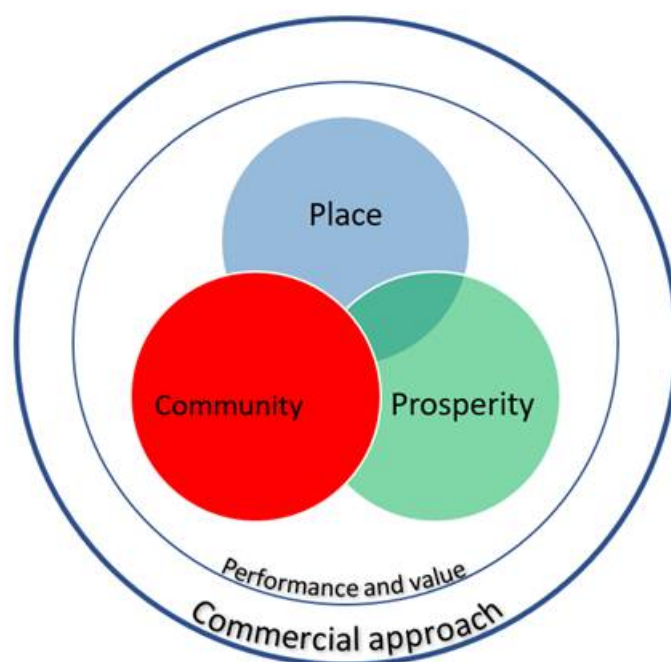
The positive impacts that we want to make in relation to this vision is explained in more detail by our three priority strategic themes; namely **Community, Place and Prosperity**.

With the known financial pressures faced by Councils today, we are fully committed to delivering our outcomes set out in each of the strategies and will deliver the work we do using modern technology; an Agile working practice, project management and a commercial approach.

The following key documents and the role of Council Members to enable the Council to evidence and achieve its vision, is set out below:



The three themes underpin the Council's organisational focus to deliver excellent services and value for money whilst ensuring we plan efficiently for the future and create a sustainable future. The three thematic strategies have been developed in unison, to maximise strategic opportunities and outcomes. Each strategy is high level and inform the service plans for operational delivery. The strategies are driven by our operational performance and value outcomes and commercial approach.



Importantly, our organisational focus will enable us to continue delivering our statutory obligations effectively.

In relation to the theme of **Community**, our statutory commitments include:

Area:	Statutory obligation
Community Engagement	<ul style="list-style-type: none"> - Overseeing annual strategic assessment - Production and monitoring of the community safety action plan - Overview and Scrutiny - Face the Public event (with *PFCC and Essex Police) - Working with probation services to reduce reoffending - Leading on prevention agenda (*SPOC – Maldon) - Domestic homicide reviews - Maldon District Community Safety Partnership - Safeguarding vulnerable children and adults.
Environmental Health	<ul style="list-style-type: none"> - Animal welfare – to ensure compliance with legislation and licence premises (e.g. boarding, breeding, pet shops) according to specified standards; - Contaminated land – draft a strategy that identifies how the Council will deal with known contaminated land sites within the District;

Area:	Statutory obligation
	<ul style="list-style-type: none"> – Environmental permitting – issuing permits, inspecting and regulating premises that require environmental permits within the District, primarily relating to emissions to air (e.g. petrol stations, concrete crushers, animal feed manufacturers); – Food export certificates – supports local businesses and the local economy (non-statutory function); – Food hygiene – ensure compliance with legislation, including interventions and complaint investigations, operating the national Food Hygiene Rating System; – Health and safety at work – to ensure compliance with legislation, including interventions, accident and complaint investigations; – Licensing – to ensure compliance with legislation and licensing conditions (e.g. alcohol, regulated entertainment, gambling, taxis and private hire, scrap metal dealers, lotteries, house to house or street collections and caravan sites); – Pest control – to ensure the District is kept free from pests that present a risk to public health and enforcement action against land owners if they are not acting upon issues; – Private water supplies – to undertake sampling and analysis of large commercial supplies, including risk assessment, as well as the same for any individual householder supply requests that are received; – Shellfish sampling – routinely sample commercial and public shellfish beds for classification and protection of public health; – Skin piercing – registration of acupuncture, ear piercing, electrolysis and tattooing activities; – Statutory nuisance – inspect the District and respond to complaints of potential statutory nuisance (e.g. noise, smoke, odour, accumulations); – Private sector housing enforcement – keep housing conditions under review, investigate complaints about housing conditions, assess issues using the *HHSRS and to carry out enforcement accordingly. To licence *HMOs for which applications are received and to take enforcement action against landlords who do not apply for such a licence.
Housing	<ul style="list-style-type: none"> - Homelessness Acts (1996 and 2002) – to secure temporary and settled accommodation for those who are homeless, in priority need and have local connection to the area; - Homelessness Reduction Act (2017) – if you are eligible and threatened with losing your current home within the next 56 days the Council must try and help you to keep your existing home; - Housing Act (Part VI) (1996) – have policies for the allocation of housing through a housing register; - Localism Act (2011) – greater discretion in setting policies for allocation of housing, powers for local authorities and communities to make better use of resources to meet local needs, and a duty to produce a Strategic Tenancy Strategy; - Housing Grants, Construction and Regeneration Act (1996) – requirement to administer Disabled Facilities Grants, providing adaptations to the homes of those who are disabled; - Care Act (2014) – assessment of the suitability of housing for people needing help and support in their home.

Area:	Statutory obligation
Revenues and Benefits	<ul style="list-style-type: none"> - Administration of Revenues and Benefits Services – delivery of a financially sustainable Local Council Tax Support scheme, accurate and timely payment of housing benefit, fair and consistent approaches in collection of council tax due; - Supporting Customers – early help and advice to maximise household income, make informed choices and minimise impact of wider welfare reform.
Safeguarding	<ul style="list-style-type: none"> - Ensuring our functions and any services we contract out to others are discharged, having regard to the need to safeguard and promote the welfare of children and vulnerable adults.

Purpose:

The purpose of this strategy document is to outline the **Community** outcomes the Council has set out to achieve to ensure that it creates healthy, safe and vibrant communities. Through smart working this will be achieved in the following ways:

- Working with communities and partners to support our health and wellbeing priorities: obesity, mental health, social isolation and loneliness, and older people's health;
- working in partnership to safeguard vulnerable adults, children and families; and
- effectively engaging to support strong and resilient communities.

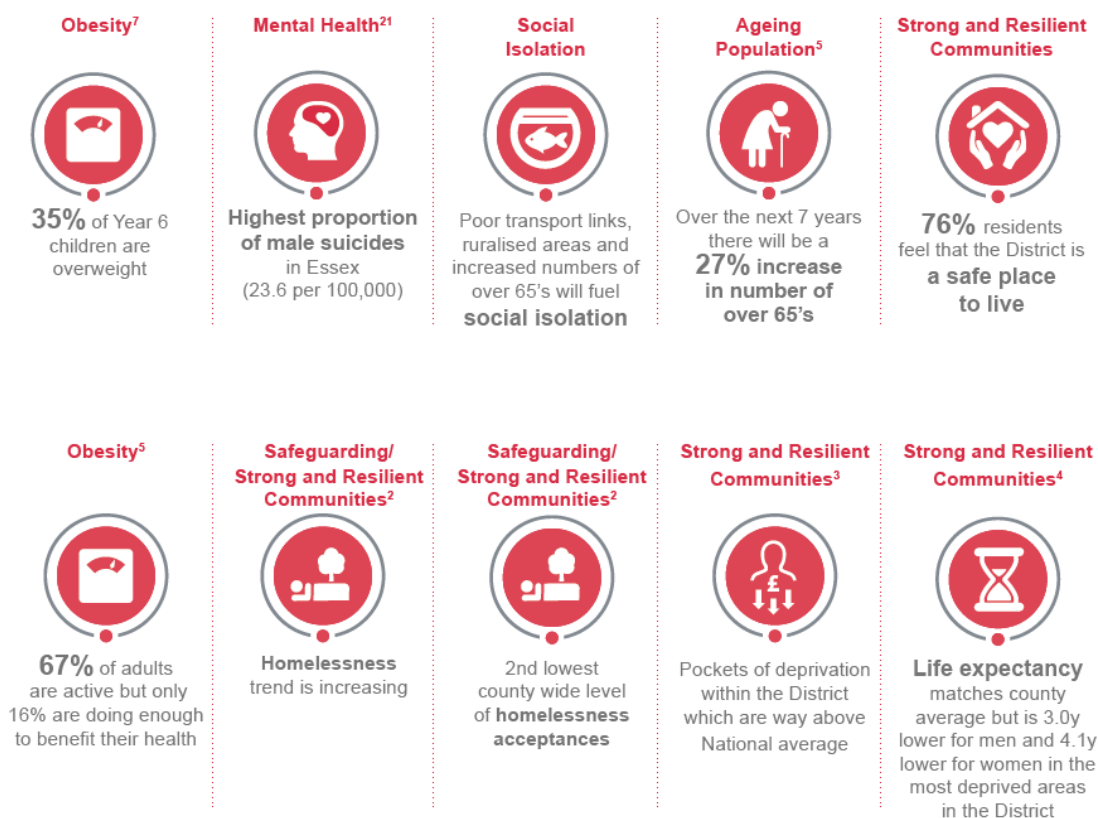
This strategy document will help deliver the Council's Corporate Plan by means of:

- providing residents and businesses with a clear picture of the priorities we have identified for the District and where we will be prioritising resources;
- providing clear direction for allocating and managing our resources, grant funding and capital expenditure;
- identifying the priority measures by which we will monitor our performance, alongside setting targets that we will strive to achieve;
- informing partners and stakeholders in relation to their investment and service delivery decisions;
- highlighting the strategic partnerships, programmes, projects and key services that we will focus on;
- setting the framework for the development of other Council strategies and policies which ultimately lead to the right decisions being made;
- setting the framework through which the Council will measure the progress in delivering key priorities; and
- fundamentally shaping all service plans and performance reviews across the entire Council.

What we know today

It's important to understand the District's current situation and look at the data which will help inform our priority areas of work.

The following table sets out where we are now and some of the current figures which inform our **Community** priorities and activities for the Maldon District:



Getting our priorities right

As well as understanding what we know about our **community** today, it is equally important we assess our strengths, weaknesses, opportunities and threats. Using data and insights from a range of inputs and evidence, policies and legislation, the following SWOT analysis has been carried out to help us identify our **community** priorities.

The following information enables us to focus our time and resource in areas where we can make a difference, either directly or by smart partnering, and where we can effectively measure performance.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Low crime rate: Maldon District crime levels rank 2nd lowest against other Essex Districts (14) with 4.674 crimes per 1,000 residents for the District compared with the County average of 7.464 (iQuanta¹). ➤ Effective shared working arrangements: Maldon and Chelmsford are supporting local priorities, high level policing priorities and the priorities of the current PFCC* plan and this will strengthen with the co-location of the Community Policing Team in March 2019 and additional policing resources coming at the end of 2019. ➤ Successful prevention approach to homelessness: the proportion of households in Maldon District in temporary accommodation for 2016/17 was one of the lowest (0.56 per 1,000 households) in Essex, compared to an average of 2.69 per 1,000hh* for the whole of Essex and above 4 per 1,000hh for some neighbouring authorities (MDC* Housing, Rough Sleeper and Homelessness strategy²). 	<ul style="list-style-type: none"> ➤ Health inequalities: 3.0 years lower for males and 4.1 years lower for females in the most deprived areas of the District than in the least deprived areas (PHE fingertips⁴, 2018). Some significant contributions to this are only 16% (JSNA*⁵, 2016) of adults are active enough to benefit their health; 65.6% of adults (PHE fingertips⁶, 2018) and 34.6% (PHE⁷, 2017-18) Year 6 children are overweight or obese. The trend over recent years (2015/16 – 17/18) for adults has been increasing (PHE⁸, 2018) and the trend for children has plateaued over recent years (2015/16 – 17/18). ➤ Physical inactivity: Whilst 68.4% of residents in the district are physically active (PHE⁹, 2016-17) only 16% are active enough to benefit their health (JSNA⁵, 2016). ➤ Pockets of deprivation: Certain wards (Maldon East 31.4, Maldon North 19.9, Heybridge West 18.7) in the District have a higher than average (Essex, 17.4) IMD (PHE³).

¹ Maldon District Crime Levels, iQuanta, <https://data.gov.uk/dataset/221b54e5-aecc-438a-81ad-11f41af01f95/i-quanta>

² Maldon District Council Housing, Rough Sleeper and Homelessness strategy, https://www.maldon.gov.uk/downloads/file/17710/homelessness_rough_sleeper_and_housing_strategy_june_2019

⁴ Local Authority Health Profiles, Health Inequalities, Maldon District (2018), https://fingertips.phe.org.uk/profile/health-profiles/area-search-results/E10000012?place_name=Maldon&search_type=place-name

⁵ Joint Strategic Needs Assessment (2016), Maldon District, <https://data.essex.gov.uk/dataset/joint-strategic-needs-assessment>

⁶ % of adults who are either overweight or obese, Public Health England, fingertips, <https://fingertips.phe.org.uk/profile/health-profiles/data#page/1/gid/1938132694/pat/6/par/E12000006/ati/101/are/E07000074>

⁷ NCMP and Child Obesity Profile, Year 6: Prevalence of overweight (including obesity), Maldon District, <https://fingertips.phe.org.uk/profile/national-child-measurement-programme/data#page/1/gid/8000011/pat/6/par/E12000006/ati/101/are/E07000074>

⁸ Percentage of adults (aged 18+) classified as overweight or obese, Public Health England, Fingertips, <https://fingertips.phe.org.uk/profile/health-profiles/data#page/4/gid/1938132694/pat/6/par/E12000006/ati/101/are/E07000074/iid/93088/age/168/sex/A>

⁹ Percentage of physically active adults, Public Health England, Local Authority Health Profiles, <https://fingertips.phe.org.uk/profile/health-profiles/data#page/1/gid/1938132694/pat/6/par/E12000006/ati/101/are/E07000074/iid/93014/age/298/sex/A>

<ul style="list-style-type: none"> ➤ Promoting independence at home: MDC helps facilitate this with a good track record of funding and managing the adaptation of about 90 homes per annum through the Better Care Fund and consistently spending the allocated funding of this. ➤ Proactive and effective MDC Community Engagement Team: community engagement team have powers to fine for speeding offences and provide a valuable face-to-face link for residents in to the Council. ➤ Strong partnerships: with the voluntary sector, other groups and statutory organisations. Especially other tiers of local government such as Essex County Council (ECC) who we share strong public health links with. ➤ Adoption of Strengthening Communities Vision by MDC: sets out 4 key principles to determine our approach with communities, this follows a strong asset-based community development (ABCD) approach. ➤ Predominantly affluent area: when compared with the Essex average (17.2, Index of Multiple Deprivation (IMD)) the District can be considered more affluent (14.5 IMD), but wards of the District too have higher than average levels of deprivation (31.8 IMD) (PHE, fingertips³). ➤ Strong generational links to the District and a sense of identity by Town and Parish Councils: desire to maintain and shape identity can be demonstrated through neighbourhood plan development. One ward in the District has a Neighbourhood Plan (NP), 6 wards have NPs in progress, 3 wards have chosen not to progress, and 4 wards have published village design statements. ➤ Community hub provision at MDC: co-location of partners within the Council Offices including Citizens Advice Bureau, Maldon Police Force, Provide lifestyle services and Home-Start. 	<ul style="list-style-type: none"> ➤ Lack of affordable extra care social housing provision: enabling development of extra care housing units to meet shortfall in local provision and future growing demand from an ageing population (MDC Homelessness, Rough Sleeper and Housing Strategy 2018²). ➤ Homelessness options: limited availability of HMO*, private rented or any other form of affordable housing outside of social affordable housing when seeking to prevent or relieve homelessness – An LGA^{10*} survey (2019) of 150+ councils revealed 9/10 had concerns about the limited access to housing they could provide. ➤ Rurality of the District increases risk of increased social isolation: lack of availability and frequency of transport (some wards not served by any public transport links) and age-related health conditions will facilitate social isolation (Commission for Rural Communities, 2012¹¹) in the growing ageing population (PHE, 2018¹²). ➤ Local earning potential and opportunity: there is significantly more job opportunities and potential to earn more outside of the District (Essex Skills Board¹³: Maldon, 2018-19) and consequential benefits to quality of life. ➤ Average cost of housing: Maldon District (£330, 718) has a higher cost of housing than Essex (£308, 635) and England average (£243,456) cost of housing (UK House Price Index¹⁴, all property types) and lack of smaller affordable housing units. The median ratio of median house price to median gross annual workplace-based earnings (by local authority) is 11.45, which is above Essex average (10.8) (ONS¹⁵, house price to workplace-based earnings ratio, 2019).
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³ Maldon District Deprivation Score (IMD), <https://fingertips.phe.org.uk/search/deprivation#page/0/gid/1/pat/101/par/E07000074/ati/8/are/E05004190>

¹⁰ Homelessness Reduction Act Survey (2018) – Survey Report, <https://www.local.gov.uk/sites/default/files/documents/Homelessness%20Reduction%20Act%20Survey%20Report%202018%20v3%20WFEb.pdf>

¹¹ Social isolation experienced by older people in rural communities, Commission for Rural Communities (2012) https://www.basw.co.uk/system/files/resources/basw_111815-1_0.pdf

¹² Local Authority Health Profiles, Age Profiles (2016) <https://fingertips.phe.org.uk/profile/health-profiles/data#page/12/gid/1938132696/pat/5/par/E12000006/ati/101/are/E07000074>

¹³ Essex Employment and Skills Board (2019): Maldon District, <https://www.essexesb.co.uk/our-research/maldon-district-profile-2019>

¹⁴ UK House Price Index, comparison of average price of all property types for 3 locations (Maldon District, Essex, England) [http://landregistry.data.gov.uk/app/ukhpi/compare?in=avg&location\[\]=E07000074&location\[\]=E10000012&location\[\]=E92000001&st=all](http://landregistry.data.gov.uk/app/ukhpi/compare?in=avg&location[]=E07000074&location[]=E10000012&location[]=E92000001&st=all)

¹⁵ ONS, House price to workplace-based earnings ratio, <https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoworkplacebasedearningslowerquartileandmedian>

Opportunities	Threats
<ul style="list-style-type: none"> ➤ livewell strategy and action plan: Providing structure and details to both MDC and partners to ensure effective targeting of resources and activities on health priorities of obesity, mental health, social isolation, ageing population. Underpinning this strategy is a prevention, sustainable ABCD approach. ➤ Physical activity: The District offers great access to the natural environment and has great green infrastructure providing opportunities for recreational pursuits and consequential benefits to health, wellbeing and active lifestyles. (Green Infrastructure strategy¹⁶, 2019). ➤ Obesity: Whilst we have a high frequency of takeaways there is an opportunity to increase sign-ups to the TuckIN initiative (FEAT^{*17}, 2019). ➤ Green infrastructure strategy (GIS): opportunity to enhance and promote Maldon's green infrastructure network and utilise the identified potential green infrastructure projects. ➤ A targeted approach to service delivery and interventions: utilisation of District community data will direct interventions which are needed. ➤ Formation of Primary Care Networks: Primary care networks build on the core of current primary care services and enable greater provision of proactive, personalised, coordinated and more integrated health and social care to residents of the District (NHS England¹⁸, 2019). Close working relationship with Primary Care Networks could allow for better use of resources and communicating better what that area needs. ➤ Homelessness Reduction Act (2017) (HRA): signals a more structured and systematic 	<ul style="list-style-type: none"> ➤ Ageing population: Over the next 7 years there will be a 27% increase in the proportion of over 65s in the District (JSNA^{*5} 2016). Dementia is set to increase by 83% to 1,700 persons by 2030 – the highest percentage increase across Essex local authorities (JSNA⁵ 2016). ➤ Social isolation and loneliness: known to be more prevalent in older people and can increase the risk of dementia developing by 64% (Journal of Neurology²⁰, 2014). Not forgetting a large known proportion of 16-24-year olds are at risk of social isolation. ➤ Community transport: potential future funding reductions could reduce existing capacity to community transport organisations who deliver services to residents in the District. ➤ Mental health: 8 child suicides in Essex in one year, 2017-18. Highest male suicide proportion in Essex (Maldon: 23.6 per 100,000, Essex: 16.9 per 100,000 (PHE²¹, 2015-17)). ➤ Rising homelessness trend: a gradual rise each year since 2012/13 is evident in the number of households accepted as being homeless (MDC Housing, Rough Sleeper and Homelessness strategy², 2018). ➤ Homelessness Reduction Act (2017): resource intensive and issue of funding availability for temporary accommodation (survey of 150+ councils revealed many indicating excessive paperwork required by the Act was costing them too much in administration and hampering ability to meet needs of people at risk of homelessness (LGA¹⁰, 2019). ➤ Crime trends: offence rate per 1,000 population (Maldon, 45²²) is lower than England

¹⁶ Maldon District Green Infrastructure Strategy SPD, https://www.maldon.gov.uk/info/20048/planning_policy/8114/other_local_plan_documents/8

¹⁷ Food environment assessment tool, <https://www.feat-tool.org.uk/>

¹⁸ NHS England, Primary care networks, <https://www.england.nhs.uk/primary-care/primary-care-networks/>

²⁰ Holwerda, T. J., Deeg, D. J., Beekman, A. T., van Tilburg, T. G., Stek, M. L., Jonker, C., & Schoevers, R. A. (2014). Feelings of loneliness, but not social isolation, predict dementia onset: results from the Amsterdam Study of the Elderly (AMSTEL). *Journal of Neurology Neurosurgery Psychiatry*, 85(2), 135-142.

²¹ Suicide rate (Male), Public Health England, Public Health Profiles (2015-17) <https://fingertips.phe.org.uk/search/suicide#page/1/gid/1/pat/102/par/E10000012/ati/101/are/E07000074>

²² Crime Severity and Crime Rate Tool April 2001, Essex County Council <https://data.essex.gov.uk/dataset/crime-severity-and-crime-rate-tool-april-2001-onwards>

<p>approach and gives MDC new powers to tackle the homelessness crisis.</p> <ul style="list-style-type: none"> ➤ Better working between agencies for addressing needs of the growing elderly population: Provision of appropriate accommodation and services with increased interaction from community engagement team. ➤ Maldon Community Safety Partnership: positioning itself strongly for future funding arrangements with the Essex PFCC, statutory partners and local/national initiatives. ➤ Enhanced customer engagement, interaction and access to MDC services: through MDC structural transformation and substantial investment in information technology. ➤ Section 106 funds secured for youth facilities: through Local Development Plan (LDP) site delivery in Maldon and Heybridge, there will be significant opportunity to maximise these. ➤ TuckIN¹⁹ (EH*) – to expand the number of fast-food outlets within the District who are signed up to reduce salt, sugar and fat within their food. ➤ Impacts take time to demonstrate: Current interventions to tackle health challenges and support strong and resilient communities will not yield immediate results, however there are opportunities to make system-wide changes 	<p>average (86), however crime severity (6.0) trend has recently shown sustained elevated increases. Crime severity in Maldon is well below England (13.7) and Essex (12.1) average, but, must be monitored.</p> <ul style="list-style-type: none"> ➤ Continuation of Public Health activities: Public Health Officer time is funded until late 2020. Contingency needs to be put in place to ensure Community Corporate Outcomes are delivered on. ➤ Reduced public funding and ongoing austerity: delivery of services could be affected which will have potential repercussions for residents in high need. ➤ Lack of further education facilities in the District – Pupils from Ormiston Rivers Academy can expect to travel up to 35 miles.
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¹⁹ TuckIN, <http://tuckin-uk.co.uk/>

Where do we want to be?

Understanding our current performance, in areas we can measure impact is vital, in helping us make a difference and to achieve our Community outcomes. The following sets out where we will focus our efforts, what we will measure, our current performance (if known) and our future target.

Using our approach of Smart Partnering we have identified if we will deliver each outcome solely or in collaboration with partners. When considering the focus of efforts which are outlined below, it is important to keep in constant mind the differing level of contribution that partners and partnerships will play when delivering on community outcomes.

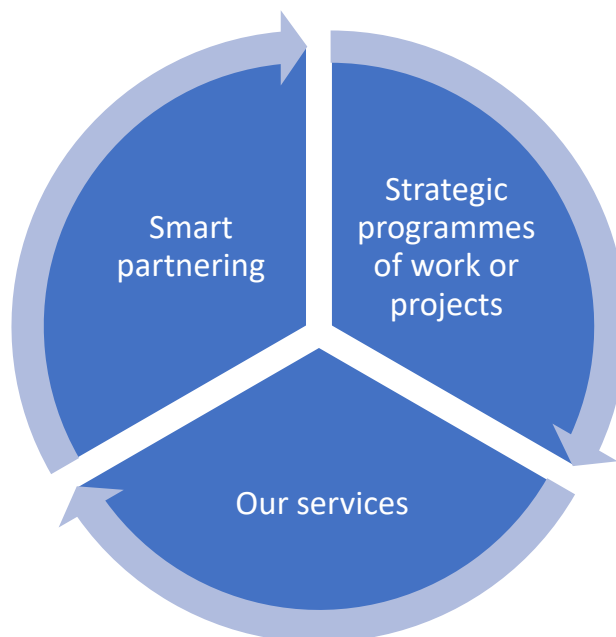
	Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
VISION: Healthy, safe and vibrant communities	Working with communities and partners to support our health and wellbeing <u>priority: obesity</u>	C1. No. of parishes covered by community weight management sessions	4/ 31 parishes	Increase of 2 parishes per year	Yes
		C2. Participation at leisure centres (Places Blackwater Leisure and Dengie 100)	569, 084 (18/19)	1% increase year-on-year	Yes
		C3. No. of physical activity promotions/ campaigns	1 promotion 0 campaigns	24 promotions per year and 2 campaigns per year	Yes
	Working with communities and partners to support our health and wellbeing <u>priority: mental health</u>	C4. No. of Primary Schools supported by MDC Y6 transition template	0/19	2/19	Yes
		C5. Targeted MAC* (Multi Agency Centres) supporting vulnerable residents	0	1 per quarter	Yes
	Working with communities and partners to support our health and wellbeing <u>priority: social isolation and loneliness</u>	C6. Promotion of social isolation initiatives	New measure	24 promotions and 1 campaign per year	Yes
		C7. The number of intergenerational projects in the District	2 (2018/19)	1 new school participating in intergenerational projects per year	Yes

	Working with communities and partners to support our health and wellbeing priority: <u>older people's health</u>	C8. No. of health drop-ins for older people's groups provided	0	1 per quarter	Yes
		C9. % of known Maldon District dementia friendly groups/ services (12) promoted	New measure	Year on year increase on number of Maldon District groups/ services promoted	Yes
	Partnership working to safeguard vulnerable adults, children and families	C10. Staff completion of e-learning modules on safeguarding vulnerable adults and young people and GDPR	N/A	All new staff receive safeguarding and GDPR training within induction timeframe and receive annual e-learning refresher.	Yes
		C11. % of customer facing staff who have received MECC* training	68%	Year on year increase.	
		C12. % of safeguarding cases are dealt with in accordance of Southend, Essex and Thurrock (SET) guidelines for adults and children	100% (2018)	Maintaining 100%	No
	Effective engagement to support strong and resilient communities	C13. No. of Parish and Town Council engagements by community engagement team	21/ 30 (2018/19)	Engage with all 30 parish councils over the period of a year	No
		C14. MDC assistance to use digital service/ payment at Council Offices	Recording will commence July 2019	Decrease (after baseline year)	No
		C15. Annual Better Care Fund spend	All funds allocated 18/19 have been spent	Aspiration to spend all yearly allocated funding	Yes
		C16. Customer evaluation survey (MDC) – private sector housing grants/ loans	98.05% positive feedback	Aspiration for year on year increase of customer feedback score of MDC services	No

How we will achieve our targets

We have set ourselves the challenge of delivering our outcomes in three main ways, they are:

- **Smart partnering**
- **Strategic programmes of work or projects**
- **Strategic Smart Partnering**



Smart partnering – aims to link assets and initiatives of organisations and groups with community outcomes for a powerful and long-term impact. The smart partnering which is engaged in will build on and support strategic programmes of work or projects which will be supported by strategic thinking and collaborative leadership.

Strategic programmes of work or projects – focussing on existing and new strategic programmes or projects which will support the delivery on community corporate outcomes. These programmes and projects will be underpinned by evidence of need and a clear project management approach whilst ensuring clear measurements are captured for deliverability against community corporate outcomes.

Our services – those services which are delivered by the Council and affect the community will be value for money and efficient - delivering community outcomes, needs and goals.

Community Smart Partnering

Through smart partnering – collaborating and synergising with other Councils and partners, we aim to provide better information and insights and improve ways of working in partnership to achieve common ambitions - whether that is through delivering service benefits, securing better value for money, through joint procurement or by increasing the opportunity to secure extra funding, or adding capacity.

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
Anglian Community Enterprise (ACE)	ACE weight management facilitate and support the community 'My Weight Matters' programme, which is available to all adult residents for free	X		X
Anglian Water (AW) and Essex and Suffolk Water (ESW)	AW – close relationship regarding sewer network. ESW – work closely regarding private water supplies and water testing.			X
Aran Services	Offer residents grant funded loft insulation and cavity wall insulation	X		
Citizens Advice Bureau	Provide free, confidential and impartial advice and campaign on big issues affecting people's lives both at a District and National scale		X	
Community Agents	Community Agents Essex is a countywide network of agents and volunteers who support older people and informal carers to find and develop independent living solutions within Maldon District.		X	X
Department for Work and Pensions	Supporting MDC processing claims and administering housing benefit			X
Environment Agency	To protect and improve the environment and work together to increase resilience of people, property and businesses and protecting both people and the environment too.			X
Essex Child and Family Wellbeing Service	Ensures that families have free and easy access to local health services in the community. Partnership working in the District to support vulnerable families.			X
Essex Community Rehabilitation Company	Ongoing communication in relation to individuals who may need to be housed within the District.			
Essex County Council	Provides a range of services (Active Essex, Public Health, Flood Team, Highways, Adult and Children Social Care, Traveller Unit, Better Care Funding allocation etc.), funding, joint working and delivery arms which support MDC's corporate outcomes.	X	X	X

Essex Youth Service	Supporting educational, personal and social development of young people in Maldon.	X		
Food Standards Agency	Ongoing communication and provision of resources within food enforcement	X	X	
Health and Safety Executive	The Council and HSE are responsible for enforcing health and safety legislation.			X
Local Authorities	Working together in partnership to deliver on specific tasks which will support the community corporate outcomes, whether that is in relation to Community Safety, Housing, Health and Wellbeing or Environmental Health.			X
Maldon and District CVS	Maldon and District Community Voluntary Service (CVS) is an independent registered charity supporting charities, community groups and volunteers in and around the Maldon District.	X	X	X
Mid-Essex Clinical Commissioning Group	Responsible for commissioning of health and care services within Mid quadrant which Maldon District sits.	X	X	X
MOAT foundation	The charitable arm of the RSL*. Provide health and wellbeing support not only to their residents but to the rest of the District too.	X		X
Natural England	Supporting MDC to protect the District's nature and landscape for residents to enjoy.			X
Parish and Town Councils	Working in partnership to support the needs of local communities.		X	X
Police, Fire and Crime Commissioner for Essex	Setting priorities for Essex Police and Essex County Fire and Rescue Service which will affect the District. Regular engagement with MDC from a Community Safety perspective and from being part of the partner hub at the Council Office. Allocating funds through Community Safety Development Fund and commissioning local services.	X	X	X
Provide	Commissioned health and wellbeing partner offering a variety of health and wellbeing related services to residents within Maldon District.	X		X
Places Leisure	Under contract to provide leisure centre services within the District.			X
Registered Social Landlords	Ownership and management of Council Housing Stock. Also, close partnership working to deliver positive outcomes for Better Care Fund options.			X
Residents	Providing their insight, feedback, responses to Council activities and driving initiatives in partnership which are important to their local area.		X	X
RCCE	Independent charity working to help rural communities achieve a thriving and sustainable future		X	X

Smart Partnering

The following smart partnerships are identified in relation to our community vision of 'healthy, safe and vibrant communities':

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Working with communities and partners to support our health and wellbeing priority: <u>Obesity</u>	Active Maldon Network	<ul style="list-style-type: none"> - Increase District community participation in physical activity and sports. To make sports, physical activity and active recreation more accessible. - Supporting delivery of sports, physical activity and active recreations through different medium. - Avoid duplication and work in partnership with each other including but not exclusive to health and wellbeing groups and public health agencies. 	X	X	X
	District and County Health and Wellbeing Forum	<ul style="list-style-type: none"> - An opportunity for the current health and wellbeing portfolio holder (or equivalent) to engage with other portfolio holders, ECC Public Health representatives and gain further understanding what the current issues are. Work which is being carried out from officers from District Councils can also be showcased and an opportunity for any questions from portfolio holders that they may have to be answered. 		X	
	Local Authority Public Health Group	<ul style="list-style-type: none"> - The partnership allows for issues, good practice, upcoming events or initiatives to be shared. Typically, the manager of health and wellbeing/ public health within the Council alongside the responsible officer will attend. 	X	X	
	Public Health Practitioner Group	<ul style="list-style-type: none"> - Allows sharing of good practice at a service delivery level, whilst linking in to ECC Public Health team and offering of support for public health related issues at a District level. 	X		
	TuckIN	<ul style="list-style-type: none"> - TuckIN partnership provides resources (website which highlights all the fast-food restaurants, takeaways and restaurants which have signed up to the TuckIN initiative in the District) and funding to MDC Environmental Health team to support officers signing local businesses up. 	X		X

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Working with communities and partners to support our health and wellbeing priority: <u>Mental Health</u>	Maldon Advisory Board	- Working with the Essex Child and Family Wellbeing Service and partners to advise and make recommendations on the running of the family hub which has shared MDC priorities of obesity, mental health and safeguarding.		X	
	Mid-Essex CCG Communications Group	- Provides co-ordination of important Primary Care information, health-related events and initiatives which are coming up in the future and how we can promote, where appropriate, to the residents of the District		X	X
Working with communities and partners to support our health and wellbeing priority: <u>Social Isolation and Loneliness</u>	Maldon District Digital Inclusion Group	- Supporting people in Maldon District to have increased digital confidence and competence			X
	Social Isolation and Loneliness Forum	- Essex County Council has been working actively with leaders across Essex to transform the way in which the system tackles isolation and loneliness.			X
Working with communities and partners to support our health and wellbeing priority: older people's health	livewell group (will apply to four health priorities)	- The livewell group is an opportunity for all organisations within the District who contribute to health and wellbeing to gather together, share good practice, understand County-wide movements and join up work. This is the equivalent of a health and wellbeing board but is not decision making.		X	

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Partnership working to safeguard vulnerable adults, children and families	Community Safety Hub Steering Group	- To coordinate and share information that will support and maintain Community Safety Hubs' across Essex.	X		X
	Domestic Homicide Review Steering Group	- A Domestic Homicide Review (DHR) is carried out when someone has been killed because of domestic violence. MDC and other professional organisations need to understand what happened in each homicide and to identify what needs to change to reduce the risk of future tragedies.			
	Essex Safeguarding Adult's Board	- The Essex Safeguarding Adult's Board (ESAB) is a statutory organisation that is committed to protecting an adult's right to live in safety, free from abuse and neglect.		X	
	Essex Safeguarding Children's Board	- The Essex Safeguarding Children's Board (ESCB) is a statutory multi agency organisation which brings together agencies who work to safeguard and promote the welfare of children and young people in Essex.		X	
	Essex Young People's Partnership	- The Essex Young People's Partnership (EYPP) is an innovative accommodation and support service delivered by Nacro and Family Mosaic. How to support a young person who may not have had the best start in life and might lack the foundation of a secure family home to move forward positively and achieve their aspirations.		X	
	MACE (Missing and Child Exploitation Meetings) Part 1 & 2	- MACE monitors and reviews multi-agency activity and responses to known and potential Child Sexual Exploitation and other forms of child exploitation and trafficking across Essex within the 4 quadrants.		X	
	Mid Essex Children's Partnership Board	- The duty of the board as defined by section 10 of the Children Act (2004) is to improve wellbeing of children in relation to: their physical and mental health and emotional wellbeing; their protection from harm and neglect; their education, training and recreation; the contribution made by them to society; and their social and economic wellbeing.			X

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Effective engagement to support strong and resilient communities	ASB Youth Forum	- Act as a point of early intervention for young people who are behaving badly or are on cusp of offending. Case managing young people with a multi-agency approach and put measures in place to support them and improve behaviour. Which follows on from the duty of ASB case co-ordination and work with other agencies supporting this.			X
	Bradwell Local Liaison Panel	- To inform the community of activities on site and of the site operator. Acting as a conduit for two-way information provision and flow. A clearing house for community concerns through independent interpretation of information that carry confidence and trust of the community.			
	Chelmsford and Maldon Independent Advisory Group	- Group of communities (different religious backgrounds and races) who assist with monitoring community tensions to address and prevent crime.		X	
	Civilian Military Partnership Board	- The Essex Civilian Military Partnership Board offers strategic direction to local responses to the county's shared community covenant commitments.		X	
	Community Rail Partnerships (Crouch Valley Line)	- Enabling, empowering, and engaging with existing Community Rail Partnerships to help them grow the rail market and make local lines and stations a stronger part of their local communities.	X		X
	Community Safety Partnership	- Ensuring the coordination of responsible authorities to work together with other local agencies, organisations and people, to develop and deliver strategies to tackle crime and disorder and help create safer communities. These statutory partnerships are known as Community Safety Partnerships (CSP).	X	X	X
	Essex Assembly	- Bringing together a wide range of leaders across the public sector, universities, the voluntary and community sector and business to discuss how we can all work together to deliver our shared Vision for Essex		X	

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
	Essex Faith Covenant	- Faith Covenant for Essex is for Christians, Muslims, Hindus, Jews, Buddhists, Pagans and leaders from the public sector to pool resources to strengthen community cohesion and tackle isolation and loneliness. Promoting tolerance and understanding of different faiths and working collaboratively, the Essex Faith Covenant aims to make a real difference and build much more resilient and inclusive communities.		X	
	Essex Homeless Officers Group	- The Essex Homeless Officers Liaison Group (EHOG) sits below the Essex Housing Officers Group for Chief Officers. The Group will progress areas of work that is referred from the Chief Officers. Equally the Liaison Group will seek guidance if required from Chief Officers on any key work objective being undertaken. A key objective of the group is to consider both operational and strategic issues that could impact on work within their respective homeless services and to share good practice and innovation.			X
	Essex Housing Officers Group	- Made up of all local housing authorities in Essex (including Unitaries). There are several projects which are agreed and reviewed through this group, although MDC and every other authority retains their own decision making and accountability.		X	
	Essex Prevent Multi-Agency Group	- Prevent is the multi-agency set of arrangements aimed at preventing individuals and groups from engaging in violent extremism. The Essex Prevent Multi-Agency Group provides strategic oversight, direction and co-ordination of the activities that deliver Prevent work.		X	
	Essex Rural Partnership (ERP)	- This is facilitated by the RCCE. ERP has its own strategy and is a high-level strategic partnership focussing on aspects of rural life in Essex across community, voluntary, statutory and economic bodies.	X	X	
	Maldon and Burnham Action Group	- Multi-agency case management tackling ASB and will work predominantly with RSL's.		X	
	Maldon Youth Strategy Group	- Partnership of local organisations representing the Maldon District led by ECC Youth Service. Delivery of interventions and support for organisations dealing with young people.	X	X	X

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
	Parish Clerk's Forum	- Facilitated by MDC to foster good relationships between Parish Councils and Maldon District Council and sharing knowledge and information		X	
	Police, Fire and Crime Panel	- Scrutiny of the Police and Crime Plan and Fire and Rescue Plan. Scrutiny of the Annual Report for the police and the Fire and Rescue Statement. Scrutiny of the appointment of the OPFCC Chief Executive, OPFCC Chief Financial Officer, Deputy PFCC and Essex County Fire and Rescue Service Chief Financial Officer. To review the fire and rescue precept and policing precept proposed by the PFCC with the power of veto. Deal with non-criminal complaints against the DPFC and PFCC.		X	
	Responsible Authorities Group	- Strategic group for the Community Safety Partnership. The group are jointly responsible for addressing crime and disorder, substance misuse and the reduction of re-offending in Maldon District.			X
	Safer Essex Roads Partnership	- The partnership's purpose is to reduce death and serious injury on Essex roads to zero. This involves partnership working of the local authority areas of Essex, Southend-on-Sea Borough Council and Thurrock Council.			

Strategic projects – Community:

Community corporate outcomes will be focussed on existing and new strategic projects. Corporate projects will be initiated for a specific period and which deliver on outcomes or enable business as usual activity to deliver outcomes. Those which are initiated and those enabling business as usual activities will be carried out using a project management approach, which will give a fresh perspective and allow understanding as how it aligns with key corporate documents.

The following strategic projects are identified in relation to our community vision of ‘**healthy, safe and vibrant communities**’:

Corporate Plan Outcome focus	Project Title	Timescale
Working with communities and partners to support our health and wellbeing priorities: obesity, mental health, social isolation and loneliness and older people's health	Obesity:	
	ACE weight management ‘My Weight Matters’ – free weight management sessions which are offered throughout the District.	Live
	Community cycling club – Offers opportunity within the District for people of all ages and abilities to come together and have an opportunity to take part in cycling.	Live
	Expansion of intergenerational projects – encouraging younger and older people to come together to share experiences and learning opportunities with each other.	Work ongoing
	Grow it, Cook it, Share it – gardening project which is encouraging families in need who do not know how to cook healthy foods to learn and enjoy.	Live
	Movement to music – for individuals with a lack of mobility and movement to get them more physically active.	Live
	3PR Schools Parking Initiative – helping prevent inconsiderate, illegal and dangerous parking near schools.	Live
	TuckIN initiative – encouraging local fast-food businesses to sign up to reduce sugar, salt and fat that are put in their foods	Live
	Zumba Gold – supporting residents in the District to be involved in a more inclusive ‘easy-to-follow’ way of exercise.	Live
	Mental health:	
	Design Council Mental Health Project – looking to support Year 6 and Year 7 children to increase resilience in the transition period with the aim of better longer-term mental health.	Work ongoing
	Men's Health and Wellbeing Group (BLOKES) – offers varied activities for men to be part of around the District.	Live
	Multi-agency centre – advice on health and wellbeing, finances, debt, emotional wellbeing which is mainly targeted for residents on Universal Credit.	To be resumed
	Social isolation and loneliness:	
	Dengie Village Friend – specific initiative to support residents in the north of the District who have been highlighted to be more at risk of social isolation than other parts.	Live

Corporate Plan Outcome focus	Project Title	Timescale
	The 4 T's (Tolleshunt D'Arcy, Tollesbury, Tolleshunt Knights, Tolleshunt Major) Village Friend – a social isolation project for people in the North of the District. Giving publicity to what is already available.	Live
	Older people's health:	
	Increasing dementia awareness in staff – staff who encounter customers have been encouraged to take part in a training course to increase ability to support customers with dementia.	TBC
	Re-provision of handyman service – improve options and reduces risks for older people remaining in their homes.	TBC
Working in partnership to safeguard vulnerable adults, children and families	Maldon District Council Hate Incident Reporting Centre – centre to provide advice, support and reporting facilities.	Live
	J9 initiative – domestic abuse awareness training for professionals.	Live
	Spot It Stop It – awareness training for businesses regarding young person exploitation.	Work ongoing
	Crucial Crew – learning life skills for year 6 pupils in Maldon as they prepare for the transition to secondary school. Workshops include online safety, fire safety, road and cycle safety, stranger danger, anti-bullying and first aid.	Completed annually
Effective engagement to support strong and resilient communities	Be Safe this Summer – one day community safety event	Live: completed once annually
	Schools Engagement Programme – Operation Enlightenment (Plume, Ormiston and HKAT all have a SPOC* from Essex Police)	Live
	Just Play – opportunity for young people to congregate and play organised football in locations around the District	Live
	Park Watch Scheme – to protect Maldon District Council's parks from vandalism and improve safety and security	Live
	livewell Maldon District Sports Awards – celebration and promotion of sporting and health and wellbeing achievements from the District	Live: completed once annually
	SEND* multi-sports activity scheme – providing opportunities for people with SEND to be physically active	Live
	Employment and homelessness – housing to develop links with training providers to help those at risk of homelessness access opportunities for employment.	Live
	Domestic abuse – housing to develop and maintain links with those working with domestic abuse victims at operational and strategic level.	Work ongoing

Corporate Plan Outcome focus	Project Title	Timescale
	Independent living – enable development of 150 units of independent living	Delivery by 2021/22
	One Public Estate Project – identifying opportunities for development of publicly owned land to meet strategic requirements	Deliver by 2019/20
	Framework for Community Led Housing Projects – reducing delay and increasing resources to enable development of homes to meet need from local community groups	Work ongoing

Our Services:

Services of Maldon District Council that will contribute towards our Community outcomes:

- Housing and homelessness;
- Revenues and benefits;
- Community engagement;
- Environmental Health;
- Sports and events;
- Health and wellbeing.

Strategies and Policies: already in place to deliver the work to support the Community Strategy		
Corporate outcome	Strategy or policy	Live / needs updating
Working with communities to support our health and wellbeing priorities: obesity, mental health, social isolation and loneliness, and older people's health	livewell strategy (2019)	Requiring sign off
	Green infrastructure strategy (2019)	Live
	Maldon District Sports and Physical Activity Strategy (2014-2017)	Requires updating
	Contaminated Land Strategy (2017)	Live
	Playing Pitch Strategy – (TBC)	Requires production
Partnership working to safeguard vulnerable adults, children and families	Current Community Safety Action Plan	Live
	Combined Safeguarding Policy for Children, Young People and Vulnerable Adults (2015)	Live
	Community Safety Partnership Strategic Assessment (2018-2019)	Live
	Maldon District Homelessness and Housing Strategy (2018-2023):	Live
Effective engagement to support strong and resilient communities	Strengthening Communities Vision (2019)	Live
	Current Community Safety Action Plan	Live
	Community Safety Partnership Strategic Assessment (2018-2019)	Live

	Maldon District Homelessness and Housing Strategy (2018-2023)	Live
	Homelessness codes of guidance (2018)	Live
	Environment Services Enforcement Policy (2008)	Live
	The Health and Safety of Great Britain: be part of the solution	Live
	Allocations Policy (Gateway to Homechoice) (2019)	Live
	livewell strategy (2019)	Requiring sign off
	Community Engagement Strategy	New strategy
	LGBT Policy – Health Inequalities which are associated with older LGBT community	Produce policy
	Digital Strategy – channel shift	New strategy
	Customer Strategy (2016-2020) – Put on hold because of Future Council.	Requires production
	MDC Environment and Climate Change strategy	Requires production

Our Performance *(how we will measure our success)*

The strategic performance against the targets defined in this Strategy will be reviewed by Elected Members and the Corporate Leadership Team [CLT] on a quarterly basis and formally reported to Full Council at the end of each financial year. The Strategy Theme Lead [Community] will be responsible for this document, its quarterly and annual reporting and the accountability for this Thematic Strategy lies with the Director of Strategy, Performance and Governance.

The following flow diagram sets out the governance process for the Thematic Strategies:



The following reporting methods enable us to measure our performance and inform our priorities:

Performance report	Insight reports	Service plans and activity
<ul style="list-style-type: none"> Quarterly reports to Performance, Governance and Audit committee Measuring activity and outcomes we can impact Annual residents survey Corporate risks that surpass the tolerance threshold. 	<ul style="list-style-type: none"> Broad outcomes and the picture of Maldon Will target and inform service delivery and sense-check 6 monthly reports to Performance, Governance and Audit committee 	<ul style="list-style-type: none"> Narrative of activity and service- level performance Used daily to shape service delivery Reported ad-hoc and available to address any questions arising from performance report Identified risks with low scores

Glossary of terms or abbreviations

Abbreviation	Explanation
EH	Environmental Health
FEAT	Food Environment Assessment Tool
hh	Households
HHSRS	Housing Health and Safety Rating System
HMO	Houses in multiple occupation - Your home is a house in multiple occupation (HMO) if both of the following apply: at least 3 tenants live there, forming more than 1 household and you share toilet, bathroom or kitchen facilities with other tenants
HWB	Health and Wellbeing
IMD	English Indices of Deprivation giving Index of Multiple Deprivation – The English Indices of Deprivation 2015 use 37 separate indicators, organised across seven distinct domains of deprivation which can be combined, using appropriate weights, to calculate the Index of Multiple Deprivation 2015 (IMD 2015). This is an overall measure of multiple deprivation experienced by people living in an area.
JSNA	Joint Strategic Needs Assessment
LGA	Local Government Association - a politically-led, cross-party organisation that works on behalf of councils (405 local authority members: 2018/19) to ensure local government has a strong, credible voice with national government and aims to influence and set the political agenda on the issues that matter to councils, so they can deliver local solutions to national problems
MAC	Multi Agency Centre will be a mobile roadshow which will bring together agencies which will support vulnerable residents with topics such as debt advice and housing issues. This will be targeted to areas which may have poor transport links or wards which have a poor IMD score.
Maldon CVS	Maldon & District Council for the Voluntary Sector
MDC	Maldon District Council
MECC	Making Every Contact Count
Mid Essex CCG	NHS Mid Essex Clinical Commissioning Group (CCG) covering the Maldon, Chelmsford and Braintree local authority areas
MSGs	Most Similar Groups - groups of police force areas that have been found to be the most similar to each other based on an analysis of demographic, social and economic characteristics which relate to crime. MSGs are designed to help make fair and meaningful comparisons between forces. Forces operate in very different environments and face different challenges.
PFCC	Police, Fire and Crime Commissioner
RSL	Registered Social Landlord
SEND	Special educational needs and disability
SPOC	Single Point of Contact

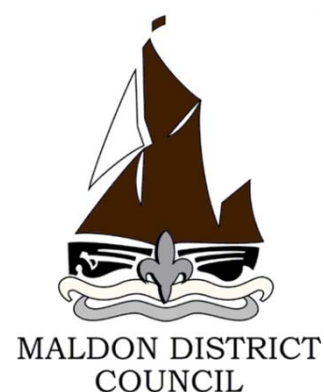
*Given this Thematic Strategy is a living document, the outcomes set out in the Corporate Plan and thematic strategies remain the same, how we deliver the work we do to achieve the outcomes will continuously respond to new insight, opportunities and challenges.

Document Control Sheet

Document title	Prosperity Thematic Strategy
Summary of purpose	To evidence how the Council will achieve the outcomes set out in the Corporate Plan and aligned to this theme.
Prepared by	Georgina Button
Status	Draft
Version number	1
Approved by	
Approval date	
Date of implementation	
Review frequency	
Next review date	
Circulation	Public
Published on the Council's website	

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.



Prosperity Thematic Strategy (draft)

CONTENTS

- 1 Our Vision
- 2 Purpose
- 3 What we know today
- 4 Getting our priorities right
- 5 Where do we want to be?
- 6 How we will achieve our targets
- 7 Strategic projects
- 8 Smart Partnering
- 9 Evidence base documents, policies and data sources
- 10 Our Performance

APPENDICES

Appendix 1: Glossary of terms or abbreviations

Appendix 2: Why are the outcomes we have identified important?

Prosperity Thematic Strategy

1 Our prosperity vision: Local businesses supported, and new ones attracted.

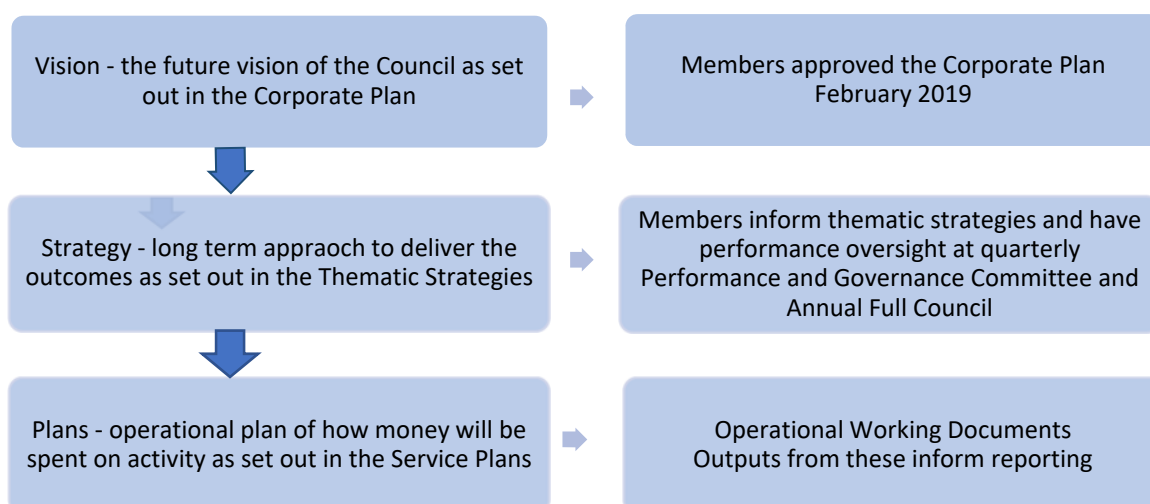
It's important as a Council we focus our time and effort in priority areas to enable us to support local businesses and attract new ones to the District.

The following Prosperity Strategy underpins the approved and adopted Corporate Plan [2019/23], Maldon District Council's top-level strategy document. The Corporate Plan sets out our vision to achieve a '**Sustainable Council – Prosperous Future**'.

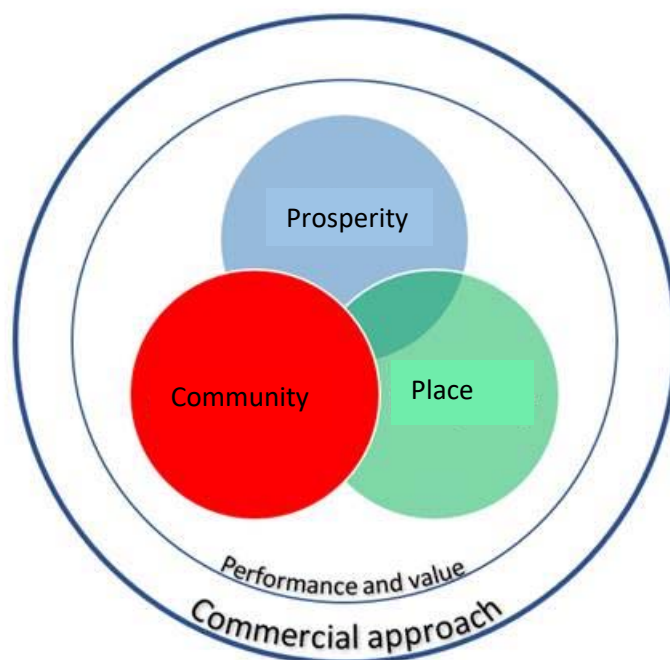
The positive impacts that we want to make in relation to this vision is explained in more detail by our three priority strategic themes; namely **Community, Place and Prosperity**.

With the known financial pressures faced by Councils today, we are fully committed to delivering our outcomes set out in each of the strategies and will deliver the work we do using modern technology; an Agile working practice and a project management and commercial approach.

The following key documents and the role of Council Members to enable the Council to evidence and achieve its vision, is set out below:



The three themes underpin the Council's organisational focus to deliver excellent services and value for money whilst ensuring we plan efficiently for the future and create a sustainable future. The three thematic strategies have been developed in unison, to maximise strategic opportunities and outcomes. Each strategy is high level and inform the service plans for operational delivery. The strategies are driven by our operational performance and value outcomes and commercial approach.



2 Purpose

The purpose of this strategy document is to outline the Prosperity outcomes the Council has set out to achieve in order to ensure that it creates a place where local businesses are supported, and new ones attracted.

This strategy document will help deliver the Council's Corporate Plan and provide clear direction for allocating and managing our resources. It identifies the measures by which we will monitor our performance, alongside setting targets that we will strive to achieve. Priority programmes, services and partnerships that we will focus on are also highlighted. Importantly, the Prosperity strategy informs all service plans and performance reviews across the entire Council.

We will support businesses through an outcome-based approach, through smart partnering and through the delivery of strategic projects.

This will be achieved in the following ways:

- Efficient and effective engagement with businesses
- Strengthening our relationship with the right government bodies and boards to seize funding opportunities
- Strategic inward investment
- Delivery of strategic employment sites in accordance with the Local Development Plan (LDP*)
- As stated within the LDP, the Council will support potential new nuclear opportunities that may come forward in Bradwell B nuclear plant development by maximising the community benefits and associated development
- Partnership working to provide an Enterprise Centre

- Rural and coastal business and diversification supported
- Tourism supported and encouraged.

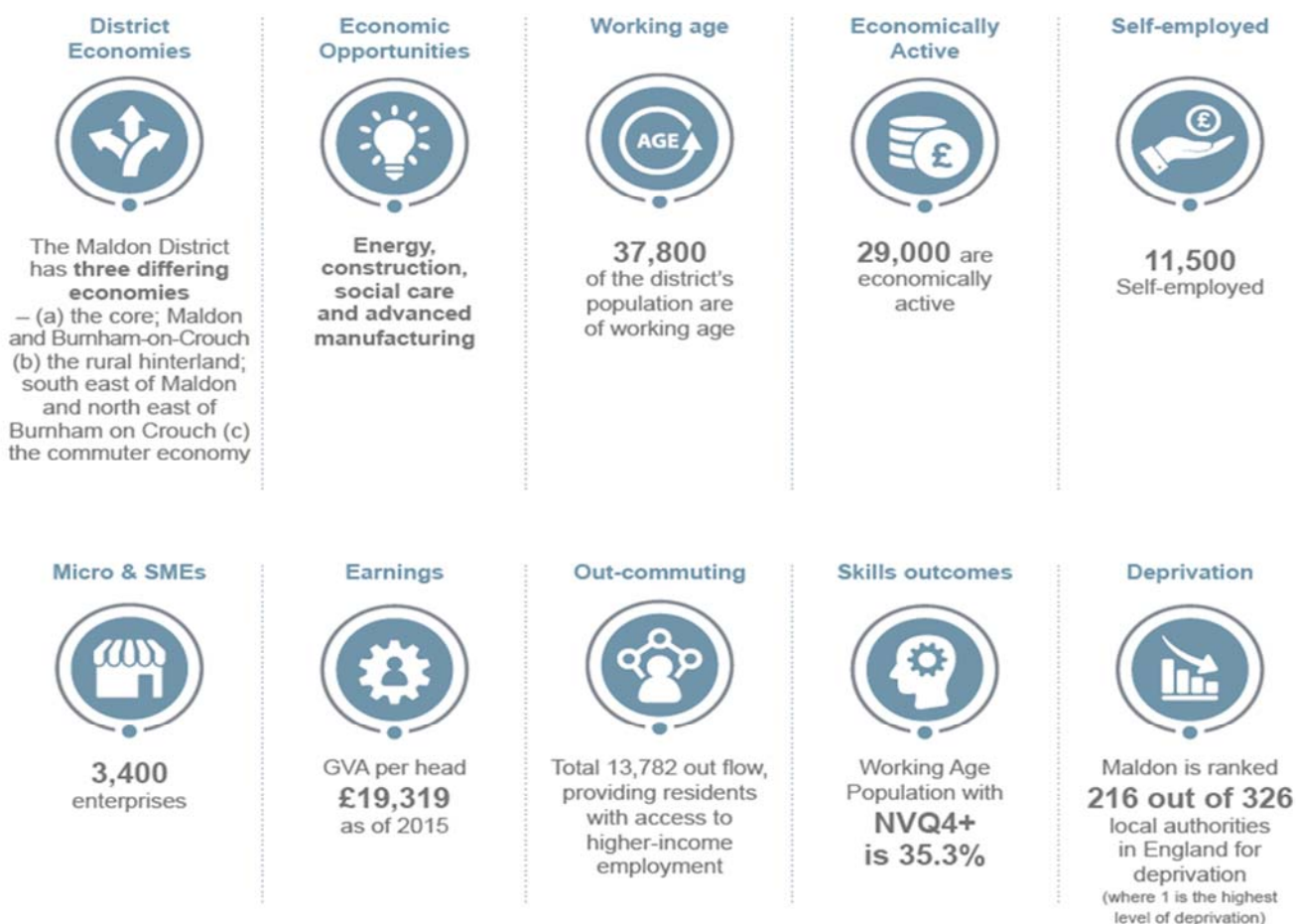
This strategy document will help deliver the Council's Corporate Plan by means of:

- providing residents and businesses with a clear picture of the priorities we have identified for the District and where we will be prioritising resources;
- providing clear direction for allocating and managing our resources, grant funding and capital expenditure.;
- identifying the priority measures by which we will monitor our performance, alongside setting targets that we will strive to achieve;
- informing partners and stakeholders in relation to their investment and service delivery decisions;
- highlighting the strategic partnerships, programmes, projects and key services that we will focus on;
- setting the framework for the development of other Council strategies and policies which ultimately lead to the right decisions being made;
- setting the framework through which the Council will measure the progress in delivering key priorities; and
- fundamentally shaping all service plans and performance reviews across the entire Council.

Given this Thematic Strategy is a living document and works closely with the other two themes, it will be reviewed as new insight emerges; alongside new opportunities and arising challenges.

3 Prosperity: What we know today

It's important to understand the District's current situation and look at the data which will help inform our priority areas of work. The following table sets out where we are now and some of the current figures which inform our Prosperity priorities and activities for the Maldon District:



*Data sources are highlighted in the strategies, policies, evidence base documents and data sources section of this document.

4 Getting our priorities right

Using data and insights from a range of inputs and evidence, policies and legislation, the following SWOT* analysis has been carried out to help us identify our Prosperity focussed strengths and weaknesses. The following information enables us to identify where we should be focussing our time and resource to ensure we are achieving all Prosperity outcomes either directly or by smart partnering, and where we can effectively measure performance.

Strengths	Weaknesses
<p><u>Location</u></p> <ul style="list-style-type: none"> • One of the District's greatest economic strengths is its quality of life. The High resident satisfaction levels make the District a desirable place to live, work and visit, plus the District often enjoys a good rating in national quality of life surveys. • The District is a mix of old and new and is characterised by diverse and distinct natural, historic and built heritage, making a significant contribution to the overall quality of life on offer. • Strategic location - proximity to M25 and London; access to Stansted, Southend airports and ports of Harwich, Felixstowe, Tilbury and London Gateway Port. • Important spatial connections with important growth areas including the Thames Estuary and the M11 corridor. • Rich maritime heritage supporting tourism: the Hythe Quay, the old port of Maldon is the foremost modern-day centre for Thames Sailing Barges. 15 mile stretch of fine sailing water between Burnham-On-Sea and the open sea is renowned in sailing circles as 'Cowes of the East Coast'. <p><u>Economy</u></p> <ul style="list-style-type: none"> • Local economy legacy of innovation – e.g. Burnham-on-Crouch and Tollesbury both specialise in marine engineering. • High level of business start-up rate. 	<p><u>Location</u></p> <ul style="list-style-type: none"> • Out-commuting is a prominent feature in the District, and out-commuting exceeds reverse-commuting by 8,000 people a day. • Limited rail infrastructure. <p><u>Economy</u></p> <ul style="list-style-type: none"> • Insufficient investment in managed office space/industrial units offering business start-up units and grow on space. • Weekly Salary for workers in District below Essex average: 503.4 Maldon, compared to 560.7 across Essex. • Low employment density. • Roll-out of broadband across the District. • Some pockets of ward level 'deprivation' (social and economic) in the District. • Lacking means for Business to connect, work together and win business together. <p><u>Skills</u></p> <ul style="list-style-type: none"> • Low skilled sector, lower than UK average proportion of resident workforce with higher level skills (NVQ Level 4 to degree and above). • No Further Education College presence.

- For a rural District, Maldon is exceptional for the breadth and diversity of its business base. The local economy contains businesses in a wide range of sectors which include world-class advanced manufacturing companies - designing and building products at the cutting edge of technology; a cluster of niche marine businesses, and high-tech engineering providers.

Skills

- The District is home, and in-close proximity, to a variety of good educational facilities. The District has public and private schools as well as a good choice of highly performing primary and secondary schools. Nearby Chelmsford and Colchester offer some of the best performing grammar schools in the County and ones that compare highly favourably against other schools nationally. Anglia Ruskin University, University of Essex and Writtle College are also within easy reach.
- Growth in % of population of with NVQ*4+ qualifications.

Retail

- Busy visitor economy - well served by eclectic mix of local independent and specialist retailers.
- High median residents' weekly earnings support local economy.

Tourism

- District has an excellent reputation for hospitality and there are a host of restaurants, inns, and cafes, together with a range of quality assured accommodation providers.
- Diverse range of tourist attractions e.g. only surviving WWI airfield; Combined Military Services Museum; numerous historic architectural gems e.g. Chapel of St Peter-on-the-Wall; Moot Hall; Beeleigh Abbey and Plume Library.

<ul style="list-style-type: none"> • District is famous for its world-renowned Maldon Sea Salt production and is recognised for its vineyards and breweries, seafood and top-quality food producers. • Strong maritime links further evident through the marinas, docks and boatyards. • A colourful calendar of traditional barge matches, regattas, races and festivals has put the area on the map as a destination for maritime leisure and water recreation. 	
<p>Opportunities</p> <ul style="list-style-type: none"> • The 'Central Area Masterplan' endorsed by Maldon District Council and its associated high level of business engagement. • Maldon Sense of Place will provide business engagement and seek opportunities to raise the profile of the District and in turn, inward investment. • Brexit - once more insight is available. • Increased Broadband coverage. • Development of a District Enterprise Centre. • New Nuclear opportunity, Bradwell B – socio and economic growth, and infrastructure. • Build further on our niche and artisan food and drink sector ('Grape & Grain Trail' etc.) • Identification of commercial land within LDP to increase supply of high quality, flexible premises. • Support of diversification and enterprise. • Improve the District's physical connectivity • Strengthen Education and generate local skills provision – understanding local Business needs. • Strengthen vocational career pathways for young people through new 	<p>Threats</p> <ul style="list-style-type: none"> • Online shopping and fringe – out of town retail offering versus traditional high street experience. • Lack of secondary school capacity post current LDP. • Economic growth competition from the rest of Essex. • Mobile phone coverage in some parts of the District. • Decline in public sector - a consequence of austerity measures, Central Government funding and Council budget pressures. • Brexit – impacts not yet fully understood. • Disproportionate impact on agriculture - any future loss of subsidies for the farming sector could have a disproportionate impact for the District's economy.

<p>apprenticeships, as well as older workers considering a change of occupation.</p> <ul style="list-style-type: none"> • Improvements to A12 and new junction and link road to by-pass Hatfield Peverel. • Making better use of the coastline and estuaries. • Expansion of local schools. • Employment expansion opportunities. • Potential further expansion of Stansted and Southend airports. • Generate greater local economic benefits by supporting the reduction of outflow of highly skilled residents by promoting local business growth and creating a supportive environment for higher paid and higher skilled jobs. 	
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5 Where do we want to be?

Understanding our current performance in areas and where we can measure impact is vital in helping us make a difference and to achieve our Prosperity outcomes. The following sets out where we will focus our efforts, what we will measure, our current performance (if known) and our future target. Using our approach of Smart Partnering, we have identified if we will deliver each outcome solely or in collaboration with strategic partners.

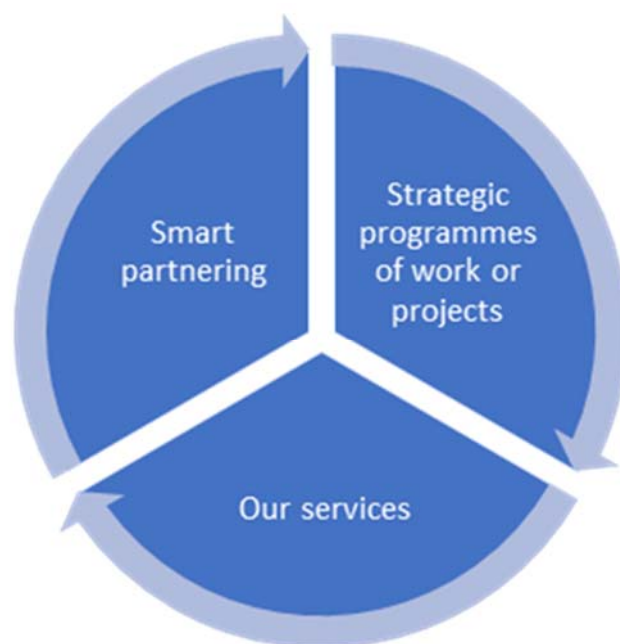
VISION: Local businesses supported, and new ones attracted	Outcome	Measure Taken from existing source (including any statutory measures) or identified as a new measure	Current Performance	Target	Delivered in Partnership
	Delivery of strategic employment sites in accordance with the Local Development Plan.	% of identified sites are actively promoted through Economic Delivery Partners	Not currently measured. However, partners engage with businesses and are aware of our sites. Future monitoring will be reflected in the Prosperity Strategy performance reporting to the	100%	Y

		Performance and Governance Committee.		
	Job creation	Monitoring will commence this year and evident in the Annual Monitoring Report.	A minimum of 2,000 net additional jobs by 2029 (As stated in the LDP)	Y
Provide an Enterprise Hub: A small scale provision based out of Maldon District Council's office building:	Deliver Enterprise Hub based in Maldon District Council's building	N/A	Enterprise Hub Delivered April 2020	N
	Number of businesses based in Enterprise Hub	N/A	Number of businesses operating out of Enterprise Hub	Y
In Partnership provide an Enterprise Centre: larger scale facility than Enterprise Hub.	Deliver Enterprise Centre	Produce Business plan by March 2021	Enterprise Centre delivered 2025	Y
Rural and coastal business and diversification supported and encouraged	via Sense of Place Establish Maldon Rural Business Growth Strategy	Partnership delivery protocol agreed June 2019 which sets out focus areas of activity. SoP Coordinator to be recruited.	Contract performance monitoring of all SoP objectives.	Y
	Response to Bradwell B (in due course).	N/A – New	Production of Supplementary Planning Document March 2020	Y
Tourism supported and encouraged: to be delivered through digital promotion and campaigns from October 2019.	Tourism spend	Currently 7.5% of economic output (2017) (it was 5% in 2007). Data update due in September via Visit Essex, Volume & Value report.	Target to be set in September when the 2018 - data is available.	Y
	No. of visitors to Visit Maldon Website – unique visits	Total for 2018/19 - 361,440	20% increase - 2019/20.	Y
	Number of digital tourism campaigns delivered	Monitoring will commence end of Phase 2 of Future Council.	To be determined 2019.	Y
	Business benefit evidence – through tourism activity business survey.	N/A - New	Survey February 2020 to create baseline.	Y
	Maldon Sense of Place	To be determined: number of tourism events promoted via Sense of Place);	To be determined:	Y

			<p>Number of tourism businesses engaged via Sense of Place.</p> <p>Measures being established by the SoP Board who also provide the governance and monitoring of the Magnox funding examples</p>	Targets will be reported in the October to the Performance and Governance Committee.	
	Efficient and effective engagement with businesses	Maldon Sense of Place – number of Number of businesses engaged.	N/A – New	To be determined	Y
		Maldon District Council Business Satisfaction Survey of businesses to establish satisfaction levels with MDC Services.	N/A – New	Baseline business survey – February 2020	N

6 How we will achieve our targets?

We have set ourselves the challenge of delivering our outcomes in three main ways, they are:



Smart partnering – aims to link assets and initiatives of organisations and groups with community/business outcomes for a powerful and long-term impact. The smart partnering undertaken will build on and support strategic programmes of work or projects which will be supported by strategic thinking and collaborative leadership.

Strategic programmes of work or projects – focussing on existing and new strategic programmes or projects which will achieve the delivery of Council outcomes. These programmes and projects will be underpinned by evidence of need, insight and a clear project management approach whilst ensuring clear measurements are captured for deliverability against prosperity council outcomes.

Our services – those services which are delivered by the Council and affect the community will be value for money and efficient - delivering community outcomes, needs and goals.

Smart Partnering: We aim to collaborate with other councils and partners, provide better information and insights, and improve ways of working in partnership to problem solve and achieve common ambitions – for instance, whether if that is through joint procurement or by increasing the opportunity to secure extra funding and seizing commercial opportunities.

The following smart partnerships are identified in relation to our prosperity vision of **“Local businesses supported, and new ones attracted.”**

Partners	Relationship	Funding	Influence	Joint Delivery
South East Local Enterprise Partnership (SELEP)*	The South East Local Enterprise Partnership (SELEP) is one of 38 LEPs, established to provide the clear vision and strategic leadership in the South East (Essex, Kent and East Sussex) to drive sustainable private sector-led economic growth and job creation.	Y	Y	N
Essex Business Board (EBB)*	Is a high-level federated engagement business board reporting to the South East Local Enterprise Partnership (SELEP)*, bringing together both public and private sector leaders. This board has both a strategic and a funding role in support of the Essex economy. As such, it is a vital partner for Maldon District Council in informing and influencing the development of Local Industrial Strategies.	Y	Y	N
SELEP Coastal Communities Working Group	<p>This working group brings together all parties, including coastal agencies, MHCLG, BEIS, Coastal Community Teams, council officers, coastal businesses, and federated economic representatives involved in coastal economic development.</p> <p>It supports Coastal Growth Ambitions</p> <p>It identifies how SELEP can provide additionality and support to local plans.</p> <p>And promotes funding and bidding opportunities</p> <p>It also Identifies bidding opportunities based on funding programmes available.</p> <p>It has recently secured Sector Support Funding to develop a coastal economic plan which Maldon District Council is contributing to.</p>	Y	Y	N
SELEP Rural Working Group	<p>The rural economy is a rich mosaic of traditional and innovative land-based businesses, including farming, agri-tech, horticulture, viticulture (wine making), forestry and rural tourism.</p> <p>Similar to the Coastal Working Group, SELEP's rural working group brings private and public sector rural representatives together to identify skills gaps, to support diversification, identify funding opportunities and to encourage partnering.</p>	Y	Y	Y
Integrated Growth Forum (IGF)*	Essex wide officer level group – to share project plans and engage with funding and policy updates.	N	Y	N

Employment and Skills Board (ESB)*	The Essex Employment and Skills Board (ESB) was established in-order to give employers a platform to shape skills provision across Essex. By working with large employers, academic institutions, SMEs and local government, the ESB creates solutions to the skills challenges that industries face and helps provide opportunities for people to build long-term careers.	Y	Y	Y
Maldon Sense of Place Board (SoP)*	<p>The 'Place Board' is the driving force of the Sense of Place project and its legacy – and are ambassadors of the District Brand. Members meet regularly to progress ideas and projects for the benefit of the 'place' and its people.</p> <p>With the appointment of a SoP coordinator, Maldon's SoP is taking a lead role in business engagement focussing on retail, high street, tourism, skills, and social care.</p> <p>Through SoP, we will continue to engage with local business groups, hubs and forums.</p>	N	Y	Y
Rural Community Council of Essex (RCCE)*	<p>An important partner, RCCE uses its knowledge and experience to provide a voice for rural communities in Essex, representing their needs to all levels of government and to strategic partnerships and public bodies. They manage the Essex Rural Partnership which co-ordinates the work of a range of organisations concerned with the county's rural areas and facilitates collaborative bids for funding.</p> <p>RCCE is a member of ACRE, which brings together all of England's county-based Rural Community Councils and provides a national voice for rural communities.</p>	Y	Y	Y
Burnham-on-Crouch Chamber of Commerce	Communication channel and an effective way of identifying opportunities for action to sustain and further enable the economic growth of businesses in the Dengie Peninsula.	N	Y	Y
River Blackwater Coastal Communities Team and River Crouch Coastal Communities Team	The teams' focus their work on developing several ideas to bring more jobs, growth and prosperity to our coastal communities and seeking out and applying for funding to bring them to fruition	N	Y	Y
BEST Growth Hub	Provide one-stop shop business support mechanism on behalf of Maldon District businesses.	N	N	Y
The New Nuclear Local Authority Group (NNLAG)*	The primary aim of the New Nuclear Local Authority Group (NNLAG) is to share knowledge, information and best practice regarding new nuclear, and to provide a mechanism for local authorities, as elected representatives of local areas, to discuss and make	N	Y	Y

	representations direct to government regarding the development of new nuclear and of nuclear-related connection and transmission projects.			
North Essex Energy Group (NEEG)*	<p>Active leadership is provided at the highest level in both political and business organisations representing North Essex, nationally and internationally, ensuring investment is encouraged and supported at all levels of government as well as within the extensive supply chain.</p> <p>NEEG is a partnership of the public, private and educational sectors who work together to:</p> <p>Promote North Essex as a location of choice to businesses serving the energy sector;</p> <p>Facilitate networking and business to business opportunities;</p> <p>Ensure that the North Essex workforce have the right skills to serve the energy sector now and in the future;</p> <p>Leverage funding to support the provision of infrastructure underpinning the development of businesses serving the energy sector.</p>	Y	Y	N
Nuclear Legacy Advisory Forum (NuLEAF)*	<p>NuLEAF seeks to build capacity within local government to engage effectively with nuclear legacy management and works to represent the views of member local authorities to national bodies.</p> <p>It promotes activities of the Nuclear Decommissioning Authority (NDA) who provide support for socio-economic legacy opportunities.</p>	N	Y	N
Visit Essex	Visit Essex, a tourism service providing all the latest tourist information for Essex.	N	Y	Y
Steering Group (or Board) around the Colchester Care Innovation Cluster (currently in its development stage).	<p>This group aims to develop an innovation hub for 'Care Tech' based in Colchester but encompassing also the geographical areas covered by Tendring and Maldon District Council.</p> <p>This has a potentially massive impact to these localities both in public health and economic terms.</p> <p>The intention is to pull together some key influencers across the sector and to identify the conversations we need with Government and whether if that leads to a Government service based in Colchester or not.</p>	TBD	TBD	TBD

Invest Essex	Invest ESSEX is an investment promotion agency (IPA)* and business support provider, part of the Let's Do Business Group, delivering services for Essex County Council across the Greater Essex area.	N	Y	Y
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7 Strategic Projects

Each of the thematic strategies have identified strategic programmes and projects to align resource to and to inform the service plans within the council. Each strategic programme will directly evidence the delivery of the 32 outcomes in the Corporate Plan and will be delivered using a Project Management Office approach and inform our commercial focus.

The following Prosperity themed projects have been identified, this list is not conclusive and will evolve as and when projects progress or close and new opportunities are identified:

Strategic Project/Programme	Strategic Prosperity Aim	Corporate Outcome
Central Area Master Plan (CAMP)* – A development framework comprised of 'movement' and 'connections' and green infrastructure, and development opportunities. The are 3 sub AREAS within the CAMP – The Causeway Regeneration are (focussed on the main employment site allocation in the District; Maldon Central (based on the retail function of the High Street, and the Leisure Quarter (focussed on the tourism activity on Hythe Quay and Prom Park). This is comprised of 18 projects.	The overarching masterplan framework reflect a number of key strategic priorities and opportunities for improvements to and investments in the central area.	Delivery of Strategic Employment sites in accordance with the Local Development Plan. Efficient and effective engagement with businesses Tourism supported and encouraged.
Enterprise Centre (Central Area Masterplan: Project 10).	Stimulate enterprise and innovation; Support education, skills and employability; Support Infrastructure; Identify locations for growth.	Partnership working to provide an enterprise centre; Efficient and effective engagement with business; Rural business and diversification supported.
Maldon Cinema	To be scoped and scored in accordance with commercial principles and framework.	Delivery of strategic employment sites in accordance with the Local Development Plan; Tourism supported and encouraged; Efficient and effective engagement with businesses.
Bradwell B	Bradwell B nuclear plant development would be one of the largest construction projects in the	Delivery of strategic employment sites in accordance with the Local Development Plan;

	<p>UK, providing thousands of employment opportunities through construction and requiring a highly skilled long-term operational workforce. It would provide a significant boost to the local economy and helps to meet the UK's energy needs in the years to come.</p> <p>However, plans are still at an early stage. There are many consents and permissions required before construction can commence.</p> <p>Over the next few years, as the proposals develop, extensive consultation will be conducted by the developer with various stakeholders, including the business community, local authorities, councillors and residents.</p> <p>Following consultation, the developer will prepare to submit their application for development consent to the UK Planning Inspectorate, before a decision is made by the Secretary of State.</p>	<p>Partnership working to provide an Enterprise Centre;</p> <p>Efficient and effective engagement with businesses.</p>
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Evidence base documents, policies and data sources.

The following strategies, policies and data sources evidence and support the priorities set out in the Prosperity Strategy. We will continuously produce insight to inform the Prosperity outcomes within this strategy.

The key documents and sources include:

Evidence base documents	<ul style="list-style-type: none"> – Maldon District Economic Prosperity Strategy (2013-2029) and; – the Economic Prosperity Strategy 2013-2029 Evidence Base; – BBP Regeneration: Development and Improvement Plan for the Causeway Regeneration Area 2015; – The Taylor Review of Rural Economy and Affordable Housing (DCLG, 2009); – Heart of Essex Economic Futures (Nathaniel Lichfield & Partners (NLP), 2012); – Maldon District Tourism Strategy Research (East of England Tourism, 2009); – Employment Evidence and Policy Update (Hardisty Jones, 2015) (EB102a); – Maldon District Council Skills strategy;
Maldon District Council Local Development Plan policies	<ul style="list-style-type: none"> – S1; – S4; – S5; – E1.
Data Sources	<ul style="list-style-type: none"> – Visit Maldon Website report – May 2019; – National Online Manpower Information System (NOMIS)* – Labour Market Statistics 2011; – NOMIS (UK) – Census 2011: commuting figures;

	<ul style="list-style-type: none"> – NOMIS (UK) – Population figures 2017; – NOMIS – Demography 2017; – Office of National Statistics (ONS)* – GVA per capita figures 2016; – Visit Essex: <i>They provide Volume and Values Survey, visitor economy figures 2017.</i>
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Additional strategies:

The following strategies will need to be developed to support and enable the delivery of the Prosperity Strategy:

- Rural Business Growth Strategy;
- Marketing and Communications Strategy;
- Commercial Projects Plan.

8 Our Performance *(how we will measure our success)*

The strategic performance against the targets defined in this Strategy will be reviewed by Elected Members and the Corporate Leadership Team [CLT] on a quarterly basis and formally reported to Full Council at the end of each financial year. The Strategy Theme Lead will be responsible for this document, its quarterly and annual reporting and the accountability for this Thematic Strategy lies with the Director of Strategy, Performance and Governance.

The following flow diagram sets out the governance process for the Thematic Strategies:



The following reporting methods enable us to measure our performance and inform our priorities:

Performance report	Insight reports	Service plans and activity
<ul style="list-style-type: none"> Quarterly reports to Performance, Governance and Audit committee Measuring activity and outcomes we can impact Annual residents survey Corporate risks that surpass the tolerance threshold. 	<ul style="list-style-type: none"> Broad outcomes and the picture of Maldon Will target and inform service delivery and sense-check 6 monthly reports to Performance, Governance and Audit committee 	<ul style="list-style-type: none"> Narrative of activity and service- level performance Used daily to shape service delivery Reported ad-hoc and available to address any questions arising from performance report Identified risks with low scores

Glossary of terms or abbreviations:

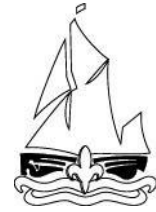
ARMS	Annual Retail Monitoring Survey
CAMP	Central Areas Master Plan
EBB	Essex Business Board
ESB	Essex Employment and Skills Board
GVA	Gross value added
IGF	Integrated Growth Forum
IPA	Investment Promotion Agency
LDP	Local Development Plan
NEEG	North Essex Energy Group
NNLAG	The New Nuclear Local Authority Group
NuLEAF	Nuclear Legacy Advisory Forum
NVQ	National vocational qualification
RCCE	Rural Community Council of Essex
SELEP	South East Local Enterprise Partnership
SoP	Sense of Place
SWOT	Strengths, weaknesses, opportunities and threats

Appendix 1: Why are the outcomes we have identified important?

Outcome	Why is this important
Delivery of strategic employment sites in accordance with the LDP.	The LDP sets out the planning strategy for future growth over 15 years (up to 2029). It is the means by which Maldon District Council will deliver sustainable development across the Maldon District and provides a spatial strategy for the delivery of the required future employment, homes, retail, community facilities and infrastructure provision. It has a number of component parts which sit alongside the spatial strategy. These include development management policies and strategic site allocations.
Partnership working to provide an Enterprise Centre	Based on the research and consultation results, there is clear demand and need for an enterprise centre and support services in the Maldon District and a strong case for improved provision of start-up and business support, co-working office space and small private office units and meeting rooms.
Rural business and diversification supported	Business support, connectivity, use of land and buildings are all vital to the growth and sustainability of Maldon's rural businesses. The Council recognises the importance of promoting rural businesses; encouraging economic growth in rural areas in-order to create jobs, generate skills and prosperity.
Tourism supported and encouraged	The visitor economy account for over 7.4% of the District's Economic output. The Council supports the development of the tourism industry, particularly in relation to ensuring the vitality of towns and the rural economy. It's vital we attract more visitors, lengthen stays, and build on the quality of the experience.
Efficient and effective engagement with businesses	Maldon District's Economic Prosperity Strategy illustrates that Maldon District Council is committed to supporting businesses and creating private sector employment in the local area. The Economic Prosperity Strategy outlines a vision for the future and reflects Maldon Districts' determination to create a vibrant and prosperous local economy by responding proactively to changing economic conditions and addressing key drivers of economic growth.

*Given this Thematic Strategy is a living document, the outcomes set out in the Corporate Plan and thematic strategies remain the same, how we deliver the work we do to achieve the outcomes will continuously respond to new insight, opportunities and challenges.

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REPORT of DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

**to
COUNCIL (EXTRAORDINARY)
25 JULY 2019**

FUTURE CORPORATE PERFORMANCE REPORTING

1. PURPOSE OF THE REPORT

- 1.1 To update on work that has taken place to realign performance indicators to the new Corporate Plan and Thematic Strategies.
- 1.2 To set out and agree key principles around future performance reporting based on new technologies and methods that are available to us.

2. RECOMMENDATIONS

- (i) That performance be reported through high level dashboards to specifically track the corporate plan outcomes, with detailed delivery kept in service plans and ad-hoc reporting;
- (ii) that quarterly dashboards for each of the new thematic strategies as of Quarter Two 2019 / 20 be reported to Performance, Governance and Audit committee from October 2019;
- (iii) that the Programmes, Performance and Governance team lead a customer survey programme, including running an annual survey starting in September 2019, to get resident and business feedback and insight as a way to measure some of the corporate outcomes;
- (iv) that a six monthly insight report is also produced, that will provide an overview of the District indicators and track broader outcomes which we cannot directly impact.

3. SUMMARY OF KEY ISSUES

- 3.1 Some of the performance measures identified to track corporate outcomes are new, and as yet, we have not collected the data to populate them. This information will be added as it becomes available. As a result, some of the reporting on a number of indicators will be phased in through Quarters 3 and 4. It is the aim that by the end of the financial year 2019 / 20, we will be able to report on all measures.
- 3.2 The proposed move to dashboard reporting (please see examples in **APPENDIX A**) will require an initial investment in time and licence of new a software, Power BI (an

Office 365 reporting tool that will pull performance data into one place and produce the dashboard views). In the long term this will allow us to replace legacy reporting software and create an overall saving.

3.3 Historically reported ‘performance indicators’ may be reported within service plan activity or six monthly insight reports rather than as performance in the future (for example planning statistics). Further detail on this is outlined in **APPENDIX A**.

3.4 The new reporting will be based on additional key principles including:

- running regular surveys around customer experience feedback that can help to improve services;
- measuring activity where the corporate outcome is broad and influenced by many factors;
- keeping specific detail on delivery and day-to-day service performance to the service plans and ad-hoc reports, where it doesn’t have a clear link to the corporate plan;
- utilising dashboard views within services as a way to plan delivery through the use of performance data and underpin this.

4. CONCLUSION

4.1 The refresh of approach to performance reporting is recommended as a way to give better clarity on performance specifically against the corporate plan outcomes.

4.2 The proposed programme of work will increase the level of insight and reporting taking place but some of this will be used to inform and shape future delivery rather than as a measure of success.

4.3 We recommend this approach to performance reporting as a way to give better clarity on performance against the corporate plan and simplify the link between strategy and delivery.

5. IMPACT ON STRATEGIC THEMES

5.1 The recommended performance reporting will give greater alignment and clarity to the strategic themes and tracking progress on their delivery. This will help to identify where future work needs to be targeted against specific strategic themes.

6. IMPLICATIONS

- (i) **Impact on Customers** – Structured customer engagement will take place through the new insight programme, positively engaging customers in our work.
- (ii) **Impact on Equalities** – None.

- (iii) **Impact on Risk** – Risk will continue to be reported in addition to performance, and we will centrally also monitor statutory returns of data. We expect no overall impact to risk.
- (iv) **Impact on Resources (financial)** – An initial investment will be made in PowerBI, but this will return savings in the long term.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

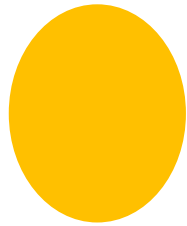
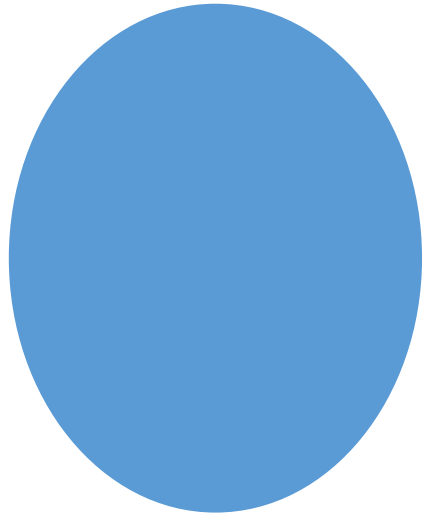
Background Papers:

Future performance reporting presentation - **APPENDIX A**

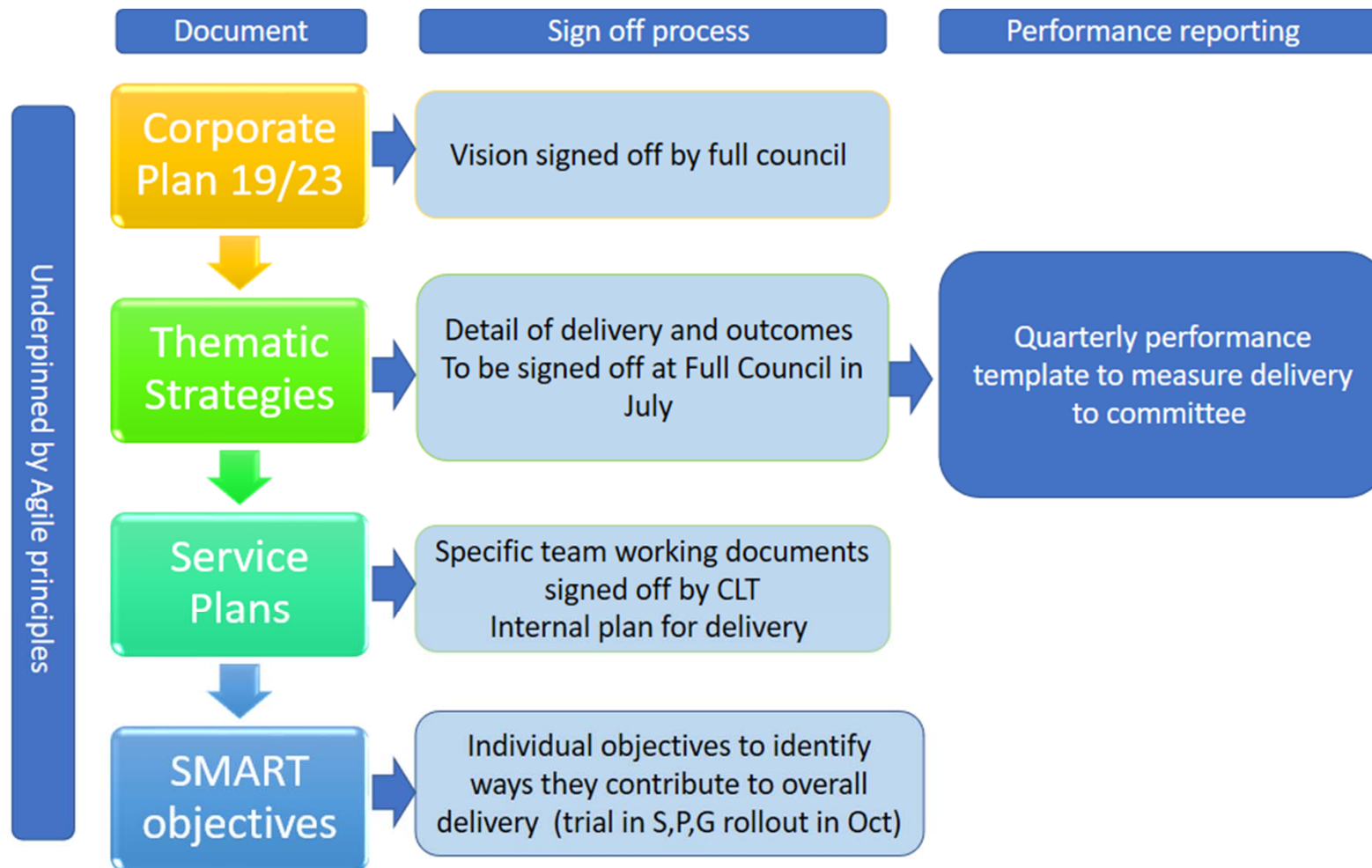
Enquiries to:

Cheryl Hughes, Programmes, Performance and Governance Manager,
(Cheryl.hughes@maldon.gov.uk).

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Future performance
reporting



Performance report

- Quarterly reports to Performance, Governance and Audit committee
- Measuring activity and outcomes we can impact
- Annual residents survey
- Corporate risks that surpass the tolerance threshold.

Insight reports

- Broad outcomes and the picture of Maldon
- Will target and inform service delivery and sense-check
- 6 monthly reports to Performance, Governance and Audit committee

Service plans and activity

- Narrative of activity and service- level performance
- Used daily to shape service delivery
- Reported ad-hoc and available to address any questions arising from performance report
- Identified risks with low scores

Work ongoing to identify where previous indicators sit and new indicators for reporting performance

Key	Performance report	Per Insight reports	Service plans/ activity
new	Aids , adaptations and improvements	hor level of reported crime	participation in active Maldon
previously reported	Households where living conditions are improved	Foc Crime by area	Number of justified missed collections
	Households assisted through EcoFlex	ASB incidents	HOUSING INDICATORS- Check with John Swords
	Total waste per household	Solved crime rate	percentage of major planning applications determined in 12 weeks
	Residual waste per household	total number of long term empty homes	percentage of minor planning applications determined in 8 weeks
	percentage of waste sent for reuse, recycling and composting	number of long term empty as a % of stock	percentage of other planning applications determined in 8 weeks
	percentage of planning decisions overturned at appeal	Fly tipping - number of incidents	% of major planning applications acknowledged within 10 working days
	Total number of homes delivered	number of sites where NO2 levels exceed 90th centile	% of minor planning applications acknowledged in 5 working days
	Total number of affordable homes delivered	average levels of Nitrous Oxide across the district	% of other planning applications acknowledged in 5 working days
	Fly tipping - % removed in time	number of flood alleviation schemes implemented from	number of reports received for litter
	Growth in number of NNDR properties within the district	number of households removed from flood risk	number of FPN issued for litter
	In year rateable value movement	Total number of jobs in district	number of reports recived for dog fouling
	total visitor spend in the district	Total number of business enterprises within the district	number of FPN issued for dog fouling
	% of rentable assets let on estates portfolio	number of NNDR properties in the district	
	Average rate of return on treasury investments	Number/ percentage of 16-18 year old NEET	
	Time taken to process benefit/ council tax claims	Number of participants starting apprenticeships	
	Time taken to process Housing benefit/ Council Tax change of circumstances		
	% of council tax collected	Population	
	% of business rates collected	Health and wellbeing indicators	
	Average number of FTE days lost due to sickness	IMD data	
	Residents survey- satisfaction and perceptions		
	Channel Shift reporting- contact volumes by type -P&V		
	Commercial income- P&V		
	Key corporate activities (KCA) reported as narrative		

New customer insight programme

June	July	August	September	October	November	December	January	February	March	April	May
					Staff survey		Budget setting survey				
			Residents survey								
No capacity- building new performance dashboards/ reports											

- Being more customer insight driven
- Linking resident feedback to performance
- Programme of customer and staff surveys
- Corporate guidance and training- supported by the performance specialist
- Utilising Microsoft Forms available as part of our 365 license (no additional cost)

Example reports

Dashboard view for each theme

Currently using mock-up data/ not real figures

Shows approach to visual data reporting

If agreed, work will commence to populate data for new indicators

New reporting starts from October 2019 to Performance, Governance and Audit Committee

Full set of data, with new measures and customer survey available after Jan 2020.

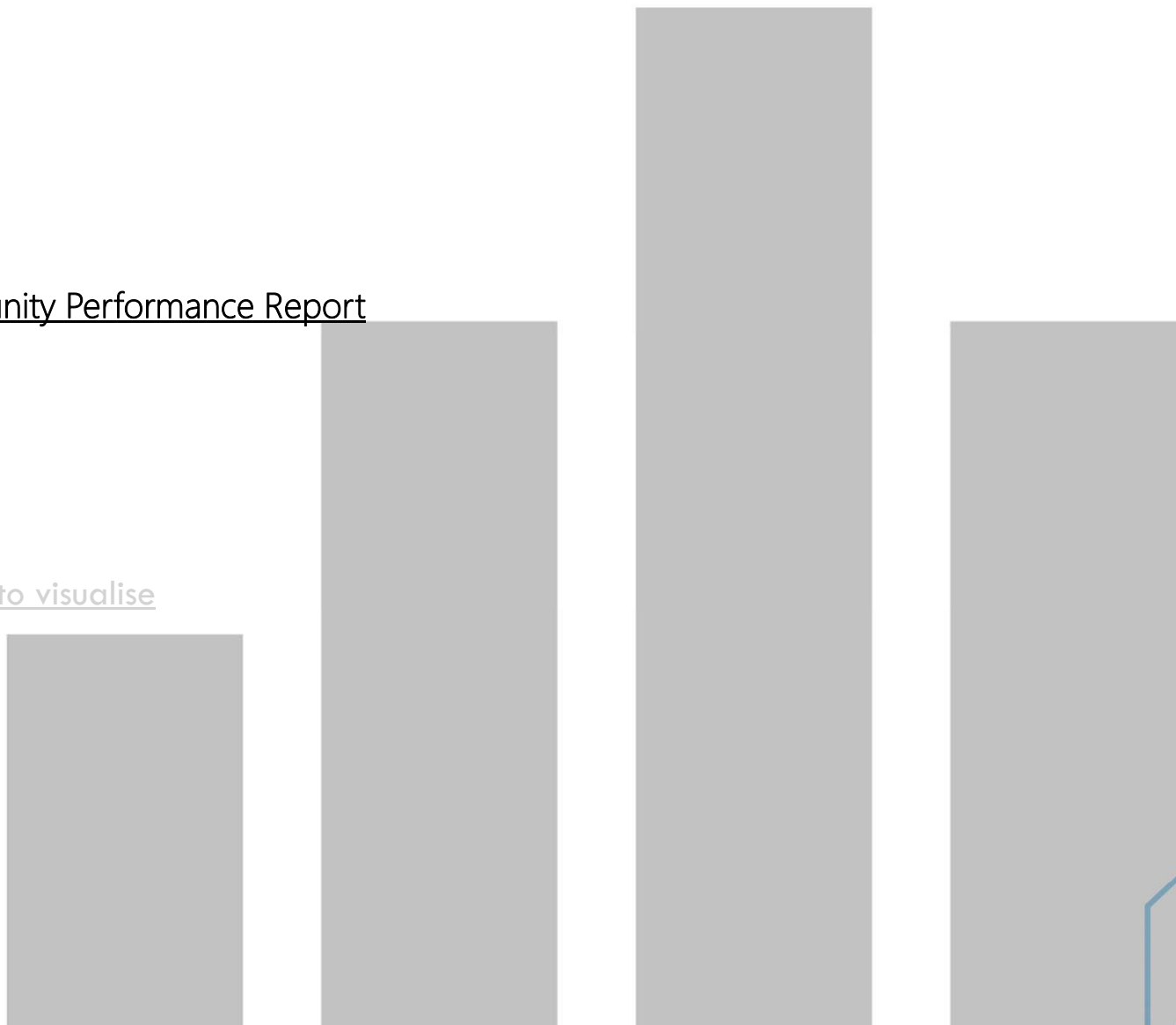
DRAFT - Place, Prosperity & Community Performance Report

8th July 2019
Mock up V0.3

Page 199

Note: **Mock up data** has been used to visualise these reports.

Last data refresh:
08/07/2019 21:20:02 GMT Standard Time



Place

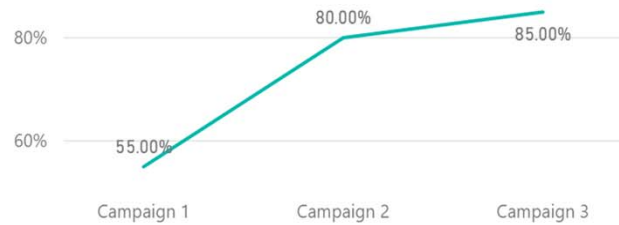
Note: **Mock up data** has been used to visualise these reports

Place Outcomes

Place Outcome	Status	Commentary	Indicator Target
5yr housing land Supply	Exceeding	[update]	5 years LDP Supply 100%+ on HDT Test
A Clean and Tidy District	On Track	Q1 - All Targets being met	95% of Fly Tipping removed Establish a baseline satisfaction rate for the cleanliness & Tidiness of the District
Affordable housing targets in the Local Development Plan	On Track	[update]	130 affordable homes p.a. as identified in the SHMA*
Improved access to Superfast Broadband across the District	On Track	[update]	94.7% Superfast broadband available plus deployment planned by March 2020
Improved air quality	At Risk	Q1 - Plan is still in Development	Plan Documented by Dec. 2019 On Track Action Plan Deliverables
Our open spaces maintained for the enjoyment of all	On Track	[update]	Two applications submitted for 2020/21 Green Flag awards Establish a baseline satisfaction rate for the District's flagship* open spaces Secure over 5000 hours of environmental volunteering across the District On Track Action Plan Deliverables
Partnership working to protect our countryside and coastline	On Track	[update]	On Track Action Plan Deliverables
Partnerships are developed to maintain coastal defences	On Track	[update]	On Track Action Plan Deliverables
Reduced house hold waste	At Risk	[update]	60/40 split of Recycled Waste Vs Residual
Section 106 planning agreements are effectively discharged	On Track	[update]	100% Implementation
Sound and tested environmentally friendly initiatives delivered	On Track	[update]	Deliver three campaigns during 2019/20 and attain / assess customer feedback On Track Action Plan Deliverables
Strategic sites delivered in accordance with the Local Development Plan	On Track	[update]	Meet 75%+ on Track Action Plan Deliverables housing Trajectory

Environmental Initiatives

Satisfaction of Enviromental Campaigns

Land Supply

Target: 5yr Land Supply

6.84 Years

Housing Delivery Test (HDT)

Broadband

Target: 94.7% by 2020

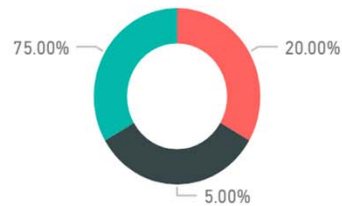
91.40%

Superfast Broadband Availability

Tidy District

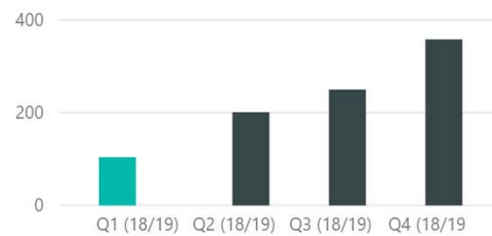
Satisfaction to cleanliness & Tidiness of the District

Response ● Negative ● Nuteral ● Postive



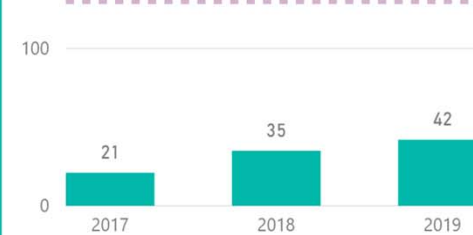
Fly tipping incidents on publicly owned land and % removed

% removed ... ● 98.00% ● 100.00%

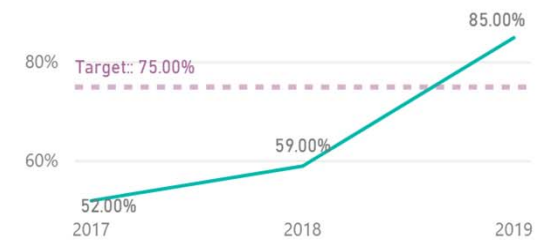
Affordable Homes

No Affordable homes delivered

Target per Year:: 130

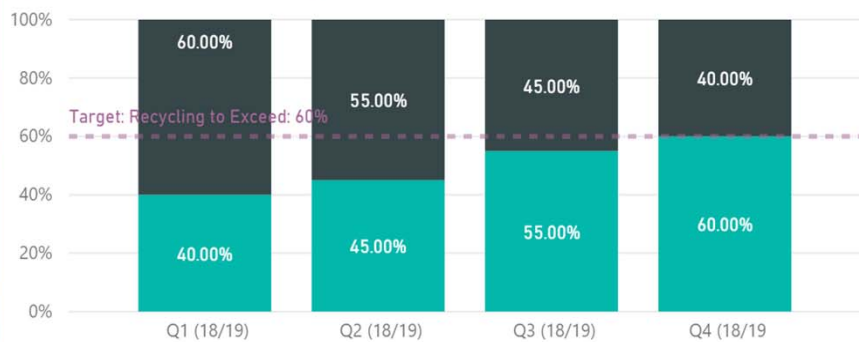
Strategic Site Development

% of homes delivered Vs LDP housing trajectory

Waste

Residual Waste Vs Waste recycled/reuse/composting

● Waste recycled/reuse/composting ● Residual Waste

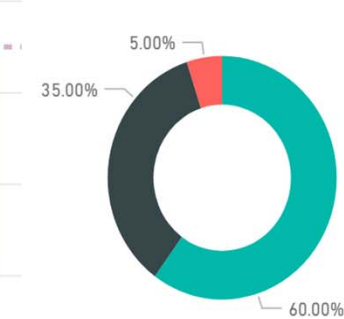
Open Spaces

Local volunteering activity to enhance the local environment

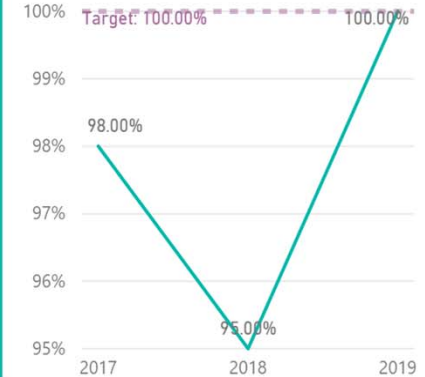
Resident Satisfaction Reponse to Open Spaces

Local volunteering activity to enhance the local environment

Response ● Postive ● Nuteral ● Negative

Section106

S.106 Income Delivered



Place Supporting Action Plans

Place Actions Plans	Supportive Outcome	Status	Highlights/Low Lights
Development of a Blackwater Conservation Strategy	Countryside & Coastline	On Track	Highlights - Lowlights
Development of AQMA Action Plan completed	Air Quality	Complete	Highlights - Plan being developed by County, OnTrack for delivery by Dec 19 Lowlights - Approach to doc hand over still TBC
Implementation of AQMA Action Plan measures	Air Quality	On Track	N/A - Dependency on above
Infrastructure delivered in relation to the strategic allocations in accordance with Policy S3 and S4 and the negotiated and signed S.106 agreements	Strategic Site Development	At Risk	Highlights - Lowlights
Keep Britain Tidy 'Green Flag' award (Well managed parks and open spaces)	Maintain Open Spaces	On Track	Highlights - 1 Application Submitted for Yr. 20/21
Progress implementation of the Green Infrastructure Strategy [GINS] findings / projects - adopted by Council May 2019	Maintain Open Spaces	On Track	Highlights - Lowlights
Successfully deliver promotional campaigns to support a sustainable Place	Environment initiatives	On Track	Highlights -2 Campaigns promoted and delivered successfully. Residential Response to Campaign has been included in residential survey to ascertain public feedback
To monitor delivery of the agreed Action Plan to ensure identified schemes are progressing on target and to maximise the grant funding towards local coastal defences	Coastal Defences	On Track	Highlights - Lowlights

Prosperity

Note: **Mock up data** has been used to visualise these reports

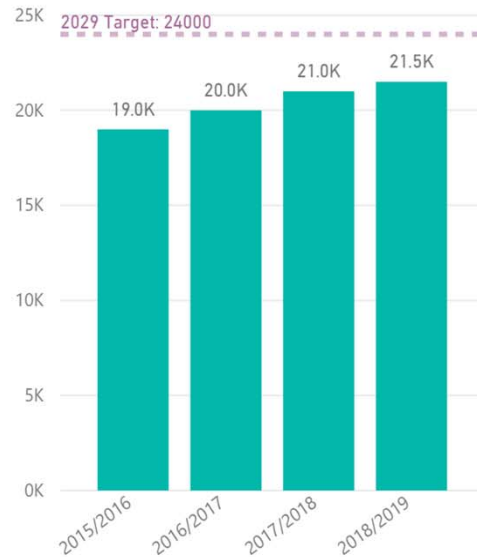
Prosperity Outcomes

Prosperity Outcome	Status	Commentary	Indicator Target
Delivery of Strategic Employment sites in accordance with the Local Development Plan	On Track	All targets met or are on track. Potential new indicator under discussion	100% of Strategic Sites Promoted 2000 additional jobs by 2020
Rural business and diversification supported	At Risk	All planned activities are progressing, however Risk identified re Cost to Action plan, and rise in issues flagged by Communications due to Bradwell B consultation	Contract performance monitoring of all SoP objectives. Bradwell B target TBC
Partnership working to provide and Enterprise Centre	On Track	All planned activities are progressing, no milestones missed at this current time	On Track Action Plan Deliverables Increase in Business at the Hubs
Efficient and effective engagement with businesses	On Track	Continuous positive climb in baseline data with all Business engagements.	TBC
Tourism supported and encouraged	Exceeding	All targets on track to exceed, especially around spend and Jobs	Tourism Spend to be set in Sept 20% increase in visitors seen on MDC website Survey February 2020 to create baseline for Business Benefits

Strategic Site Employment



Job creation



Enterprise Center

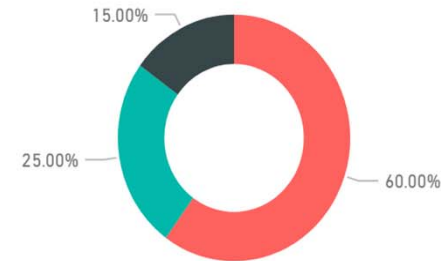
Number of Businesses Operating out of the Business Hub(96 Capacity)

80

Tourism

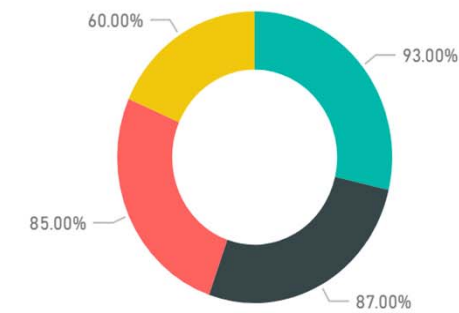
Business benefit evidence – through tourism activity busine...

Response ● Positive ● Negative ● Nuteral



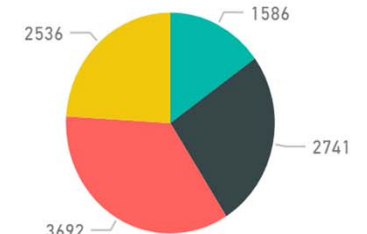
Business satisfaction levels with MDC Services

Year ● 2018/2019 ● 2017/2018 ● 2016/2017 ● 2015/2016



No of Visitors to MDC Website 2018/19

Quarter ● Q4 ● Q3 ● Q2 ● Q1



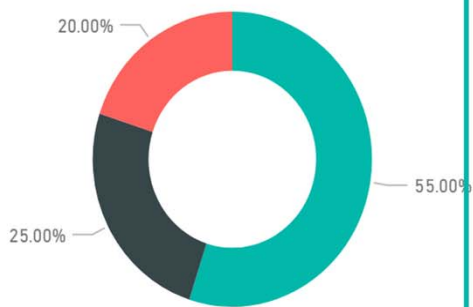
Tourism Spend in District

2015/2016 Year	£155.5M Tourism spend
2016/2017 Year	£160.8M Tourism spend
2017/2018 Year	£172.8m Tourism spend
2018/2019 Year	£178.2M Tourism spend

Rurual/Diversification Support

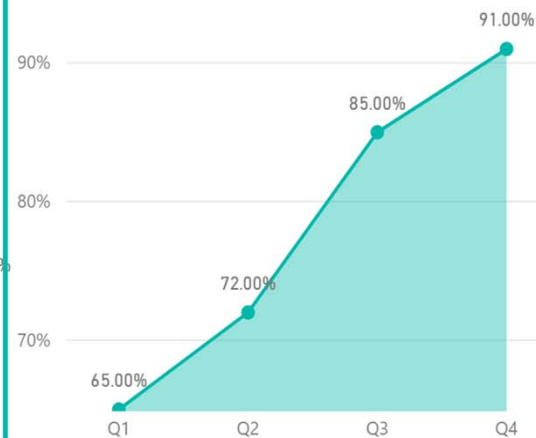
Perception to Bradwell B

Response ● Negative ● Nuteral ● Postive



Business Engagement

% of Businesses engaged



Number of digital tourism campaigns delivered



Prosperity Supporting Action Plans

Prosperity Action Plan	Supportive Outcome	Status	Highlights/Low Lights
Deliver Enterprise Centre by 2029	Enterprise Centre	On Track	Highlight -Concept under discussion, Possible need to tender support resource Lowlight- N/A
Establish Maldon Rural Business Growth Strategy	Rural/Diversification Support	On Track	Highlight -Documentation scheduled for Council Oct 19 Lowlight- Possible Risk on delivery cost
Deliver Business Hub by April 2020	Enterprise Centre	On Track	Highlight -Initial plans of approach reviewed and agreed. Stakeholder list outlined Lowlight-Potential Risk with Facility Resource

Community

Note: **Mock up data** has been used to visualise these reports

Community Outcomes

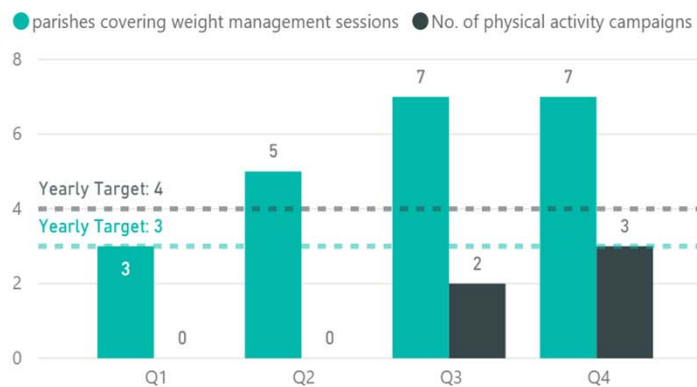
Community Outcome	Status	Commentary	Indicator Target
Working With Communities and Partners to support our health and wellbeing priorities: Obesity, Mental Health, Social isolation and loneliness, and older Peoples Health	On track	On going progress. Excellent performance being seen by number of parish's hosting weight managements. Dip also seen in Older Age health drop in's.	<p>Obesity</p> <p>Increase of 2 parishes per year</p> <p>1% increase year-on-year on leisure centre Participants</p> <p>24 physical activity promotions per year and 2 campaigns per year</p> <p>Mental Health</p> <p>2 Primary Schools supported using transition template</p> <p>1 MAC per Quarter</p> <p>Social isolation/loneliness</p> <p>24 social isolation promotions and 1 campaign per year</p> <p>1 new school participating in intergenerational projects per year</p> <p>Older Health</p> <p>1 health drop in per quarter</p> <p>Year on year increase on number of older Health Maldon District groups/ services promoted</p>
Partnership working to safeguard vulnerable adults, children and families	At Risk	Dip in Staff Training. Mitigating plans in place in relevant service areas	<p>Safeguarding</p> <p>All new staff receive safeguarding and GDPR training within induction timeframe and receive annual e-learning refresher.</p> <p>Year on year increase on staff receiving MECC training</p> <p>Maintaining 100% of Safeguarding cases dealt with in accordance</p>
Effective engagement to support strong and resilient communities	On track	Good baseline progress seen in the support of self serve and continued good engagement with all Parish's	<p>Strong Resilient Communities</p> <p>Engage with all 30 parish councils over the period of a year</p> <p>Decrease (after baseline year) the need for support in council office</p> <p>Aspiration to spend all yearly 'better care' allocated funding</p> <p>Aspiration for year on year increase of customer feedback score of MDC services</p>

Health & Wellbeing

Obesity- Participants@Blackwater Leisure & Dengie 100



Obesity : Weight Managment & Physical Activity Campaigns



Engagement

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



Target: Yearly Engagement

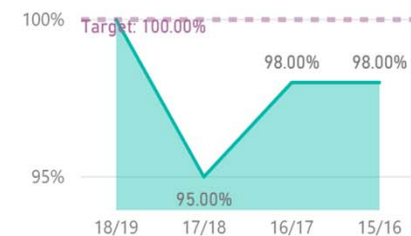
30

No. of Parish and Town Council enga...

Assistance to use digital service/ payment at Council Offices



Annual % Better Care Fund spend



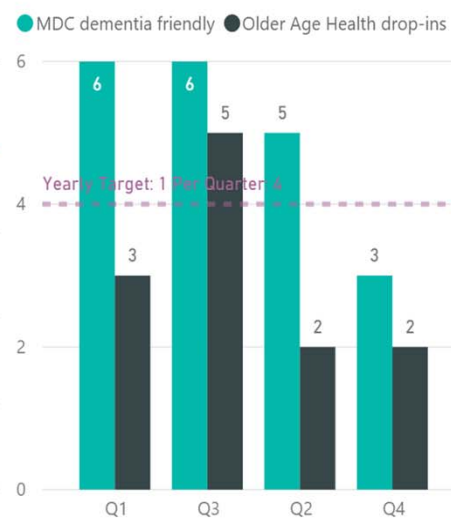
Mental Health



Social Isolation/Loneliness



Older Health

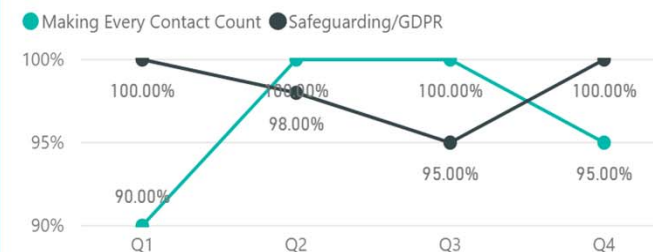


Safeguarding

Cases dealt in accordance of Southend, Essex and Thurrock (SET)



Safeguarding Training



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