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APOLOGIES Committee Services
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Council Chamber 01621 859677

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

25 September 2019

Dear Councillor

You are summoned to attend the extraordinary;

MEETING OF THE MALDON DISTRICT COUNCIL

on **THURSDAY 3 OCTOBER 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 the agenda and its related papers will be available at the meeting.
Electronic copies are available via the Council's website www.maldon.gov.uk

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AGENDA
COUNCIL (EXTRAORDINARY)
THURSDAY 3 OCTOBER 2019

1. **Chairman's notices**

2. **Apologies for absence**

3. **Declarations of Interest**

To declare the existence and nature of any 'personal' or 'personal and prejudicial' interests relating to items on the agenda having regard to paragraphs 8 to 12 inclusive of the Code of Conduct for Members.

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

4. **Minutes - 12 September 2019** (Pages 7 - 20)

To confirm the Minutes of the meeting of the Council held on 12 September 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 date of the meeting).

6. **Chairman's Announcements**

7. **Minute Book**

To consider the Minutes of the under mentioned Committees (copy enclosed).

Please note that where Minutes contain recommendations to the Council the Minute references for these recommendations are listed below for Members' information.

a) Planning and Licensing Committee - 5 September 2019 (Pages 21 - 28)

b) Finance and Corporate Services Committee - 24 September 2019 (To Follow)

8. **Minutes of Meetings of the Council**

To note that since the last meeting of the Council, up until Wednesday 25 September 2019 (Council agenda dispatch) the following Committees have met, and to receive any questions in accordance with Council and Committee Procedure Rule 6 (2).

Minutes Published

South Eastern Area Planning Committee	9 September 2019
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Appointments Committee	4 September 2019
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Minutes NOT finalised for publication

District Planning Committee	19 September 2019
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9. **Questions in accordance with Procedure Rule 6 (2) of which notice has been given**

10. **Appointment of Membership of Committees of the Council** (To Follow)

To appoint Members to serve on Committees. (Report of the Head of Paid Service on the nominations of the Leader of the Council and the Opposition Leader to the places allocated to their respective groups copy to follow).

11. **Adjournment of meeting**

To adjourn the meeting to allow the following Committees of the Council to proceed to elect Chairmen and Vice-Chairmen.

Special Meeting of the Strategy and Resources Committee

- (a) To elect a Chairman of the Committee for the ensuing Municipal Year
- (b) To appoint a Vice-Chairman of the Committee for the ensuing Municipal Year

To be followed by:-

Special Meeting of the Performance, Governance and Audit Committee

- (a) To elect a Chairman of the Committee for the ensuing Municipal Year
- (b) To appoint a Vice-Chairman of the Committee for the ensuing Municipal Year

To be followed by:-

Special Meeting of the Licensing Committee

- (a) To elect a Chairman of the Committee for the ensuing Municipal Year
- (b) To appoint a Vice-Chairman of the Committee for the ensuing Municipal Year

To be followed by:-

Special Meeting of the Overview and Scrutiny Committee

- (a) To elect a Chairman of the Committee for the ensuing Municipal Year
- (b) To appoint a Vice-Chairman of the Committee for the ensuing Municipal Year

To be followed by:-

Special Meeting of the Joint Standards Committee

- (a) To elect a Chairman of the Committee for the ensuing Municipal Year
- (b) To appoint a Vice-Chairman of the Committee for the ensuing Municipal Year

To be followed by:-

Special Meeting of the District Planning Committee

- (a) To elect a Chairman of the Committee for the ensuing Municipal Year
- (b) To appoint a Vice-Chairman of the Committee for the ensuing Municipal Year

To be followed by:-

Special Meeting of the Central Area Planning Committee

- (a) To elect a Chairman of the Committee for the ensuing Municipal Year
- (b) To appoint a Vice-Chairman of the Committee for the ensuing Municipal Year

To be followed by:-

Special Meeting of the North Western Area Planning Committee

- (a) To elect a Chairman of the Committee for the ensuing Municipal Year
- (b) To appoint a Vice-Chairman of the Committee for the ensuing Municipal Year

To be followed by:-

Special Meeting of the South Eastern Area Planning Committee

- (a) To elect a Chairman of the Committee for the ensuing Municipal Year
- (b) To appoint a Vice-Chairman of the Committee for the ensuing Municipal Year

12. **Resumption of Business**

To continue with the business of the extraordinary meeting of the Council.

13. **Appointment of Representatives to Local Government and Outside Bodies** (Pages 29 - 34)

To consider the report of the Head of Paid Service (copy enclosed).

14. **Appointment of Members to serve on Working Groups of the Council** (Pages 35 - 38)

To consider the report of the Head of Paid Service (copy enclosed).

15. **Thematic Strategies** (Pages 39 - 152)

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

16. **Business by Reason of Special Circumstances Considered by the Chairman to be Urgent**

NOTICES

Sound Recording of Meeting

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

Fire

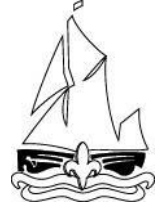
In event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

Health and Safety

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

Closed-Circuit Television (CCTV)

This meeting is being monitored and recorded by CCTV.



**MINUTES of
COUNCIL
12 SEPTEMBER 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, C Mayes, C P Morley, C Morris, S P Nunn, N G F Shaughnessy, R H Siddall, N J Skeens, W Stamp, Mrs J C Stilts, C Swain, Mrs M E Thompson and Miss S White

379. CHAIRMAN'S NOTICES

The Chairman referred to the list of notices on the agenda.

380. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor K M H Lagan.

381. DECLARATION OF INTEREST

Councillor Mrs P A Channer disclosed a non-pecuniary interest as a Member of Essex County Council and any matters related to that Authority. She particularly referenced the following Agenda Items:

- 11 – Parish of Heybridge – Basin Ward – Community Governance Review
- 12 – Air Quality Management (AQMA) on Market Hill, Maldon and Air Quality Management Plan (AQMP) Process
- 13 – Bradwell Power Station Working Groups
- 16 – Plume Educational Trust – Replacement Representative, advising that she sat on this Trust as a representative of Essex County Council.

Councillor M R Edwards declared a non-pecuniary interest in Agenda Item 11 – Parish of Heybridge – Basin Ward – Community Governance Review as he was a member of Heybridge Parish Council.

Councillor M F L Durham declared a non-pecuniary interest on the same basis as Councillor Mrs Channer

Councillor B E Harker declared a non-pecuniary interest in Agenda Item 11 Parish of Heybridge – Basin Ward – Community Governance Review as he had attended a number of Heybridge Basin Steering Group meetings.

Councillor C Morris declared a non-pecuniary interest in Agenda Item 11 – Parish of Heybridge – Basin Ward – Community Governance Review as he was a member of Heybridge Parish Council.

382. MINUTES - 25 JULY 2019

RESOLVED that the Minutes of the Council held on 25 July 2019 be agreed.

383. MINUTES - 29 AUGUST 2019

RESOLVED

- (i) That the Minutes of the Council held on 29 August 2019 be received.

Minute 2 – Apologies for Absence

The Chairman advised that Councillor Mrs J L Fleming had given her apologies for this meeting but these were not recorded.

RESOLVED

- (ii) That subject to the above amendment, the Minutes of the Council held on 29 August 2019 be approved.

384. PUBLIC QUESTIONS

In accordance with Procedure Rule 1(3)(e) and the Council's Public Question Time and Participation at Council and Committee Meetings Scheme, the Chairman of the Council referred to two questions from Mr Tom Kelly of which prior notification had been given. A copy of the questions and the prepared response from the Leader of the Council was circulated prior to the meeting.

Mr Kelly was in attendance at the meeting and read out his questions, set out below along with the responses from the Leader of the Council.

Question One:

“As a member of the Barracudas Swimming Club for the Disabled, may I ask as to exactly when the 100 + members can expect the deficiencies currently experienced at Blackwater Leisure Centre, from a Health and Safety aspect in particular, are to be remedied, bearing in mind that the Club activities assist members' health, and reduced demand on both the NHS and Social Services?

1. Replacement of the 'one armed' poolside shower chair (Transports users to shower facilities etc etc)
2. Poolside rail by the steps requires extending to assist getting out of Pool (There is a gap making things difficult)
3. 16 Months + waiting for the larger changing room with wheelchair access to be completed--Doorways too narrow to allow wheelchair access."

Response:

1. Places Leisure have been assisting the Barracuda's Club with replacement options for their wet chair. In view of recent comments Places Leisure have directly funded a chair that will be received on site towards the end of September 2019. Places Leisure will continue to support the Barracudas Club in replacing the chair and as such having a second option for future use on site.
2. Places Leisure were made aware of this request on 6 September 2019 for the first time and as such will be reviewing this with the Council, as facility owners, through the Partnership agreement.
3. Places Leisure have provided layout and designs to both the Council and the Barracudas Club and await final agreement for funding, prior to commencement of works.

Question Two:

What steps have been taken, in conjunction with NHS England, Govt Depts, local NHS organisations, and Developers to ensure that 'Infrastructure Issues; are resolved prior to further housing development, permissions, bearing in mind that the failure to obtain a new Community Hospital under section 106 policies, and the fiasco of lack of a new Electrical sub -station for the Limebrook Way development within Planning Conditions?"

Response:

The Council will continue to ensure that planning applications for new housing are in accordance with the Council's adopted policies. This includes ensuring that any detrimental impacts on infrastructure are mitigated through both Section 106 contributions and the imposition of relevant planning conditions.

385. CHAIRMAN'S ANNOUNCEMENTS

The Chairman congratulated Councillor Miss White on her recent wedding.

The Chairman advised that he had attended a number of events (detailed below) and thanked the Vice-Chairman for attending some events on his behalf. He made particular reference to the Queens Award for Volunteering Ceremony he attended at Stow Maries Aerodrome and commented on the magnificent job that volunteers did throughout the District.

The Chairman also mentioned two events he had also recently attended with the Mayors of Burnham-on-Crouch and Maldon.

28 June 2019	"Tommy" war memorial unveiling, Little Totham
29 June	16 Air Assault Brigade & Colchester Garrison Show <i>Vice-Chairman</i>
29 June	Armed Forces Day (Stow Maries Great War Aerodrome)
30 June	Maldon Armed Forces Day
30 June	Civic service, Chelmsford Cathedral (Chelmsford City Council) <i>Vice-Chairman</i>
4 July	Wentworth Primary School Open Evening
5 July	High Sheriff's Garden Party
7 July	Burnham Town Council's Civic Lunch
7 July	Maldon Car Show (Present Chairman's Award)
9 July	Ground Breaking Ceremony for the Hotel Project
10 July	Maldon and District Community Voluntary Service Celebrating Volunteers event - Tea Room Barge 'Resourceful' Hythe Quay
10 July	Rural Community Council of Essex 2019 Annual General Meeting (AGM) and Essex Village of the Year Awards Presentation <i>Vice-Chairman</i>
16 July	Civic Luncheon - Lord Bishop of Chelmsford
19 July	Essex County Council Chairman's Annual Reception
22 July	Launch of the 'Meet Up Mondays'
26 July	Launch of Maldon Community Tree
7 August	Queens Award for Volunteering Ceremony, Stow Maries Aerodrome
10 August	Essex Historic Military Vehicle Association - Echoes of History 2019 at Barons Lane, Purleigh
23 August	Cocktail Party for Burnham Week at Burnham Sailing Club
1 September	Maldon's HM Merchant Navy Day Commemoration Service
8 September	Civic Service, All Saints Church, Little Totham <i>Vice-Chairman</i>

386. COMMUNITY SERVICES COMMITTEE - 9 JULY 2019

It was noted that the recommendations relating to Minutes 108 Advice Service Contract were considered and agreed by the Council at its extraordinary meeting on 25 July 2019.

RESOLVED that the Minutes of the Community Services Committee held on 9 July 2019 be adopted.

387. PLANNING AND LICENSING COMMITTEE - 18 JULY 2019

RESOLVED

- (i) That the Minutes of the meeting of the Planning and Licensing Committee held on 18 July 2019 be received.

Minute 276 – Local Development Scheme – Review of 2005 – 2007 Supplementary Planning Documents

RESOLVED

- (ii) that the following Supplementary Planning Documents prepared and approved between 2005 and 2007 be revoked:
- Children’s Play Spaces SPD, Adopted March 2006 (attached as Appendix 1 to the Minutes);
 - Developer Contributions Guide SPD, Adopted September 2006 (attached as Appendix 2 to the Minutes);
 - Accessibility to Buildings SPD, Adopted December 2006 (attached as Appendix 3 to the Minutes);
 - Heybridge Basin Timber Yard SPD, Adopted February 2007 (attached as Appendix 4 to the Minutes);
 - Sadd’s Wharf SPD, Adopted September 2007 (attached as Appendix 5 to the Minutes).

RESOLVED

- (iii) That subject to the above decision, the Minutes of the meeting of the Planning and Licensing Committee held on 18 July 2019 be adopted.

388. AUDIT COMMITTEE (SPECIAL MEETING) - 29 AUGUST 2019

RESOLVED that the Minutes of the special meeting of the Audit Committee held on 29 August 2019 be adopted.

389. 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 4 September 2019 for which Minutes had been published.

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

There were none.

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

The Council considered the report of the Director of Strategy, Performance and Governance providing a further update on the arrangements for implementation of the outcome of the Community Governance Review regarding the Parish of Heybridge – Basin Ward. The report also sought Members’ consideration of matters to be the subject of the Reorganisation Order.

The report provided background information regarding the recent decision to create a new Civil Parish and Parish Council for the area currently forming the Basin Ward of the Parish of Heybridge (as detailed in Appendix A to the report).

The matters for inclusion in the Re-organisation Order were set out in the report and a draft of the Order was attached at Appendix B to the report for Members’ consideration.

When presenting the report the Leader of the Council advised that there were costs relating to the changes required to the Council Tax database and any other costs related to staff time, however there was a contingency built in.

The Leader highlighted that paragraph 4.1 of the report was incorrect and should be amended to read “...linked to the Corporate Impact / Outcome with the objective of excellent services and value for money and an open and transparent organisation”. This was noted.

The Leader of the Council then proposed, that subject to the above amendment the recommendations as set out in the report be approved. This was duly agreed.

RESOLVED

- (i) That the proposed Re-organisation of Community Governance Order under the Local Government and Public Involvement in Health Act 2007 to give effect to the agreed outcome of this Community Governance Review be approved;
- (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 Strategy, Performance and Governance is authorised to continue and conclude discussions with Heybridge Parish Council and representatives of the Local Referendum Group as required in relation to all necessary administrative matters and including the transfer of land and property;
- (iv) The £16,115 be made available from reserves to fund the operational costs of delivery to be borne by the Council.

392. AIR QUALITY MANAGEMENT AREA (AQMA) ON MARKET HILL, MALDON AND AIR QUALITY MANAGEMENT PLAN (AQMP) PROCESS

The Council considered the report of the Director of Strategy, Performance and Governance providing an update on the declaration of an AQMA along Market Hill, Maldon and the process for preparing an AQMP in accordance with the relevant guidance.

The report provided background information regarding the work undertaken by a Steering Group to engage with Members, residents and businesses. Following consideration of its work the Corporate Leadership Team had suggested that a technical group and Members' panel be created. The proposed composition and terms of reference for these were attached as Appendices 1 and 2 to the report.

The Leader of the Council presented the report and advised Members that reference to the Director of Customers and Community on page 103 of the document pack should be replaced with Director of Service Delivery. This amendment was duly noted.

The Leader then proposed the following motion:

- (i) That recommendation (i) as set out in the report be agreed;
- (ii) That recommendation (ii) as set out in the report is not agreed;
- (iii) That the following recommendations are agreed:
 - (i) That the two panels mentioned in the report are combined to provide a Member Officer Working Group;
 - (ii) That the Head of Paid Service considers appointing the Strategic Theme Lead – Place to the Working Group;
 - (iii) That the following Members be appointed to the new working Group:
 - Councillors A S Fluker
 - Councillor Mrs P A Channer CC
 - Councillor Miss S White
 - Councillor M F L Durham CC
 - Councillor C P Morley
 - Councillor B E Harker
 - (iv) That the Terms of Reference of the Working Group are agreed at its first meeting and thereafter reported back to the Council.

This proposal was duly seconded.

In response to a point of clarification, the Leader advised he was referring to Market Hill and the Fullbridge.

Concern was expressed by a number of Members regarding the Membership of the new Working Group as there were no Independent Members proposed. Maldon Ward Members also expressed their wish to be part of the Working Group. In response the Chairman reminded Members that the Council could only consider one motion at a time which could only be amended by addition or subtraction of words but that this could not

negate the original purpose of the motion. He advised that Members who disagreed were able to vote against the motion.

The Chairman then put the Leader of the Council's proposal to the Council. Upon a vote being taken there was an equality of votes and the Chairman exercised his casting vote in support of the proposal.

RESOLVED

- (i) that the contents of the report be noted;
- (ii) that the two panels mentioned in the report be combined to provide a Member Officer Working Group;
- (iii) That the Head of Paid Service considers appointing the Strategic Theme Lead – Place to the Air Quality Management (Market Hill) Member Officer Working Group (the Working Group);
- (iv) That the following Members be appointed to the Working Group:
 - Councillor A S Fluker
 - Councillor Mrs P A Channer CC
 - Councillor Miss S White
 - Councillor M F L Durham CC
 - Councillor C P Morley
 - Councillor B E Harker
- (v) That the Terms of Reference of the Working Group are agreed at its first meeting and thereafter reported back to the Council.

393. BRADWELL POWER STATION WORKING GROUPS

The Council considered the report of the Director of Strategy, Performance and Governance reporting the results of a review of the Bradwell Power Station Working Group and its terms of reference.

The review highlighted the need to establish separate Working Groups for each of the Bradwell sites as follows:

- Bradwell 'A' Care and Maintenance Working Group;
- Bradwell 'B' Power Station Working Group.

The proposed areas of work for each Working Group were detailed within the report. It was noted that establishment of these Working Groups would provide clear channels to support the Council in engaging in the oversight of the care and maintenance period of the existing de-commissioned Bradwell 'A' Power Station and support the Council's role in the wider Development Consent Order process for the proposed new Bradwell 'B' Power Station.

The Leader of the Council presented the report and proposed that:

- a) recommendation (i) as set out in the report be agreed;
- b) recommendation (ii) as set out in the report be agreed and the following Members be appointed to the Bradwell 'A' Care and Maintenance Working Group:
 - Councillors R P F Dewick, E L Bamford, Mrs P A Channer CC, A S Fluker, Mrs A L Hull and Miss S White
- c) recommendation (iii) as set out in the report be agreed;
- d) recommendation (iv) as set out in the report be agreed and in addition to the Members of the Joint Bradwell Member Board, the following Members be appointed to the Bradwell 'B' Power Station Working Group:
 - Councillors R P F Dewick, M W Helm, M F L Durham and E L Bamford

This proposal was duly seconded.

In response to concerns raised regarding the proposed membership of the Working Groups not including any independent Members, the Leader of the Council provided the Council with details regarding his rationale for proposing the Membership he had.

Further discussion ensued regarding the membership of the Working Groups.

The Chairman then put the Leader of the Council's proposal to the Council and upon a vote being taken this was duly agreed.

RESOLVED

- (i) that the existing Bradwell Power Station Working Group be dissolved;
- (ii) that a new Bradwell 'A' Care and Maintenance Working Group, to support the Councils role in overseeing the care and maintenance period of Bradwell Power Station be established and that the following Members are appointed to this Working Group:
 - Councillor E L Bamford;
 - Councillor Mrs P A Channer CC;
 - Councillor R P F Dewick;
 - Councillor A S Fluker;
 - Councillor Mrs A L Hull;
 - Councillor Miss S White.
- (iii) that a new Bradwell 'B' Power Station Working Group to support and advise the Members appointed to the Joint Bradwell Member Board (JMBB) be established;
- (iv) that the Membership of the Bradwell 'B' Power Station Working Group is as follows:

From the JMBB:

Leader of the Council

Deputy Leader of the Council

Chairman and Vice-Chairman of the Planning and Licensing Committee (to be updated in October 2019 and aligned to new Committee structure)

And the following Members:

- Councillor E L Bamford
- Councillor R P F Dewick
- Councillor M F L Durham CC
- Councillor M W Helm

394. INTERIM CHANGES TO DESIGNATIONS AND SCHEME OF DELEGATION

RESOLVED that in the following interim changes be agreed until the post of Director of Resources is filled or otherwise 31 March 2020:

- a) That pursuant to Section 8 of the Representation of the People Act 1983, Mr Paul Dodson, Director of Strategy, Performance and Governance, shall be Electoral Registration Officer for the Maldon District;
- b) That pursuant to Section 35 of the Representation of the People Act 1983, Mr Paul Dodson, Director of Strategy, Performance and Governance, is Returning Officer for the election of Councillors of the Maldon District and of Councillors of parishes and communities within the Maldon District, and also for the conduct of Parish Polls and Neighbourhood Plan Referendums within the Maldon District;
- c) That any Proper Officer designations together with the powers and functions currently delegated to the Director of Resources and proposed to be delegated to the Director of Resources under the new structure, be transferred to the Director of Strategy, Performance and Governance.

395. NEW COUNCIL STRUCTURE AND CONSTITUTION - TRANSFORMATION PROGRAMME

The Council considered the report of the Director of Service Delivery seeking Members' approval and adoption of a new Constitution for the Council (attached as Appendix A to the report) to take effect on 3 October 2019.

The report outlined the review and updating process undertaken in respect of the various constitutional documentation in relation to the new structure emerging from the Council's transformation programme.

The Leader of the Council paid tribute to the Corporate Governance Project Officer, the huge amount of work he had done on this project and thanked him on behalf of the Council. The Leader also thanked the Corporate Governance Working Group for the huge amount of work it had put into getting this right. He then proposed that the recommendations as set out in the report be agreed. This proposal was duly seconded.

In response to comments raised and the following information was provided:

- Independent Persons were not members of the Joint Standards Committee. The relevant Articles of the Constitution set out that although not members they were routinely invited to attend and take part in discussions at such meetings.
- Procedure Rule 22 referred to Members receiving a printed copy of the procedure rules and in response the Leader of the council advised that reference was also made to electronic copies within the constitution however, if a printed copy was required he was sure Officer would facilitate this.

Councillor M S Heard proposed an amendment to the last sentence of paragraph 12.3 of the Access to Information Procedure Rules advising that the right to know should be reasonable. In response the Chairman of the Council advised that it was not possible to put an amendment which negated what was already there and he did not feel this was a valid amendment.

The Chairman then put the recommendation of the Leader of the Council and this was duly agreed.

RESOLVED

- (i) That subject to (ii) below the Council approves and adopts the new Constitution both as a framework and also incorporating the documentation in Appendix A to the report to take effect on 3 October 2019;
- (ii) That the following components included in the Constitution in their existing form be reviewed and updated at the earliest opportunity:
 - Financial Regulations;
 - Contract Procedure Rules;
 - Code of Good Practice and Guidance on the Conduct of Planning Matters.
- (iii) That the Director of Strategy, Performance and Governance be authorised generally to update the Constitution and its component parts to ensure accuracy and to be reflective of organisational arrangements.

396. PLUME EDUCATIONAL TRUST - REPLACEMENT REPRESENTATIVE

The Council considered the report of the Director of Service Delivery seeking Members' consideration of a replacement representative on the Plume Educational Trust. It was noted that the Council had two representatives on this Trust with each representative being nominated for a period of four years.

A new representative was required following the expiry of the term of office relating to former Councillor Cain.

The Leader of the Council thanked former Councillor Cain for the work he had put into the trust and then proposed that Councillor R H Siddall be nominated as the replacement representative. This was duly seconded.

Councillor M S Heard proposed that Councillor W Stamp be nominated as the replacement representative. The Chairman advised Councillor Heard that it was not possible to make this proposal and put the proposal of the Leader of the Council. Upon a vote being taken was agreed.

RESOLVED that Councillor R H Siddall be nominated at one of the Council's representative on the plume Educational Trust for a period of four years.

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

Councillor W Stamp asked the Leader of the Council if the constant exclusions of democratically elected independent Councillors from the majority working groups contravened the first Nolan principle of the Council's code of conduct? Councillor Stamp then quoted from the Code of Conduct and a Standards Public Live report regarding upholding the public interest. She referred to Members representing residents and how the conservative party elected Councillors were being given precedence over independent Councillors.

Councillor Stamp asked a supplementary question relating to a question she had raised to the Chairman of the Planning and Licensing Committee at a recent meeting asking if she could be part of a Working Group regarding the adoption of the Community Infrastructure Levy (CIL) and to which the Leader of the Council (sitting as a Member of the Committee) had responded no. She questioned why she shouldn't be allowed to be on a working group?

The Chairman advised the Leader that he could respond orally or due to the technical nature of the question chose to respond in writing.

In response, the Leader advised that the Conservatives had formed an administration and for the length of the time of that administration it would administer the Council in the way it thought fit. He reminded the Council that the Independents had been invited onto Working Groups, making particular mention of the Alderman and Freeman Working Group on which Councillor S P Nunn sat.

Further to the supplementary question, the Leader advised that Councillor Stamp had asked a question and he had answered it. The Leader continued advising that this administration would deliver 106 agreements, it would monitor them and ensure the CIL requirement would be right, fit and proper for the adopted Local Development Plan.

Councillor C Morris raised a query regarding a question he wished to ask as it related to a matter which had previously been considered in private session. In response the Chairman of the Council advised that if a question was of a private and confidential nature a member could request that the Council went into private session to hear it and allow a response to that question. Councillor Morris then asked the Council to consider going into private session so that he could ask a question of the Leader of the Council relating to a previously considered private and confidential item of business. In response, the Chairman advised that the Council would be moving into private session for another matter and Councillor Morris could raise his question to the Leader at that time.

Councillor K W Jarvis asked the Leader of the Council if he could advise when the Statement of Accounts would be produced and tabled before the Council and if he was aware of any consequences of them being late.

In response the Leader of the Council advised there were no financial consequences as a result of the accounts being lodged late. The Council had one piece of work relating to evaluation outstanding before the accounts could be signed off. He advised that this did not materially impact on the accounts and confirmed that the accounts would be coming forward. The Leader reported that he had met with the Section 151 Officer who was confident that the Council could demonstrate Value For Money which was very important for the Council accounts and the Council was expecting to receive an unqualified audit statement which was very good news for the Council.

398. BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES CONSIDERED BY THE CHAIRMAN TO BE URGENT

The Chairman announced that in accordance with Section 100b(4) of the Local Government Act 1972 he had agreed to allow the Director of Service Delivery to raise an urgent item of business seeking Members' consideration of a lease renewal. Members were advised that it was necessary to consider and make a decision on this item prior to the next meeting of the Council to meet with legal requirements.

Members were advised that this item was a private and confidential report.

399. 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 involved the likely disclosure of exempt information as defined in Paragraphs 2 and 6 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

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

At this point the Chairman of the Council allowed Councillor C Morris to raise his question to the Leader of the Council.

Councillor Morris asked his question and the Leader of the Council provided a response to the matter raised.

401. LEASE RENEWAL

The Council considered the urgent report of the Director of Service Delivery seeking Members' consideration of a lease renewal for a site within the Maldon District identified at Appendix 1 to the report.

Following presentation of the report by the Director of Service Delivery, the Leader of the Council proposed that the recommendations as set out in the report be agreed subject

to an amendment to point (ii) to include "...for a period of twelve months". The Leader also proposed that the Asset Management Working Group consider all options relating to the area of land identified, including retention of its current use, and report back to the Council accordingly before a decision on the long term aspects of the lease was made. This was duly seconded.

In response to questions raised the Director of Service Delivery and the Senior Legal Specialist provided Members with further information and clarification.

Following further discussions the Leader proposed an amendment to recommendation (i) to read "...on 31 March 2020". Following comments from the Director of Service Delivery in respect of reviewing the rent for the short term lease proposed for the Leader proposed that the rent was not changed at this time. This was duly seconded.

The Chairman put the recommendations of the Leader to the Council and upon a vote being taken they were agreed.

RESOLVED

- (i) that, in relation to the area of the land identified within the report, the Director of Service Delivery is authorised to:
 - a) formally terminate the current lease on 31 March 2020;
 - b) negotiate a new lease to begin on 1 April 2020 for a period of 12 months.
- (ii) that in respect of the new lease (detailed at (i)b) above) there not be any change to the rent at this time.

402. RESUMPTION OF BUSINESS IN OPEN SESSION

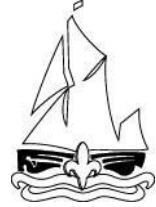
RESOLVED that the meeting of the Council be resumed in open session.

403. CHAIRMAN'S ANNOUNCEMENT

The Chairman advised that he had sought for the meeting to resume in open session in order for him to introduce Mr Kamal Mehta to the Council. Mr Mehta was the Council's financial officer and would be working with the External Auditors and acting as Interim Section 151 Officer.

There being no further items of business the Chairman closed the meeting at 9.00 pm.

**R G BOYCE MBE
CHAIRMAN**



**MINUTES of
PLANNING AND LICENSING COMMITTEE
5 SEPTEMBER 2019**

PRESENT

Chairman	Councillor Mrs P A Channer, CC
Vice-Chairman	Councillor Mrs M E Thompson
Councillors	B S Beale MBE, R G Boyce MBE, M F L Durham, CC, M R Edwards, Mrs J L Fleming, A S Fluker, C Mayes and W Stamp

361. CHAIRMAN'S NOTICES

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

362. APOLOGIES FOR ABSENCE

There were none.

363. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 18 July 2019 be approved and confirmed.

364. DISCLOSURE OF INTEREST

Councillor M F L Durham declared a non-pecuniary interest as a Member of Essex County Council and any matter pertaining to that organization.

Councillor Mrs P A Channer declared a non-pecuniary interest as a Member of Essex County Council in relation to all items on the agenda as the County Council had been involved in or they were related to them.

365. PUBLIC PARTICIPATION

No requests had been received.

366. LOCAL DEVELOPMENT PLAN IMPLEMENTATION - MALDON AND HEYBRIDGE CENTRAL AREA MASTERPLAN

The Committee received the report of the Director of Strategy, Performance and Governance providing a six monthly update on progress taking forward the objectives and identified projects set out in the Maldon and Heybridge Central Area Masterplan Supplementary Planning Document (SPD).

The report advised Members of the project activity on which the Masterplan Delivery Group had been focussing. An update on each of these projects was provided in the report and it was noted that good progress had been made on project priority and activity in accordance with the Masterplan Programme.

In response to a question regarding the Maldon High Street project and concerns highlighted regarding congestion on the High Street, the Strategic Theme Lead – Place advised that the parking strategy within the Central Area Master Plan Supplementary Planning Document linked movement and connection within the masterplan. Although the upper High Street project had not yet commenced some of the concerns highlighted would be addressed through other projects being undertaken in respect of the High Street.

The Chairman highlighted the tremendous work that Officers had put into the Local Development Plan implementation and she particularly thanked the Strategic Theme Lead – Place and the other Officers directly involved.

RESOLVED that the contents of the report be noted.

367. APPROVAL TO ADOPT THE LOCAL LISTS OF LOCAL HERITAGE ASSETS FOR THE PARISHES OF HEYBRIDGE AND SOUTHMINSTER

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members' approval to adopt the Lists of Local Heritage Assets for the Parishes of Heybridge (attached at Appendix 1A to the report) and Southminster (Appendix 1B).

The report provided background information on listed buildings within the District and how the Planning Practice Guidance encouraged Local Planning Authorities to identify 'non-designated heritage assets' against consistent criteria. Adding them to a 'local list' was considered a positive way of improving the 'predictability of the potential for sustainable development'. The Council's Conservation Officer was currently drafting lists for each Parish with a target completion date of March 2021.

Draft lists for the Parishes of Heybridge and Southminster had been approved for publication on 6 June 2019. Following public consultation, a number of responses had been received (a summary of these was set out in Appendix 2) and the report highlighted a number which resulted in some minor amendments. Members were advised that the draft lists (Appendix 1) had been amended to reflect the proposed amendments.

The Committee asked that its thanks be passed onto the Conservation Officer for his work on the Lists of Local Heritage Assets. Councillor A S Fluker particularly thanked the Officer for bringing the Southminster Heritage List through early.

In response to a question regarding the Old Parish Room in Southminster the Chairman advised that the Director of Strategy, Performance and Governance would take this matter up outside of the meeting and advise the Ward Members' accordingly.

The Chairman offered her congratulations to the Ms Jackie Longman in her new post as Strategic Theme Lead – Place.

Councillor R G Boyce proposed that the recommendation as set out in the report be agreed.

RESOLVED that the Lists of Local Heritage Assets for the Parishes of Heybridge and Southminster be approved for formal adoption.

368. DRAFT ESSEX COAST RECREATIONAL DISTURBANCE AVOIDANCE AND MITIGATION STRATEGY (RAMS) SUPPLEMENTARY PLANNING DOCUMENT (SPD)

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members' approval of the draft Essex Coast Recreational disturbance Avoidance Mitigation Strategy (RAMS) Supplementary Planning Document (SPD) (attached as Appendix A to the report) for public consultation.

Members were reminded that the Essex Coastal RAMS was a joint initiative between 12 Essex Authorities to identify the recreational impacts new homes would have on the habitat sites along the Essex Coast. The report provided further detail regarding the benefits of the SPD. This Committee had previously approved the draft Essex Coastal RAMS Strategy for public consultation in January 2019 which had been further amended in March 2019 following comments received from Natural England. The Strategy was set out at Appendix B to the report and the schedule of changes at Appendix C.

It was highlighted that approval for public consultation was being sought from all Authorities and it was expected that the consultation would take place in Autumn / Winter 2019.

The Chairman reminded Members that this was a consultation document. In response to a question, the Chairman confirmed that recommendation (ii) would need revising should changes to the SPD be required following October 2019 when the Council's new Committee structure was in place.

RESOLVED

- (i) That the draft Essex Coast Recreational disturbance Avoidance Mitigation Strategy Supplementary Planning Document (RAMS SPD) be approved for stakeholder and public consultation.

- (ii) That the Committee agree that the Director of Strategy, Performance and Governance, in consultation with the Planning and Licensing Committee Chairman (or appropriate Committee Chairman post October 2019), be authorised to make changes to the draft Supplementary Planning Document should it be necessary prior to the consultation commencing (see paragraph 3.9 of the report).

369. CHELMSFORD DRAFT LOCAL PLAN MAIN MODIFICATIONS CONSULTATION

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members' consideration of the Council's proposed response to the main modifications to the draft Chelmsford Local Plan.

The primary role of the Local Plan was to set out the required housing delivery growth and other land use requirements, allocate sites to meet that growth and to produce policies for the determination of planning applications up to 2036. Proposals for strategic developments were also included.

The report set out the points of consideration for the Council when making a response to the consultation. It was noted that the Council had been consulted on the Chelmsford Local Plan preferred options in 2017 and pre-submission draft Local Plan in March 2018. Changes to the draft Local Plan (main modifications) following examination in 2018 were now proposed. Members were informed how the concerns of the Council had been addressed at the pre-submission stage, and considering this Officers felt there were no substantive reasons to object to the main modifications proposed to the draft Chelmsford Local Plan.

In response to a comment from the Chairman, the Specialist – Local Plan confirmed that the South Woodham growth area previously referred to a bridge over the road but had been amended to 'multi user crossings' for example, a bridge or underpass, to give flexibility in the future.

RESOLVED that Chelmsford City Council be informed that Maldon District Council had no objections to the Schedule of Main Modifications to the draft Chelmsford Local Plan.

370. SECTION 106 AGREEMENTS - INTERIM UPDATE

The Committee considered the report of the Director of Strategy, Performance and Governance proposing a modification to the existing timeline for periodic reports to Committees and provided an interim update on the status of current day to day operations of Section 106 (S106). It was noted that this report should be read in conjunction with Agenda Item 11 – Community Infrastructure Levy (CIL).

The report provided detail in respect of CIL, the Government review in 2015 and the notable changes coming forward following recommendations from the CIL Review Team, which came into effect on 1 September 2019.

Members noted the arrangements that had been put in place to undertake an extensive review into the existing S106 systems, processes and procedures. In addition, an in-house review of the existing CIL evidence base would be taking place which would feed into the CIL charging Schedule and the requirement for all Councils to keep charging schedules under review.

In response to a question regarding when the Council would be reviewing its Infrastructure Delivery Plan, originally approved in 2012, the Director of Strategy, Performance and Governance advised that this Plan would be reviewed alongside the Local Development Plan but the exact date would be detailed within the Local Development Scheme. Members were advised that S106 agreements and CIL would sit and work alongside each other.

RESOLVED

- (i) that the progress in reviewing Section 106 be noted and that all future monitoring reports will refer only to previous periods;
- (ii) that the progress towards commencement of works (in-house) to assess the potential for implementing a revised Community Infrastructure Levy Charging Schedule be noted.

371. COMMUNITY INFRASTRUCTURE LEVY UPDATE

The Committee considered the report of the Director of Strategy, Performance and Governance providing an update on the work previously completed to introduce a Community Infrastructure Levy (CIL) and set out the next steps towards the implementation of a CIL for the District.

The Chairman reminded Members that the Committee had requested that this report be brought forward at its last meeting.

The report provided background information regarding the implementation of CIL, which came into effect in April 2010 and its purpose. In addition, the report detailed the benefits of, process for and progress to date in respect of CIL and its administration and monitoring costs.

Members noted that updated CIL viability evidence base would demonstrate whether there was scope to implement a CIL within the District, which would enable the Council to maximise the collection of funding from development to contribute towards infrastructure costs.

When presenting the report, the Director of Strategy, Performance and Governance advised that CIL funds were not ringfenced for specific schemes which provided more flexibility for the Council. Section 106 agreements would still be used and operate alongside the CIL charging schedule.

The Chairman advised the Committee that recommendation (ii) would require updating to reflect the Council's new Committee structure coming into effect from October 2019.

In response to a question regarding whether there would be a Working Group when progressing CIL, the Director of Strategy, Performance and Governance advised that a review would be undertaken and following this consideration would be given to whether a Working Group was required. Members were advised that in respect of CIL monies the Council would prioritise how these would be used.

RESOLVED

- (i) that the progress to date in implementing a Community Infrastructure Levy (CIL) be noted;
- (ii) that a review of the viability evidence base commissioned in 2018 be undertaken to establish whether additional Evidence Base is required to support the implementation of CIL and, if required, Officers in consultation with the Chairman of the relevant Committee commission further work on the Charging Schedule and Evidence Base for consideration at Examination;
- (iii) that, subject to the conclusions of the updated viability evidence, a Draft Charging Schedule be brought back to the relevant Committee for approval for public consultation;
- (iv) that recommendations for corporate governance arrangements for prioritising CIL expenditure are brought back to Committee if and when approval is sought to submit CIL for Examination.

372. OTHER BUSINESS

Prior to closing the meeting the Chairman advised that this was the last meeting of the Planning and Licensing Committee and how her and Councillor Boyce had been through various variations of it. That throughout her time on this Committee, especially with the Local Plan work and policy work around planning and other matters, it had had a tremendous work load and through various panels being set up, there had been a lot of work carried throughout the years. She made reference at this point to the involvement of her and other Members in the kicking off of the Local Plan ten years ago. Councillor Mrs Channer thanked all Members she had served with on this Committee, past and present, and all Officers. The teamwork between Officers and Members had resulted in the Council having success not only with the Local Development Plan but other documents, such as Supplementary Planning Documents. The Chairman advised that as a result of this Maldon was an authority that other Essex authorities looked up to, as Maldon had an adopted Local Development Plan and other policies where they did not. Councillor Mrs Channer expressed great thanks for all the support, guidance and help from all Officers both past and present and requested that these thanks be passed onto all colleagues as it had been through the team effort of both Members and Officers that the Committee had seen the success it had throughout the years. At this time she also expressed her thanks to past Chairman of the Committee and honoured the work they had done.

Councillor A S Fluker paid tribute to Councillor Mrs Channer as Chairman of the Planning and Licensing Committee. He spoke about how she had chaired the Committee for eight years during which the Council had developed the Local Development Plan and made reference to the process the Plan went through which had

been driven by Councillor Mrs Channer. Councillor Fluker emphasised how along with all the members of staff, Councillor Mrs Channer had kept the process going and was not for her energy the Council may not have had a Local Plan. He congratulated her for this and commented that it was because of this that the Council was the envy of other Local Authorities in Essex.

Councillor Mrs Channer advised that she could not take all the accolade because she had always had very supportive Vice-Chairman, accompanying her to meetings and able to stand in. This was about a team effort, Members and Officers together. She also thanked the Committee Clerks at this time and Officers for their guidance and advice.

There being no further items of business the Chairman closed the meeting at 8.15 pm.

MRS P A CHANNER, CC
CHAIRMAN

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REPORT of HEAD OF PAID SERVICE

to
COUNCIL (EXTRAORDINARY)
3 OCTOBER 2019

APPOINTMENT OF REPRESENTATIVES ON LOCAL GOVERNMENT AND OUTSIDE BODIES

1. PURPOSE OF THE REPORT

- 1.1 To consider the appointment of representatives to serve on the Local Government and Outside Bodies for the period October 2019 – May 2020, following the recent Committee restructure.

2. RECOMMENDATIONS

- (i) that the changes to the Local Government and Outside Bodies as set out in paragraph 3.2 below, be noted;
- (ii) that the Council agrees the appointment of representatives to Local Government and Outside Bodies, as detailed in **APPENDIX 1**.

3. SUMMARY OF KEY ISSUES

- 3.1 The changes to the Council's proposed Committee structure have resulted in a need to review appointments to Local Government and Outside Bodies and specifically those aligned to the old programme Committees. **APPENDIX 1** to this report details those appointments and the changes made. These appointments are distinct from those made from within individual Committee memberships, which will be referred to Committees at their first meetings.
- 3.2 Attention is drawn to the following Outside Body and the change that has become apparent since representatives were originally appointed to it by the Council in May 2019.
- **Deleted:**
Haven Gateway Partnership – The Council agreed to terminate the corporate subscription to this Partnership at its meeting on 27 June 2019 (Minute No. 214 refers).

4. IMPLICATIONS

- (i) **Impact on Customers** – None.

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

Background Papers: None.

Enquiries to: Richard Holmes, Head of Paid Service, (Tel: 01621 875711).

LOCAL GOVERNMENT BODIES AND OUTSIDE BODIES (OCTOBER 2019 – APRIL 2020)

LOCAL GOVERNMENT BODIES:

BODY	<u>CURRENT</u> REPRESENTATIVE(S)	<u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019
East of England Local Government Association	Leader of the Council	Leader of the Council
Essex Local Government Association	Leader of the Council	Leader of the Council
Local Government Association	Leader of the Council	Leader of the Council

OUTSIDE BODIES (not appointed by Maldon District Council but involve Members of the Council):

BODY	<u>CURRENT</u> REPRESENTATIVE(S)	<u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019
Essex Partnership Board (Mid Essex representative)	Leader of the Council (appointed 4 April 2013)	Leader of the Council

OUTSIDE BODIES:

BODY	<u>CURRENT</u> REPRESENTATIVE(S)	<u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019
Blackwater Estuary Siltation Steering Group	Councillor A S Fluker	Councillor A S Fluker
Bradwell Local Community Liaison Council	Councillors R G Boyce MBE, Mrs P A Channer CC, A S Fluker and Mrs M E Thompson	Councillors R G Boyce MBE, Mrs P A Channer CC, A S Fluker and Mrs M E Thompson
British Red Cross Society – Essex County Branch	Chairman of the Council	Chairman of the Council
Drapers Farm Sports Club Committee	Councillor Miss S White	Councillor Miss S White
Essex Coastal Forum	Councillor M F L Durham, CC <i>Substitute: Councillor A S Fluker</i>	Councillor M F L Durham, CC <i>Substitute: Councillor A S Fluker</i>
Essex Countywide Traveller Unit Committee	Councillor M F L Durham CC	Councillor M F L Durham CC
Essex Flood Partnership Board	Councillor Miss S White <i>Substitute: Councillor Mrs P A Channer, CC</i>	Councillor Miss S White <i>Substitute: Councillor Mrs P A Channer, CC</i>
Essex Planning Policy Portfolio and Chairman's Group	Chairman of the Planning and Licensing Committee <i>Substitute: Vice-Chairman of the Planning and Licensing Committee</i>	Chairman of the Strategy and Resources Committee <i>Substitute: Vice-Chairman of the Strategy and Resources Committee.</i>

**LOCAL GOVERNMENT BODIES
AND OUTSIDE BODIES (OCTOBER 2019 – APRIL 2020)**

BODY	<u>CURRENT</u> REPRESENTATIVE(S)	<u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019
Essex Waste Inter Authority Agreement Member Working Group	Chairman of Community Services <i>Substitute: Vice Chairman of Community Services</i>	Chairman of the Performance, Governance and Audit Committee <i>Substitute: Vice-Chairman of the Performance, Governance and Audit</i>
Essex Waste Member Partnership Board	Chairman of Community Services <i>Substitute: Vice Chairman of Community Services</i>	Chairman of the Strategy and Resources Committee <i>Substitute: Vice-Chairman Strategy and Resources Committee</i>
Joint Bradwell Member Board (JMBB) (Council 29/10/18)	Leader and Deputy Leader of the Council Chairman and Vice-Chairman of the Planning and Licensing Committee	Leader and Deputy Leader of the Council Chairman and Vice-Chairman of the Strategy and Resources Committee (subject to confirmation by the JMBB)
Livewell Partnership Group	<u>From the Community Services Committee:</u> Councillors E L Bamford and Miss S White <u>From the Finance and Corporate Services Committee:</u> Councillors B E Harker and M W Helm <u>From the Planning and Licensing Committee:</u> Councillors Mrs P A Channer and Mrs M E Thompson	<u>Six Members of the Council:</u> Councillors E L Bamford, Mrs P A Channer CC, B E Harker, M W Helm, Mrs M E Thompson and Miss S White
Local Area Highways Panel	Councillors B E Harker, M W Helm and Mrs M E Thompson	Councillors B E Harker, M W Helm and Mrs M E Thompson
Local Government Association Coastal Issues Special Interest Group	Councillor A S Fluker <i>Substitute: Councillor M F L Durham, CC</i>	Councillor A S Fluker <i>Substitute: Councillor M F L Durham, CC</i>
Local Government Flood Forum	Councillor A S Fluker <i>Substitute: Councillor M F L Durham, CC</i>	Councillor A S Fluker <i>Substitute: Councillor M F L Durham, CC</i>
Maldon and District Youth Strategy Group	Councillor A L Hull	Councillor A L Hull

**LOCAL GOVERNMENT BODIES
AND OUTSIDE BODIES (OCTOBER 2019 – APRIL 2020)**

BODY	<u>CURRENT</u> REPRESENTATIVE(S)	<u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019
Maldon Harbour Improvement Commissioners <i>This position is an appointment as a Commissioner for a minimum period of three years (appointment will continue even if Member leaves the Council)</i>	Councillor A S Fluker (until June 2021 – three-year appointment)	Councillor A S Fluker (until June 2021 – three-year appointment)
Maldon Locality Board	Leader of the Council Deputy Leader of the Council Leader of the Opposition (or representative) Chairmen (or Vice-Chairmen) of the Community Services, Planning and Licensing and Finance and Corporate Services Committees	Leader of the Council Deputy Leader of the Council Leader of the Opposition (or representative) Chairmen (or Vice-Chairman) of the Performance, Governance & Audit and Strategy & Resources Committees
Maldon Operational Group <i>(Previously Maldon Health Hub)</i>	Councillors Mrs P A Channer, CC and Miss S White	Councillors Mrs P A Channer, CC and Miss S White
Maldon Sure Start	Councillor Miss S White <i>Substitute: Councillor E L Bamford</i>	Councillor Miss S White <i>Substitute: Councillor E L Bamford</i>
Mid Essex Hospital Services NHS Foundation Trust – Council of Governors	Councillor Miss S White	Councillor Miss S White
Parking and Traffic Regulations outside London Adjudication Joint Committee (PATROL)	Councillor M F L Durham, CC <i>Substitute: Councillor A S Fluker</i>	Councillor M F L Durham, CC <i>Substitute: Councillor A S Fluker</i>
Plume Educational Trust <i>(Four yearly appointment)</i>	Councillor R H Siddall <i>(from June 2019 to June 2023)</i> P G L Elliott <i>(from June 2017 to June 2021)</i>	Councillor R H Siddall <i>(from June 2019 to June 2023)</i> P G L Elliott <i>(from June 2017 to June 2021)</i>
Police and Crime Panel	Councillor M W Helm <i>Substitute: Councillor A S Fluker</i>	Councillor M W Helm <i>Substitute: Councillor A S Fluker</i>
Responsible Authorities Group (RAG) (Community Safety)	Councillor Miss S White <i>Substitute: Councillor E L Bamford</i>	Councillor Miss S White <i>Substitute: Councillor E L Bamford</i>
Sense of Place Board	Chairman of the Planning and Licensing Committee <i>Substitute: Vice-Chairman of the Planning and Licensing Committee</i>	Chairman of the Strategy and Resources Committee <i>Substitute: Vice-Chairman of the Strategy and Resources Committee</i>

**LOCAL GOVERNMENT BODIES
AND OUTSIDE BODIES (OCTOBER 2019 – APRIL 2020)**

BODY	<u>CURRENT</u> REPRESENTATIVE(S)	<u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019
South Essex Parking Partnership – Joint Committee	Councillor M F L Durham, CC <i>Substitute: From Community Services Committee (If use of substitute, must notify the Committee 30 minutes prior to the start of a meeting)</i>	Councillor M F L Durham, CC <i>(If a substitute is required, must notify the Committee 30 minutes prior to the start of a meeting)</i>
Southend Airport Consultative Committee	Councillor A S Fluker	Councillor A S Fluker
Southminster Heritage Economic Regeneration Scheme Steering Group	Councillor A S Fluker	Councillor A S Fluker
Stow Maries Aerodrome Consultative Committee (Appointed 20/12/18)	Councillor Mrs P A Channer CC and Miss S White	Councillor Mrs P A Channer CC and Miss S White
The Thomas Plume Library Charitable Incorporated Organisation	Leader of the Council <i>Substitute: Deputy Leader of the Council</i>	Leader of the Council <i>Substitute: Deputy Leader of the Council</i>
West Maldon Community Association Management Committee	Councillor M S Heard	Councillor M S Heard



REPORT of HEAD OF PAID SERVICE

**to
COUNCIL (EXTRAORDINARY)
3 OCTOBER 2019**

APPOINTMENT OF MEMBERS TO SERVE ON WORKING GROUPS OF THE COUNCIL

1. PURPOSE OF THE REPORT

- 1.1 To appoint Members to serve on Working Groups of the Council for the period October 2019 to May 2020.

2. RECOMMENDATIONS

That the appointments to the Working Groups as detailed within this report be confirmed.

3. SUMMARY OF KEY ISSUES

- 3.1 Following the recent change to the Committee structure, agreed by the Council, it is necessary to review the Membership of some of the Council's Working Groups, specifically those aligned to the old programme Committees.
- 3.2 There is no change proposed to the Membership of the following Working Groups as these were aligned to the Council:
- Air Quality Management (Market Hill) Member Officer Working Group
 - Alderman, Alderwoman, Freeman and Freewoman Working Group
 - Bradwell 'A; Care and Maintenance Working Group
 - Bradwell 'B' Power Station Working Group
 - Corporate Governance Working Group
 - Strategies and Engagement Member Task and Finish Working Group
 - Transformation Programme Board
- 3.3 Membership of the following Working Groups were aligned to Programme Committees and therefore need revision. A list of proposed nominations has been received in respect of these Working Groups and is detailed overleaf:

Working Group	Current Representative(s)	Nominations received
Asset Management Working Group	<p><u>From the Community Services Committee:</u> Councillors E L Bamford and Miss S White</p> <p><u>From the Finance and Corporate Services Committee:</u> Councillors B E Harker and M W Helm</p> <p><u>From the Planning and Licensing Committee:</u> Councillors Mrs P A Channer CC and Mrs J L Fleming</p> <p>Leader and Deputy Leader of the Council</p>	<p><u>Six Members of the Council:</u> Councillors E L Bamford, Mrs P A Channer CC, Mrs J L Fleming, B E Harker, M W Helm and Miss S White</p> <p>Leader and Deputy Leader of the Council</p>
Corporate Projects Member Task and Finish Working Group (Appointed by the Council on 8 September 2016)	<p><u>From the Community Services Committee:</u> Councillors E L Bamford and Miss S White</p> <p><u>From the Finance and Corporate Services Committee:</u> Councillors A S Fluker and M W Helm</p> <p><u>From the Planning and Licensing Committee:</u> Councillors Mrs P A Channer CC and Mrs M E Thompson</p>	<p><u>Six Members of the Council:</u> Councillors E L Bamford, Mrs P A Channer CC, A S Fluker, M W Helm, Mrs M E Thompson and Miss S White</p>
Strategic Housing Board (Council 16 February 2017 – Minute No, 991 refers)	<p><u>From the Community Services Committee:</u> Councillors E L Bamford and Miss S White</p> <p><u>From the Finance and Corporate Services Committee:</u> Councillors Mrs J L Fleming and M W Helm</p> <p><u>From the Planning and Licensing Committee:</u> Councillors Mrs P A Channer CC and Mrs M E Thompson</p>	<p><u>Six Members of the Council:</u> Councillors E L Bamford, Mrs P A Channer CC, Mrs J L Fleming, M W Helm, Mrs M E Thompson and Miss S White</p>

4. IMPLICATIONS

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

Background Papers: None.

Enquiries to: Richard Holmes, Head of Paid Service, (Tel: 01621 875752).

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REPORT of DIRECTOR OF PERFORMANCE, STRATEGY AND GOVERNANCE

**to
COUNCIL (EXTRAORDINARY)
3 OCTOBER 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. RECOMMENDATIONS

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 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. The Working Group gave significant input to the Strategies, providing advice and input, and agreeing the final versions of the strategies.

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

4. CONCLUSION

- 4.1 The Thematic strategies evidence how we will achieve the 32 outcomes set out in the Corporate Plan and aligned to each theme.
- They enable the Council to identify where resource and delivery budget should be allocated.
 - They embed our new ways of working and evidence how we are transforming as a Council;
 - The Thematic strategies are aligned to the Commercial Strategy 2019.

5. IMPACT ON STRATEGIC THEMES

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

6. 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 854477).

Place

Thematic Strategy

Prepared by: Jackie Longman

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.





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Our vision

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 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; **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 thematic strategies will inform and support the delivery of the Commercial Strategy and Commercial Projects Plan (2019/23), approved by Maldon District Council in July 2019.

The following key documents and the role of Elected Members is 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 informs 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 obligation
Strategic Planning	<p>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 that sets out the procedures to be followed by local planning authorities. On the 21 July 2017, the Secretary of State Approved the Maldon District Local Development Plan (LDP) which covers the period 2014/29. The LDP is being monitored annually and by July 2022 the Council will complete a review of the LDP to identify whether a full or partial review of the Plan is required. This will ensure that the policies remain relevant and are effective. The Council is working with relevant partners and infrastructure providers to maintain and improve infrastructure provision in the District through the delivery of infrastructure associated with development proposals in policies within the current LDP.</p>
Development Management	<p>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, Planning (Listed Building and Conservation Areas) Act 1990, Planning and Compensation Act 2004 and Planning Act 2008. The development management process is key to the LDP being implemented. Both the overall strategy and the individual policies of the LDP, provide the starting point for the determination of planning applications; together with the National Planning Policy Framework and any other relevant development plan documents, Neighbourhood Plans and Supplementary Planning Documents. Other material considerations are taken into account where relevant.</p>
Building Control	<p>Local authority building control officers are responsible for making statutory site inspections at various stages of construction. These inspections relate to commencement of work, excavations before concrete, preparation of oversite, damp proof course, new drainage (foul and storm) prior to covering, drains testing, first floor joists, roof members, and insulation. Following construction two further statutory inspections are made in relation to occupation and completion. Building control officer also have 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.</p>

Function	Statutory obligation
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 includes periodically reviewing 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.
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 practicable.
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.

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:

- Identifying commercial projects and supporting the scoping and progression of Place themed focussed projects set out within the Commercial Strategy and Commercial Projects Plan;
- 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.



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, **comparisons and benchmarking** which inform our **Place** priorities and activities for the Maldon District:



Comparisons and Benchmarking

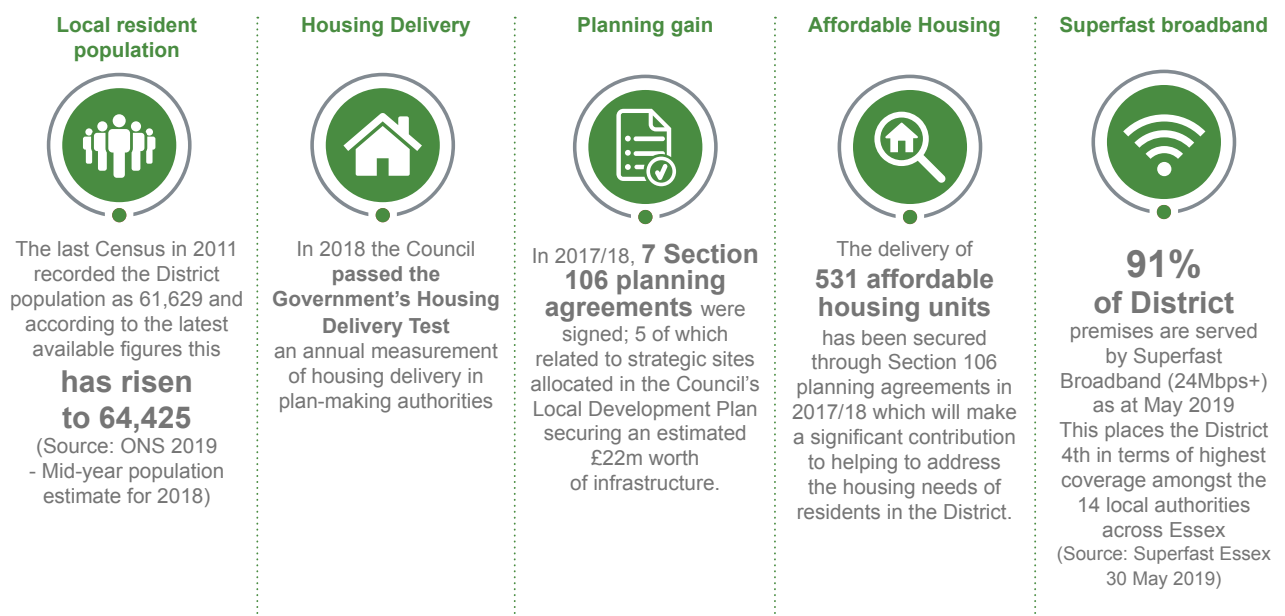
The District's coastline contributes to the Essex coast being the second longest coastline of any English county

Dating back to 991AD, the Battle of Maldon site is the oldest of the 46 identified important English battlefields (Source: Historic England's Register of Historic Battlefields)

By 2015, the index of relative abundance of priority species in the UK had declined to 32% of its value in 1970, a statistically significant decrease. Over this long-term period, 27% of species showed an increase and 73% showed a decline (Source: JNCC 2018)

The amount of time contributed by volunteers to 13 UK conservation charities and public bodies increased by 40% between 2000 and 2016 (Source: JNCC 2018)

This equates to 58.2% of the District's total household waste and ranks Maldon District as 2nd compared with the other 11 Essex Waste Partnership Authorities (Source: ECC 2019)



Comparisons and Benchmarking

<p>The District's population growth between 2011 and 2018 represents a 4.6% increase. This is slightly lower than the 5.6% population increase across England for the same period</p>	<p>MDC was one of only four Local Planning Authorities in Essex to pass this; alongside Uttlesford DC, Chelmsford CC, and Colchester BC in 2018</p>	<p>Benchmarking not applicable</p>	<p>47,355 affordable homes were delivered in England in 2017/18, an increase of 12 per cent compared to 2016/17 (Source: Ministry of Housing, Communities & Local Government Affordable Housing Supply: April 2017 to March 2018 England)</p>	<p>Superfast Essex currently forecast that by 2020 the percentage of District premises served will increase to 94.1%</p>
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The 'What we know today' infographic provides a broad view of Place in relation to the Maldon District. It supports our 32 Corporate Outcomes, informing our strategic activities. Some of the key points to draw from the infographic include the following:

- The District has a high environmental quality, offering a rich natural and built heritage that warrants continued protection and enhancement;
- Our household waste recycling performance is comparatively good compared with other Essex local authorities and we will look at opportunities to further increase our recycling rates through targeted promotional campaigns aimed at a reduction in plastics, food waste, and kerbside textiles being sent to landfill;
- The importance of ensuring that existing infrastructure and services are protected and/or improved to meet the existing and future needs of the District; alongside securing the appropriate level and type of infrastructure provision for new development where required to meet community and environmental needs and maximising opportunities where possible;
- The District is benefiting from the rollout of Superfast Broadband. Whilst it continues to improve in more densely populated areas, across the District some rural areas are yet to be offered a faster broadband service; and
- The importance of increasing the supply of affordable housing to meet local housing needs across the District.



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 / 21 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 London Stansted and London 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 sent to landfill compared to Essex and England • A robust fly tipping enforcement regime • A District-wide dog fouling order in place • Successful, chargeable garden waste collection service • Good 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 needed to attract high level service investment • Limited District rail connectivity: Crouch Valley line serving south of District into London but there is 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 at Market Hill, Maldon • Lack of strategic direction for environmental matters and climate change for both the District and for Council operations • Delays in the progression of the Hospital/ Health hub

Strengths

- 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)

Weaknesses

- Limited network of Bridleways and cycle paths.

Opportunities

- 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+)
- Community Infrastructure Levy (CIL) to be implemented to support infrastructure improvement
- 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 neighbourhoods
- Implementation of Maldon and Heybridge Central Area Masterplan (CAMP) – 18 Maldon/Heybridge improvement projects identified
- Securing high-quality design in developments - Maldon District Design Guide adopted in 2018
- Further potential in relation to the Blackwater & Crouch Estuaries
- Maximise the benefits of a new nuclear power station, Bradwell B – in terms of socio and economic growth, and infrastructure
- Low carbon agenda - including off-shore renewables

Threats

- Reduction in year on year Government grant funding
- Hospital/Health hub site not coming forward
- 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
- 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 are imposed
- International markets for the global commodity of recyclates – fluctuations 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 targets. 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
- Potential further airport expansion - Stansted and Southend - based on air quality and impact.

Opportunities

- Road link improvements - to A12 and potential new junction and link road to by-pass Hatfield Peverel
- Recreational Disturbance Avoidance and 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
- Hospital/Health hub site
- 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
- Expansion of kerbside collections to include textiles
- 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

Threats

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.

IMPACT: A protected and improved environment for residents and visitors

Corporate outcome	Priority Measure	Current Performance 2018/19	Target 2019/20	Will this be delivered in partnership?
A clean and tidy District	PL1: No. of fly tipping incidents on publicly owned land and % investigated and removed 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?
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)
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.	N/A - New	Deliver three campaigns during 2019/20 and attain /assess customer feedback	Yes
	PL13: Develop and adopt an Environment and Climate Change Strategy	N/A - New	Submit draft Strategy to Committee by winter 19/20	No

IMPACT: Sustainable growth and new infrastructure

Corporate outcome	Priority Measure	Current Performance 2018/19	Target 2019/20	Will this be delivered in partnership?
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	95%	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
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 planned by March 2020	Yes

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 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.

Smart Partnering

In order to achieve some of our identified outcomes we will proactively adopt a smart partnering approach - collaborating 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.

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 partner	Funding	Influence	Joint 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.	Y	Y	Y
Appleton Contracts Ltd.	Street scene contractors and garden waste processing contractors.	N	N	Y
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 Essex Coast RAMS Project.	N	Y	Y
CHP Chelmer Housing Partnership	Provides general needs and temporary accommodation and is a development partner.	N	N	Y
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.	Y	Y	Y

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
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). 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.	Y	Y	Y
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.	N	Y	Y
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.	N	Y	N
Gateway Home-Choice to Choice Based Lettings	Partnership for delivering statutory housing duties	Y	N	Y
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.	Y	Y	Y
Highways England	The Central Government-owned company charged with operating, maintaining and improving England's motorways and major A roads. Locally, any potential A12 widening and regional strategic road matters are within its remit.	Y	Y	N
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.	Y	Y	Y
Historic England	Is a public body that helps people care for, enjoy and celebrate England's spectacular historic environment. It provides advice on the historic environment, strategic policy and is a development management consultee	N	Y	N

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
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.	Y	Y	Y
Moat Housing	Housing Association providing general needs, sheltered and temporary accommodation.	Y	Y	Y
Natural England	Provides advice on planning policy, countryside matters, green infrastructure, RAMS, strategic policy and is a development management consultee.	N	Y	N
Residents	Provide their insight, feedback, responses to Council activities and driving initiatives in partnership which are important to their local area	N	Y	Y
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.	N	Y	N
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.	Y	Y	Y
Suez	Waste collection contractors	N	N	Y

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	Smart partnership	Role of partnership	Funding	Influence	Joint 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.	N	N	Y
Reduced household waste	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. The Maldon District CSP includes MDC, ECC, Essex Police, NHS, Essex CRC Probation, Essex Fire and Rescue Service alongside voluntary organisations including Neighbourhood Watch. CSP undertakes an annual Strategic Assessment including data analysis of the levels and patterns of crime and disorder and findings from a residents' survey.	N	N	Y
	Essex Waste Partnership	Including ECC, the 12 district, city 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.	Y	Y	N
	Essex Recycling Forum	A Forum that brings local authority officers together across the County to discuss recycling matters and good practice.	N	Y	N
Our open spaces maintained for the enjoyment of all	CSP	As above	Y	N	Y

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Improved air quality	Essex Air Quality and Pollution Group	Partnership group including officers from 14 Essex Local Authorities and Essex Highways representative Group discusses up and coming issues, shares good practice, joint procurement projects including Air Quality Tube suppliers and analysis providers.	N	Y	Y
	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 potential schemes.	Y	Y	N
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.	Y	Y	Y
	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.	N	Y	N
	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.	N	Y	N

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Partnership working to protect our countryside and coastline	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 enhancing the attractiveness and accessibility of public areas, providing increased community facilities, promoting the visitor economy, and encouraging sustainable uses of heritage/cultural assets.	N	Y	Y
	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.	Y	Y	N
	New Nuclear Local Authority Group (NNLAG)	NNLAG's primary aim is to share knowledge, information 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.	N	Y	N
	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 on the Habitats (European) sites on the Essex coast. A detailed programme has been drawn up of strategic mitigation measures which are to be funded by developer contributions from residential development schemes.	N	Y	Y
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.	Y	Y	N
	Essex Air Quality & Pollution Group	As above	N	Y	Y
	NNLAG	As above	N	Y	Y

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
A 5-year housing land supply maintained	Maldon Infrastructure Delivery Partnership	The purpose of this Partnership is to inform and ensure the timely and effective implementation of the Council's Infrastructure Delivery Plan. This Plan provides details of the critical infrastructure required to support and enable strategic growth in the District, and where known outlines the costs for delivery, potential, phasing, funding sources, and responsibilities for delivery. The Council needs to monitor delivery of the strategic infrastructure by engaging with infrastructure providers and other key stakeholders such as: Highways Authority, ECC e.g. Education and Adult Social Services; Environment Agency; Mid Essex Clinical Commissioning Group (which direct investment in the NHS), Anglian Water, and Registered Providers (Housing Associations).	Y	Y	Y
Infrastructure Delivery Plan. This Plan provides details of	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.	N	N	Y
Affordable housing targets in the Local Development Plan	Registered Housing Providers	As above	Y	N	Y
Section 106 planning agreements effectively discharged	Maldon Infrastructure Delivery Partnership	As above	N	N	Y
	Registered Housing Providers	As above	N	N	Y
Partnerships are developed to maintain coastal defences	Essex Flood Partnership Board	This Board brings together all key stakeholders so that they may contribute to a strategic overview of matters surrounding flooding in Essex. It ensures a consistent and co-ordinated approach with regard to flood risk management. It contributes to key decisions on projects, strategies funding and communications and comprises	Y	Y	Y

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
		of an elected member from each of the 12 District, Borough and City councils within Essex. The ECC Flood and Water Management Team is divided into two functions: the former concerned with flood investigations, ordinary watercourse regulation and consent, development of flood risk management plans and strategies including funding applications, improvement / alleviation projects and asset management; whilst the SuDs function focuses on providing pre-application advice on surface water drainage, commenting on planning applications involving SuDS and setting up future SuDS.			
	Maldon District Strategic Flood Projects & Maintenance Group	As above	N	N	Y
Partnerships are developed to maintain coastal defences	Essex Flood Partnership Board		Y	Y	Y
	Maldon District Strategic Flood Projects & Maintenance Group	As above	Y	Y	Y
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.	N	N	Y
	Joint Member Bradwell B Board	Acts as the lead Member and Officer forum for Bradwell B (BrB) related activities on behalf on MDC and ECC. The Board will make recommendations towards the development of a new BrB Power Station in the District along with associated and ancillary developments and infrastructure, to consider the potential opportunities and risks for Maldon District, the wider County and the Region. The Board supports a joint approach between MDC and ECC to the proposed BrB. It provides feedback to their respective local authorities about activities and management of issues and workloads from a common viewpoint	Y	Y	Y



Strategic Programmes and Projects

Place corporate outcomes will be focussed on existing and new strategic programmes and projects, initiated for a specific period of time and which deliver on outcomes or enable businesses 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	Commercial opportunity /project
<p>Maldon and Heybridge Central Area Masterplan Programme [CAMP]</p> <p>A development framework comprised of ‘movement’ and ‘connections’ and green infrastructure, and development opportunities.</p> <p>There are three sub AREAS within the CAMP – The Causeway Regeneration Area (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.</p>	<p>Strategic sites delivered in accordance with the Local Development Plan</p> <p>Sound and tested environmentally friendly initiatives delivered</p>	Y
<p>Bradwell B nuclear plant development [BrB]</p> <p>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.</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 undertaken 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. The Programme will look to mitigate the impact, and maximise the benefits, from the development of a new nuclear power station at Bradwell including developing projects for associated development opportunities if/as Bradwell B comes forward.</p>	<p>Sound and tested environmentally friendly initiatives delivered</p>	Y

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	Commercial opportunity/ projects
A clean and tidy District	Statutory obligations - Implementing duties, under the Environmental Protection Act 1990 and the Code of Practice on Street Cleaning and Litter, to keep relevant highways and public spaces, clean and clear of litter and refuse, as far as is reasonably practicable.	Y
Reduced household waste	Statutory obligations - Implementation of legal duties under the Environmental Protection Act 1990 to collect and recycle household waste.	Y
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.	N
	Open space (Promenade Park) improvement work (Play Scheme S.106 funded).	
Improved air quality	Development and Implementation of the AQMA for Market Hill, Maldon.	N
Partnership working to protect our countryside and coastline	Development and implementation of a Blackwater Nature Conservation Strategy.	N
Sound and tested environmentally friendly initiatives delivered	Development and implementation of a Blackwater Nature Conservation Strategy	N
A 5-year housing land supply maintained	Statutory obligations - 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.	Y
Strategic sites delivered in accordance with the Local Development Plan	Upper High Street Improvements (CAMP Programme)	Y
	Lower High Street Improvements (CAMP Programme)	Y
	Butt Lane Car Park Improvements (CAMP Programme)	Y

Corporate Outcome	Project Title	Commercial opportunity/ projects
	Hythe Quay Improvement Initiative (CAMP Programme)	Y
	North Quay Regeneration (CAMP Programme)	Y
	Heybridge Creek Connection (CAMP Programme)	Y
	The Causeway Corridor (CAMP Programme)	Y
	Heybridge Creek Improvements (CAMP Programme)	Y
Affordable housing targets in the Local Development Plan achieved	Target to provide 130 affordable homes p.a. as identified in the SHMA	Y
Section 106 planning agreements are effectively discharged	Statutory obligations - these legal agreements enable the Council to secure contributions to services, infrastructure and amenities in order to support and facilitate proposed development.	Y
Partnerships are developed to maintain coastal defences	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.	N
Improved Access to Superfast Broadband across the District	Superfast Essex is the county's broadband improvement programme co-ordinated by ECC and is 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'	N

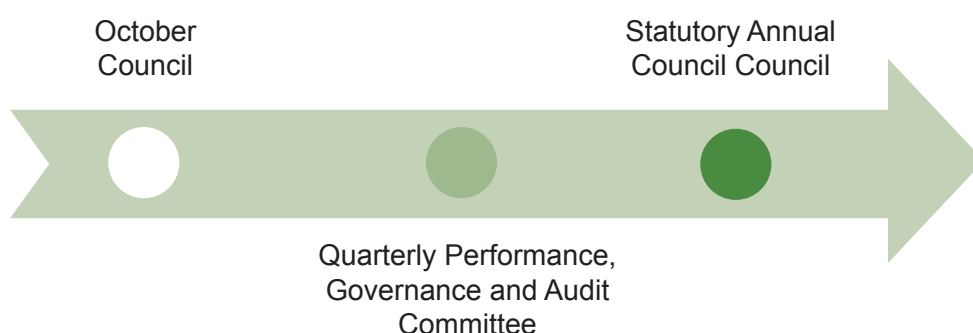
Strategies and Policies:

The following strategies and evidence base 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:

- Commercial Strategy 2019 (adopted July 2019)
- Maldon District Local Development Plan 2014-2029 (approved July 2017)
- South Maldon Garden Suburb Strategic Masterplan Framework (SMF) (adopted March 2018)
- North Heybridge Garden Suburb Strategic Masterplan Framework (SMF) (endorsed in October 2015)
- Maldon District Design Guide SPD (adopted December 2017)
- Maldon and Heybridge Central Area Masterplan (adopted 2017)
- Renewable and Low Carbon Technologies SPD (adopted 2018)
- Specialist Needs Housing SPD (adopted 2018)
- Affordable Housing and Viability SPD (adopted 2018)
- Vehicle Parking Standards SPD (adopted 2018)
- Green Infrastructure Strategy (adopted May 2019)
- Maldon District Infrastructure Delivery Plan (adopted 2014)
- Maldon District Homelessness, Rough Sleeper and Housing Strategy (adopted May 2019)
- The emerging Thematic Strategy - Prosperity
- The emerging Thematic Strategy - Community
- The emerging Marketing and Communications Strategy
- The emerging Essex Coast Recreational disturbance Avoidance and Mitigation Strategy (RAMS)
- The emerging Blackwater Nature Conservation Strategy
- The emerging Environment, Waste & Climate Change Strategy
- The emerging North Quay Development Brief

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 Statutory Annual Council at the end of each financial year. The Strategy Theme Lead [Place] will be responsible for this document, its quarterly and annual reporting. The accountability for this Thematic Strategy lies with the Director of Strategy, Performance and Governance.



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 report to performance, Governance and Audit Committee Measuring activity and outcomes we can impact Annual residents survey Corporate risk 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 risk 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> <ul style="list-style-type: none"> (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); (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 (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>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>
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, aiming to increase populations of target species and improving 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.

Acronym &/or term	Glossary
Maldon & Heybridge Central Area Masterplan CAMP	The Maldon and Heybridge Central Area Masterplan and Action Plan set out the Council's vision and ambition for economic growth, through regeneration, 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.
Flagship open spaces	The District's flagship open spaces are Promenade Park, Maldon and Riverside Park, Burnham on Crouch.
Community Infrastructure Levy CIL	CIL was introduced by the Planning Act 2008 and defined in the CIL Regulations 2010 (as amended). CIL is a locally set charge on new development that the Council will implement across the District. It is based on the size and type of development and once set in an area is mandatory to be paid and is non-negotiable. The funds raised must be used to provide infrastructure which is required to support new development. CIL must be informed by an Infrastructure Delivery Plan and a Whole Plan Viability Assessment.
Housing Delivery Test HDT	Introduced in the 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.
Joint Nature Conservation Committee JNCC	The public body that advises the UK Government and devolved administrations on UK-wide and international nature conservation. Originally established under the Environmental Protection Act 1990, it was reconstituted by the Natural Environment and Rural Communities (NERC) Act 2006.
Local Development Plan LDP	The Plan for the future development of the District, 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), and 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 for most internet users can access.
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 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].

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

Corporate Outcomes	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.
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 by a number of international and national, and local designations. Any proposed use or development that may adversely affect 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 Outcomes	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. Where the housing supply falls below the 5-year threshold, the policies most important for determining planning applications in a local plan are deemed to be out-of-date. Planning applications are then considered against the NPPF not the local plan.</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 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 LDP. 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>
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 their 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>

Corporate Outcomes	Why is this important
Partnerships are maintain coastal defenses	<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. 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 which, consumers may miss out on some services.</p>

Community

Thematic Strategy

Prepared by: Ben Page

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.



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Our vision

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

It's important as a Council that 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 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 in our three priority strategic themes: **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 thematic strategies will inform and support the delivery of the Commercial Strategy and Commercial Projects Plan (2019/23), approved and adopted by Maldon District Council in July 2019.

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"> - Annual strategic assessment overview - Production and monitoring of the Community Safety Action Plan Overview and Scrutiny - Face the Public event (with Police, Fire and Crime Commissioner and Essex Police) - Working with probation services to reduce re-offending - 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; - 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;

Area:	Statutory obligation
Housing	<ul style="list-style-type: none"> - 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 Housing Health and Safety Rating System and to carry out enforcement accordingly. To licence Houses in multiple occupation for which applications are received and to take enforcement action against landlords who do not apply for such a licence. <hr/> <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. <hr/>
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. <hr/>
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. <hr/>

Purpose

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:






- Identifying commercial projects and support the scoping and progression of Community focussed projects set out within the Commercial Strategy and Commercial Projects Plan;
- 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.

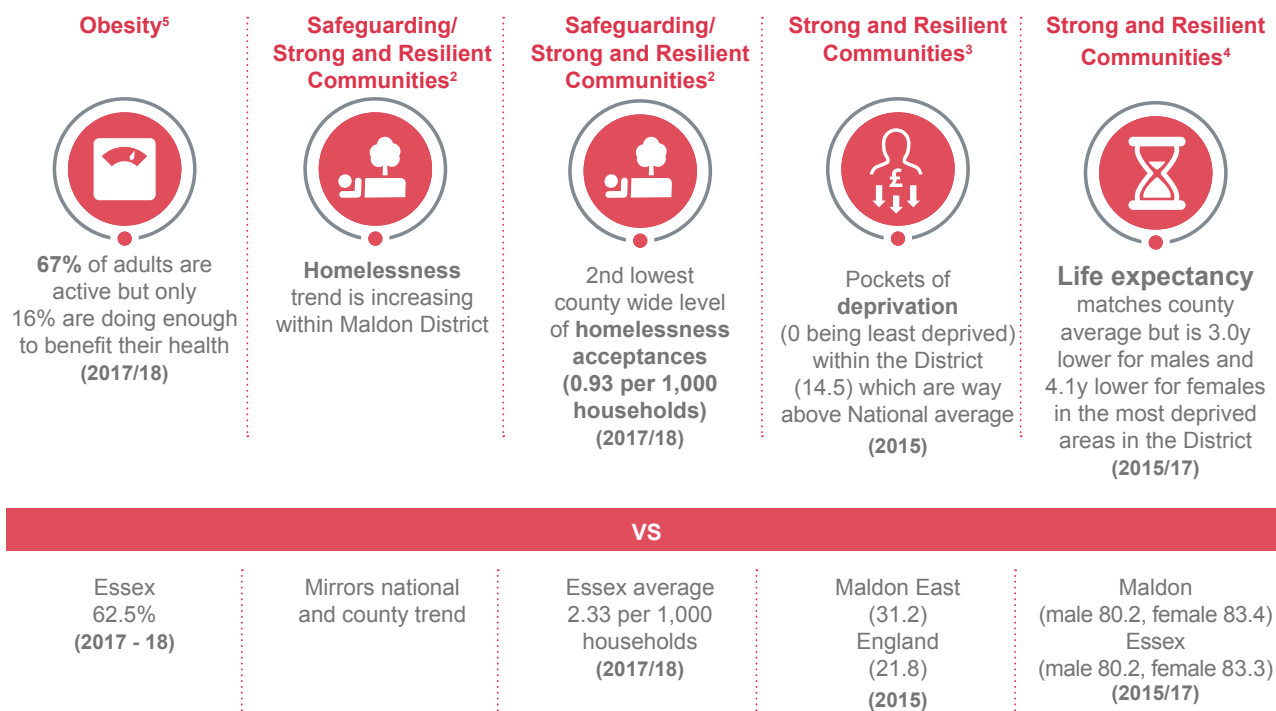


What we know today

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, **comparisons and benchmarking** which inform our **Community** priorities and activities for the Maldon District:

Obesity ⁷	Mental Health ²¹	Social Isolation	Ageing Population ⁵	Strong and Resilient Communities
 <p>35% of Year 6 children are overweight (2017 - 18)</p>	 <p>Highest proportion of male suicides in Essex (23.6 per 100,000) (2015 - 17)</p>	 <p>Poor transport links, ruralised areas and increased numbers of over 65's will fuel social isolation</p>	 <p>Over the next 10 years there will be a 13.6% increase in number of over 65's (2019)</p>	 <p>76% residents feel that the District is a safe place to live (2018)</p>
VS				
Essex 32% (2017 - 18)	Essex 16.9 (per 100,000) (2015 - 17)	Highest average travel time in Essex to reach key services (2016)	10.1% average increase for Essex average (2019)	Crime severity ²² Maldon: 6.0 vs similar authority Suffolk Coastal: 8.2 (2018)



What does this tell us?

Generally, the health of residents is good, and they feel the District is a safe place to live. However, there are areas which we can focus on such as levels of obesity in children which is higher than the County average and mental health status in males. The District has an ageing population which is set to increase by 13.6% over the next 10 years. Therefore, it is important to consider in services across the Council how we support the ageing population with factors such as dementia, social isolation and loneliness. Whilst the District is a predominantly affluent area there are pockets of deprivation which are way above England average. It is important to work with communities in those areas of deprivation as they will often be the communities who are most in need.

Encouraging behaviour change is important when attempting to impact on the wider determinants of health (housing, employment, education and individual lifestyle factors) which will impact those priority areas of our communities.



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 compared to the other Essex Districts with 4.6 crimes per 1,000 residents for the District compared with the County average of 7.4 (iQuanta¹). • Effective shared working arrangements: Maldon and Chelmsford are supporting local priorities, high level policing priorities and the priorities of the current PFCC plan. 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). • 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 for this. 	<ul style="list-style-type: none"> • Hospital/health hub if not delivered: residents would not have access to new facilities which may mean the potential to travel further afield to receive specific treatment. However, policy S4 within the Local Development Plan (LDP) states the necessity to have key infrastructure elements which include that adequate provision is made for enhanced medical provision in cooperation with relevant health bodies. • Health inequalities: Life expectancy is 3.0 years lower for males and 4.1 years lower for females in the most deprived areas of the District compared to the least deprived areas (PHE fingertips⁴, 2018). Some significant contributions to this includes: 16% (JSNA⁵, 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).

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

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>

Strengths

- **Proactive and effective MDC Community Engagement Team:** The Community Engagement Team 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 some wards of the District 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 town in the District has a Neighbourhood Plan (NP), 6 parishes have NPs in progress and 4 villages 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.

Weaknesses

- **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).
- **Lack of affordable extra care social housing provision:** enabling development of extra care housing units to meet the 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 LGA¹⁰ 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 parishes are 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) or England (£243,456) (UK House Price Index¹⁴, all property types) there is a 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, (2018) which is above the Essex average (10.8) (ONS¹⁵, house price to workplace-based earnings ratio, 2019).

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

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>

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

9 Percentage of physically active adults, Public Health England, Local Authority Health Profiles, <https://fingertips.phe.org.uk/profile/health-profiles/dat#page/1/gid/1938132694/pat/6/par/E12000006/ati/101/are/E07000074/iid/93014/age/298/sex/4>

10 Homelessness Reduction Act Survey (2018) – Survey Report, <https://www.local.gov.uk/sites/default/files/documents/Homelessness%20Reduction%20Act%20Survey%20Report%202018%20v3%20WEB.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/6/par/E12000006/ati/101/are/E07000074>

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

Opportunities

- **Hospital/ Community Health Hub if delivered:** this will increase the opportunity for residents to access modern healthcare facilities for both primary and secondary care in an ideal location when considering the development of the garden suburbs.
- **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 and the ageing population. Underpinning this strategy is a prevention led, sustainable ABCD approach.
- **Physical activity:** The District offers great access to the natural environment and has great green infrastructure providing opportunities for recreational pursuits, with 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 (FEAT¹⁷, 2019).
- **Green Infrastructure Strategy (GIS):** a quality piece of work which presents significant opportunities to enhance and promote Maldon District's green infrastructure network and deliver 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.

Threats

- **Government funding:** ongoing budget deficit from the Government will affect services of the Council and the level of funding which are readily available.
- **Ageing population:** Over the next 7 years there will be a 27% increase in the proportion of over 65s in the District (JSNA⁵ 2016). Dementia is set to increase by 83% to c1,700 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 of 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):** The act's requirements are resource intensive and there are issues with 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 their ability to meet needs of people at risk of homelessness (LGAY¹⁰, 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>

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/>.

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/parE10000012/ati/101/are/E07000074>

Opportunities

- **Homelessness Reduction Act (2017) (HRA):** signals a more structured and systematic approach and gives MDC new powers to tackle the homelessness crisis.
- **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:** those secured through the LDP for youth and children's facilities, health, primary and secondary schools' provision particularly associated with strategic growth in the District and the wider area. There will be significant opportunity to maximise these funds for strategic infrastructure.
- **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 change

Threats

- **Crime trends:** offence rate per 1,000 population (Maldon, 45y²²) is lower than the England average (86). However the 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.
- **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.
- **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 to attend college.

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

19 TuckIN, <http://tuckin-uk.co.uk/>

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>



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 whether 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 mind the differing level of contribution that partners and partnerships will play when delivering community outcomes.

VISION: Healthy, safe and vibrant communities

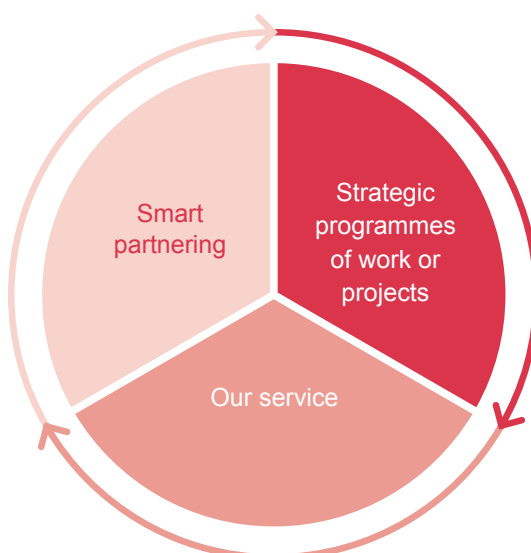
Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Working with communities and partners to support our health and wellbeing priority: obesity	C1. No. of parishes covered by community weight management sessions	4/ 31 parishes	Increase of 2 parishes per 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 priority: mental health	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 priority: social isolation and loneliness	C6. Promotion of social isolation initiatives	New measure	24 promotions 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

Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Working with communities and partners to support our health and wellbeing priority: older people's health	C8. No. of health drop-ins for older 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 friendly 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 Making Every Contact Count 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 – 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	Y	N	Y
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.	N	N	Y
Aran Services	Offer residents grant funded loft insulation and cavity wall insulation	Y	N	N
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	N	Y	N
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.	N	Y	Y
Department for Work and Pensions	Supporting MDC processing claims and administering housing benefit	N	N	Y
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.	N	N	Y
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.	N	N	Y

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
Essex Community Rehabilitation Company	Ongoing communication in relation to individuals who may need to be housed within the District.	N	Y	N
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.	Y	Y	Y
Essex Youth Service	Supporting educational, personal and social development of young people in Maldon.	Y	N	N
Food Standards Agency	Ongoing communication and provision of resources within food enforcement	Y	Y	N
Health and Safety Executive	The Council and HSE are responsible for enforcing health and safety legislation.	N	N	Y
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.	N	N	Y
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.	Y	Y	Y
Mid-Essex Clinical Commissioning Group	Responsible for commissioning of health and care services within Mid Essex quadrant, including Maldon District.	Y	Y	Y
MOAT foundation	The charitable arm of the Housing Association. Provide health and wellbeing support not only to their residents but to the rest of the District too.			
Natural England	Supporting MDC to protect the District's nature and landscape for resident to enjoy.	N	N	Y
Parish and Town Councils	Working in partnership to support the needs of local communities.	N	Y	Y

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
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.	Y	Y	Y
Provide	Commissioned health and wellbeing partner offering a variety of health and wellbeing related services to residents within Maldon District.	Y	N	Y
Places Leisure	Under contract to provide leisure centre services within the District.	N	N	Y
Registered Social Landlords	Ownership and management of social rented housing. Also, close partnership working to deliver positive outcomes for Better Care Fund options.	N	N	Y
Residents	Providing their insight, feedback, responses to Council activities and driving initiatives in partnership which are important to their local area.	N	N	Y
Rural Community Council for Essex	Independent charity working to help rural communities achieve a thriving and sustainable future	N	Y	Y

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: Obesity	Active Maldon Network	<ul style="list-style-type: none"> - Increase District community participation in physical and sports. To make sports, physical activity and active recreation more accessible. - Supporting delivery of sports, physical activity and active recreations through different provisions. - Avoid duplication and work in partnership with each other including but not exclusive to health and wellbeing groups and public health agencies. 	Y	Y	Y
	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. 	N	Y	N
	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. 	Y	Y	N
	Public Health Practitioner Group	<ul style="list-style-type: none"> - Allows sharing of good practice at a service delivery level, whilst linking to the ECC Public Health Team and offering support for public health related issues at a District level. 	Y	N	N
	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. 	Y	N	Y

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Working with communities and partners to support our health and wellbeing priority: Mental Health	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.	N	Y	N
	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	N	Y	Y
Working with communities and partners to support our health and wellbeing priority: Social Isolation and Loneliness	Maldon District Digital Inclusion Group	- Supporting people in Maldon District to have increased digital confidence and competence	N	N	Y
	Social Isolation and Loneliness Forum	- Essex County Council has been working actively with system and service leaders across Essex to transform the way in which the system tackles isolation and loneliness.	N	N	Y
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.	N	Y	N
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.	Y	N	Y
	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 occurring.	N	Y	N
	Essex Safeguarding Adults Board	- The Essex Safeguarding Adults Board (ESAB) is a statutory organisation that is committed to protecting an adult's right to live in safety, free from abuse and neglect.	N	Y	N

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
	Essex Safeguarding Children Board	- The Essex Safeguarding Children 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.	N	Y	N
	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. It supports young people 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.	N	Y	N
	MACE (Missing and Child Exploitation Meetings) Part 1 & 2	- MACE monitors and reviews multi-agency activity and responses to known and potential Child Sexual and other forms of child exploitation and trafficking across Essex within the 4 quadrants.	N	Y	N
	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.	N	N	Y
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 putting 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.	N	N	Y
	Bradwell A LCLC	- 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.	N	Y	N
	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.	N	Y	N

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
	Civilian Military Partnership Board	- The Essex Civilian Military Partnership Board offers strategic direction to local responses to the county's shared community covenant commitments.	N	Y	N
	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.	Y	N	Y
	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).	Y	Y	Y
	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	N	Y	N
	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.	N	Y	N
	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 are 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.	N	N	Y

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
	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.	N	Y	N
	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.	N	Y	N
	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.	Y	Y	N
	JMBB	- The Joint Bradwell Member Board will act as the lead Member and Officer forum for Bradwell B related activities on behalf on Maldon District Council and Essex County Council. The Board will make recommendations towards the development of a new Bradwell B Power Station in the Maldon District along with associated and ancillary developments and infrastructure, to consider the potential opportunities and risks for Maldon District, the wider county of Essex and the Region.	Y	Y	Y
	Maldon and Burnham Action Group	- Multi-agency case management tackling ASB and will work predominantly with RSL's.	N	Y	N
	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.	Y	Y	Y
	Parish Clerks' Forum	- Facilitated by MDC to foster good relationships between Parish Councils and Maldon District Council and sharing knowledge and information	N	Y	N

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
	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 Service 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 Service precept and policing precept proposed by the PFCC with the power of veto. Deal with non-criminal complaints against the DPFCC and PFCC.	N	Y	N
	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.	N	N	Y
	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.	N	Y	N

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	Project Title	Timescale	Commercial project Y/N (please note many of the community projects are of social value. But where there is a link to commercial activity a ‘Y’ status has been given)
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	N
	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	N
	Expansion of intergenerational projects – encouraging younger and older people to come together to share experiences and learning opportunities with each other.	Work ongoing	N
	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	N
	Movement to Music – for individuals with a lack of mobility and movement to get them more physically active.	Live	N
	3PR Schools Parking Initiative – helping prevent inconsiderate, illegal and dangerous parking near schools.	Live	N
	TuckIN initiative – encouraging local fast-food businesses to sign up to reducing sugar, salt and fat in their foods	Live	N
	Live N Zumba Gold – supporting residents in the District to be involved in a more inclusive ‘easy-to-follow’ way of exercise.	Live	N

Corporate	Project Title	Timescale	Commercial project Y/N <small>(please note many of the community projects are of social value. But where there is a link to commercial activity a 'Y' status has been given)</small>
	Saltmarsh 75 – ultramarathon and half-marathon along the Maldon District coastline	Live	Y
	Development of open spaces (016, 017) – commercial project	TBC	Y
	MENTAL HEALTH:		
	Design Council Mental Health Project – looking to support Year 6 and Year 7 children to increase resilience in the transition period to secondary school with the aim of better longer-term mental health.	Work ongoing	N
	Men's Health and Wellbeing Group (BLOKES) – offers varied activities for men to be part of around the District.	Live	N
	Multi-Agency Centre – advice on health and wellbeing, finances, debt, emotional wellbeing which is mainly targeted at residents on Universal Credit.	To be resumed	N
	SOCIAL ISOLATION AND LONELINESS:		
	Dengie Village Friend – specific initiative to support residents in the Dengie area who have been highlighted to be more at risk of social isolation than other parts.	Live	N
	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	N
	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	N
	Re-provision of handyman service – improves options and reduces risks for older people remaining in their homes.	TBC	Y
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	N

Corporate	Project Title	Timescale	Commercial project Y/N (please note many of the community projects are of social value. But where there is a link to commercial activity a 'Y' status has been given)
Effective engagement to support strong and resilient communities	Spot It Stop It – awareness training for businesses regarding young person exploitation.	Work ongoing	N
	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	N
	Be Safe this Summer – one day community safety event	Live: completed once annually	N
	Schools Engagement Programme – Operation Enlightenment (Plume, Ormiston The Kemnal Academies Trust all have a SPOC from Essex Police)	Live	N
	Just Play – opportunity for young people to congregate and play organised football in locations around the District	Live	N
	Park Watch Scheme – to protect Maldon District Council's parks from vandalism and improve safety and security	Live	N
	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	N
	Employment and homelessness – housing sector to develop links with training providers to help those at risk of homelessness access opportunities for employment.	Live	N
	Domestic abuse – housing to develop and maintain links with those working with domestic abuse victims at operational and strategic level.	Work ongoing	N
	Independent Living – enable development of 150 units of independent living accommodation in the District.	Delivery by 2021/22	N
	One Public Estate Project – identifying opportunities for the development of publicly owned land to meet strategic requirements	Deliver by 2019/20	Y
	Framework for Community Led Housing Projects – reducing delay and increasing resources to enable development of homes to meet meet local housing needs by local community.	Work ongoing	N

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;
- Planning

Strategies and Policies: already in place to deliver the work to support the Community Strategy

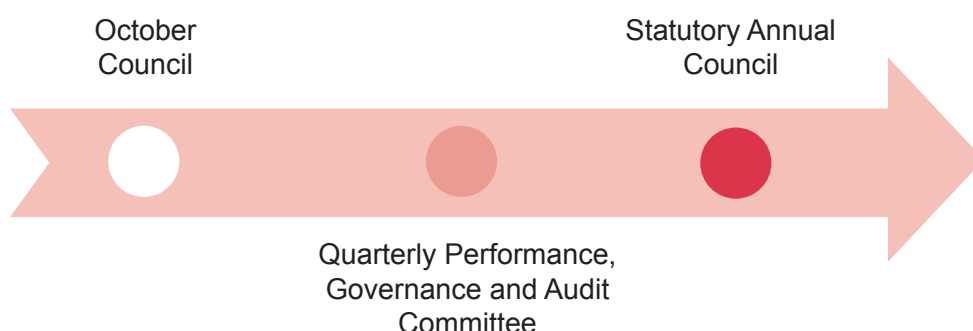
Corporate outcome	Strategy or policy	Live/need updating
Working with communities to support our health and wellbeing priorities: obesity, mental health, social isolation and loneliness, and older people's health	livewell Strategy (2019)	Requiring sign off
	Green Infrastructure Strategy (2019)	Live
	Maldon 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	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 (2019-2023)	Requires production
	MDC Environment and Climate Change strategy	In 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 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 report to performance, Governance and Audit Committee Measuring activity and outcomes we can impact Annual residents survey Corporate risk 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 risk 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	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 (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	NHS Mid Essex Clinical Commissioning Group (CCG) covering the Maldon, Chelmsford and CCG 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.

Prosperity

Thematic Strategy





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Our vision

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

It's important as a Council that 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 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 in our three priority strategic themes; **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 thematic strategies will inform and support the delivery of the Commercial Strategy and Commercial Projects Plan (2019/23), approved and adopted by Maldon District Council in July 2019.

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 to 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.



Purpose

The purpose of this strategy document is to outline the Prosperity outcomes the Council has set out to achieve 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. This strategy will identify projects to be considered for their commercial benefits and will support the scoping and development of strategic commercial projects included in the Corporate Projects Plan. 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);
- Maximising the opportunities and benefits which arise from the development of a new nuclear power plant;
- Partnership working to provide an Enterprise Centre;
- Rural business and diversification supported;
- Tourism supported and encouraged;
- Where appropriate, identification and delivery of commercial projects that will support both the prosperity outcomes and commercial objectives.






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

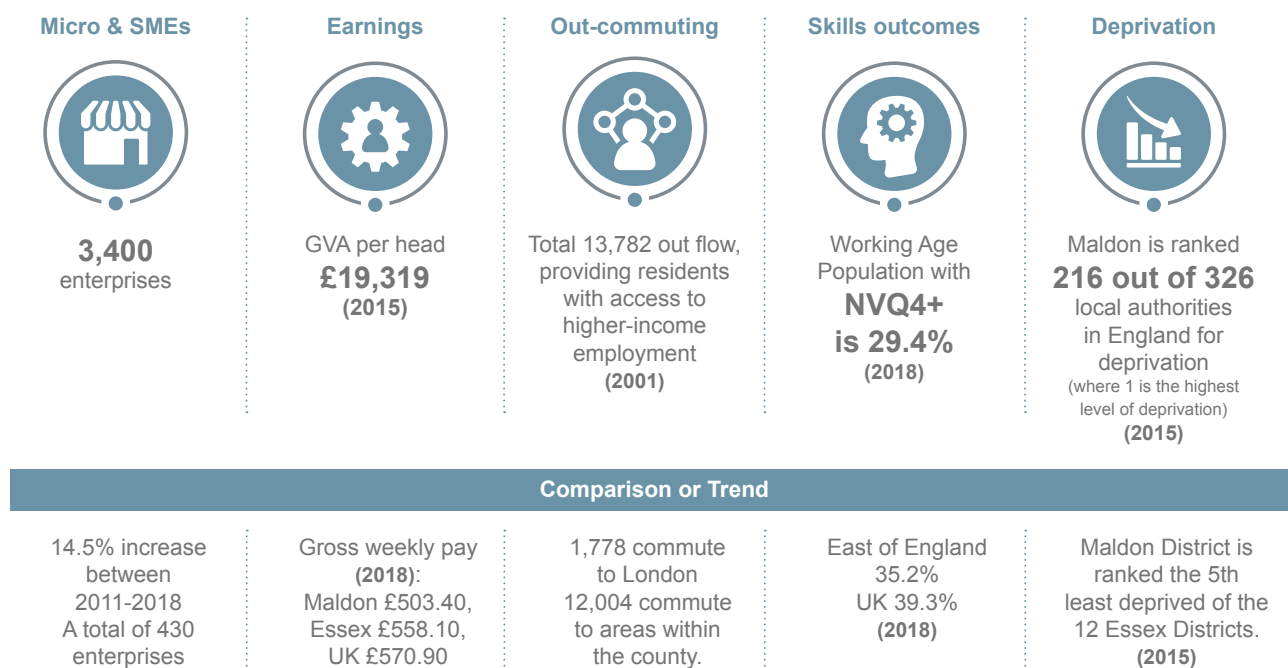
- providing residents and businesses with a clear picture of the priorities we have identified for the District and where we will be prioritising resources;
- providing clear direction for allocating and managing our resources, grant funding and capital expenditure;
- identifying the priority measures 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 and the Commercial Strategy, it will be reviewed as new insight emerge and new opportunities and challenges arise.

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, comparisons and benchmarking which inform our Prosperity priorities and activities for the Maldon District:

District Economies	Economic Opportunities	Working Age	Economically Active	Self-employed
 <p>The Maldon District has three differing economies</p> <ul style="list-style-type: none"> (a) the core; Maldon and Burnham-on-Crouch both local economic centres (b) the rural hinterland; south east of Maldon and north/ east of Burnham on Crouch (c) the commuter economy 	 <p>Energy, construction, social care and advanced manufacturing</p>	 <p>58.7% 37,800 of the District's 64,400 population are of working age (2018)</p>	 <p>77.7% 29,000 of the District's 37,800 working age population are economically active (2018)</p>	 <p>17.1% 6,500 of the district's working age population are Self-employed (2018)</p>
Comparison or Trend				
N/A	N/A	East of England 61%, UK 62.7 (2018)	East of England 80.8%, UK 78.5% (2018)	East of England 11.5%, UK 10.6% (2015/17)



*Data sources are highlighted in the Evidence base documents, policies and data sources section.

The 'What we know today' infographic provides a broad view of the District's Prosperity. It supports our 32 Corporate Outcomes, informing our strategic activities through the following key points:

Our employment offer is diverse

Our top employers include retail, manufacturing, administrative services, health and social care, and scientific and technical activities.

Our working age population is decreasing

We are seeing a decline in our working age (16-64) population. Between the years of 2010 – 2018, the working age population has decreased by 4.1%.

By 2029, it is projected that the Maldon District population aged 65+ will have increased by an additional 2,180 people and will be equivalent to 26.9% of the total population (67,700). This shows a 10-year increase of 13.6%, higher than the projected increase of 10.1% for the Essex County Council area as a whole.

We're closely aligned to UK figures for numbers of people economically active

77.7% of the working age population are economically active, which closely compares to the UK percentage of 78.5% but is slightly below the East of England at 80.8%. Early data projections in UK show a continuing increase, however this is not conclusive until March 2020 data is released.

We continue to be enterprising but need to prevent business death rates increasing

We are an enterprising District. The District has a higher number of self-employed people (17.1% 2018) in comparison to East of England 11.5% and the UK 10.6%. 430 self-employed enterprises have started up in a seven-year period, a 14.5% total increase. However, in 2017, the East of England experienced the 2nd highest reported death rate of businesses in the UK.

Our weekly average pay packet is £50 lighter than Essex or the UK

Factors impacting this include the lack of highly skilled jobs and the skills available in the area. The working age population with NVQ4+ is 29.4% (2018), this level of achievement is lower than reported for the East of England and the UK.

The District's prosperity paints a varying picture

Maldon District is ranked the 5th least deprived of the 12 Essex Districts. However, it contains some of the most and least deprived areas in Essex: parts of Maldon East, Maldon North and Heybridge West wards are in the 20% most deprived areas, while Maldon West is one of the 10% least deprived areas. However, the District ranks in the second highest quartile, 216 out of the 326 local authorities in the UK.

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>Location</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. 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 London Stansted, London Southend airports and ports of Harwich, Felixstowe, Tilbury and London Gateway Port. • Important spatial connections with significant growth areas including the Thames Estuary and the M11 corridor. • Rich maritime heritage supporting tourism. <p>Economy</p> <ul style="list-style-type: none"> • There are identified strategic employment sites allocated within the current LDP. • Local economy legacy of innovation – e.g. Burnham-on-Crouch and Tollesbury specialise in marine engineering and manufacturing. • High level of business start-ups. 	<p>Location</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 transport infrastructure. <p>Economy</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: £503.40 Maldon, compared to £558.10 across Essex. • Low employment density. • Roll-out of broadband across the District continues to improve in more densely populated areas across the District, some rural properties are yet to be offered a faster broadband service. • There are pockets of ward level 'deprivation' (social and economic) in the District. • Lacking means for business to connect, work together and win business together.

Strengths

- 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 to 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 NVQ4+ qualifications albeit from a low base.

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 accommodation providers.
- Diverse range of tourist attractions e.g. The only surviving WWI airfield in England; Combined Military Services Museum; numerous historic architectural gems e.g. Chapel of St Peter-on-the-Wall; Moot Hall; Beeleigh Abbey and Plume Library.
- 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.

Weaknesses

Skills

- Low skilled sector, lower than UK average proportion of resident workforce with higher level skills (NVQ Level 4 to degree and above).

Opportunities

- The Maldon and Heybridge 'Central Area Masterplan' SPD approved by Maldon District Council.
- 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.
- Maximise the benefits of a New Nuclear power plant, Bradwell B – in terms of socio and economic growth, and infrastructure.
- Expand 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.
- Through 'Sense of Place' support diversification and enterprise
- Introduce Community Infrastructure Levy (CIL) to support improvements to infrastructure.
- Improvements to A12 and potential 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 London Stansted and London 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.

Threats

- Online shopping and fringe – out of town retail offering versus traditional high street experience.
- Lack of secondary school capacity after current LDP.
- Economic growth competition from the rest of Essex.
- Limited 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.
- Climate change and flood risk.



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 targets. 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

Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Delivery of 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 Performance, Governance and Audit Committee.	100%	Y
	Job creation	Monitoring will commence this year and will be evident in the Authority 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 in Maldon District Council's office building.	Deliver Enterprise Hub based in Maldon District Council's building	N/A	Enterprise Hub Delivered April 2020	N
	Occupancy rate in Enterprise Hub	N/A	To be determined	Y
In Partnership Enterprise Centre: A larger scale facility than the Enterprise Hub.	Deliver Enterprise Centre	Produce Business Plan by March 2021	Enterprise Centre delivered 2025	Y

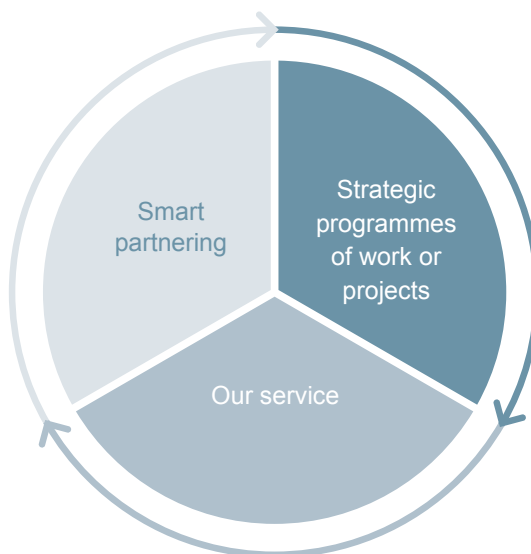
Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Rural business and diversification supported and encouraged	Via 'Sense of Place' Establish Maldon Rural Business Growth Strategy	Partnership delivery protocol agreed June 2019 which sets out the priority 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	Data update due in September via Visit Essex, Volume & Value report.	Target to be set in October 2019 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 January 2020	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 contract delivery.	To be determined: number of tourism events promoted via Sense of Place Number of tourism businesses engaged via Sense of Place.	To be determined: Targets will be reported in the October 2019 to the Performance, Governance and Audit Committee.	Y

Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Efficient and effective engagement with businesses	Maldon Sense of Place – 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



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 outcomes for a powerful and long-term impact. The smart partnering 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 achieve the delivery of the Council's 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 outcomes.

Our services – those services which are delivered by the Council and affect the community will offer value for money and be 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, 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.**”

Strategic partner	Role of partner	Funding Influence Joint Delivery		
		Funding	Influence	Joint Delivery
South East Local Enterprise Partnership (SELEP)	The South East Local Enterprise Partnership (SELEP) is one of 38 LEPS nationally 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	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.			
	It supports Coastal Growth Ambitions.	Y	Y	N
	It identifies how SELEP can provide additionality and support to local plans.			
	It promotes funding and bidding opportunities.			
SELEP Rural Working Group	It has recently secured Sector Support Funding to develop a coastal economic plan which Maldon District Council is contributing to.			
	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.	Y	Y	Y
	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.			

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
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)*	The 'Place Board' is the driving force behind 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. 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. Through SoP, we will continue to engage with local business groups, hubs and forums.	N	Y	Y
Rural Community Council of Essex (RCCE)	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. 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.	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

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
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 representations direct to Government regarding the development of new nuclear power generation and of nuclear-related connection and transmission projects.	N	Y	Y
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> <ul style="list-style-type: none"> - Promote North Essex as a location of choice to businesses serving the energy sector; - Facilitate networking and business to business opportunities; - Ensure that the North Essex workforce have the right skills to serve the energy sector now and in the future; - Leverage funding to support the provision of infrastructure underpinning the development of businesses serving the energy sector. 	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>			
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 Councils.</p> <p>This could have a 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

Strategic projects – Prosperity

Each of the thematic strategies have identified strategic programmes and projects to align resource to and to inform the Council's service plans. 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 will 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 and new opportunities are identified:

Strategic Project/ Programme	Strategic Prosperity Aim	Corporate Outcome	Commercial activity?
<p>Maldon and Heybridge Central Area Master Plan (CAMP) – A development framework comprised of 'movement' and 'connections' and green infrastructure and development opportunities.</p> <p>The are 3 sub AREAS within the CAMP – The Causeway Regeneration area (focussed on the main employment 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.</p>	<p>The overarching Masterplan framework reflect several key strategic priorities and opportunities for improvements to and investments in the central area.</p> <p>Delivery is subject to funding being secured to enable us to achieve all CAMP projects.</p>	<p>Elements of CAMP - Increased income through commercialisation as stated in the Corporate Plan under 'Planning for the Future'.</p> <p>Delivery of Strategic Employment sites in accordance with the Local Development Plan.</p> <p>Efficient and effective engagement with businesses.</p> <p>Tourism supported and encouraged.</p>	Y
<p>Enterprise Centre (Central Area Masterplan: Project 10).</p>	<p>Stimulate enterprise and innovation; Support education, skills and employability; Support Infrastructure; Identify locations for growth</p>	<p>Increased income through commercialisation as stated in the Corporate Plan under 'Planning for the Future'.</p> <p>Efficient and effective engagement with business;</p> <p>Rural business and diversification supported.</p>	Y

Strategic Project/ Programme	Strategic Prosperity Aim	Corporate Outcome	Commercial activity?
Bradwell B	<p>The Development of the Bradwell B nuclear plant development 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 would help 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 five 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 submit their application for development consent to the UK Planning Inspectorate, before a decision is made by the Secretary of State.</p> <p>Should this progress to approval, we will need to have ensured, through the planning process and business engagement, the following:</p> <p>Deliverability of affordable housing;</p> <p>Improved transport infrastructure;</p> <p>Partnership working to enable jobs for local people;</p> <p>The development of local consortia of businesses – to bid for contracts to deliver the nuclear power plant.</p>	<p>Delivery of strategic employment sites in accordance with the Local Development Plan;</p> <p>Partnership working to provide an Enterprise Centre;</p> <p>Efficient and effective engagement with businesses.</p>	
Commercial management of our assets	<p>Strategic commercial projects will be developed to maximise commercial income; increase employment opportunities and contribute to the growth of tourism.</p> <p>Smaller scale opportunities are set out in the Commercial Projects Plan (CPP).</p>		Y

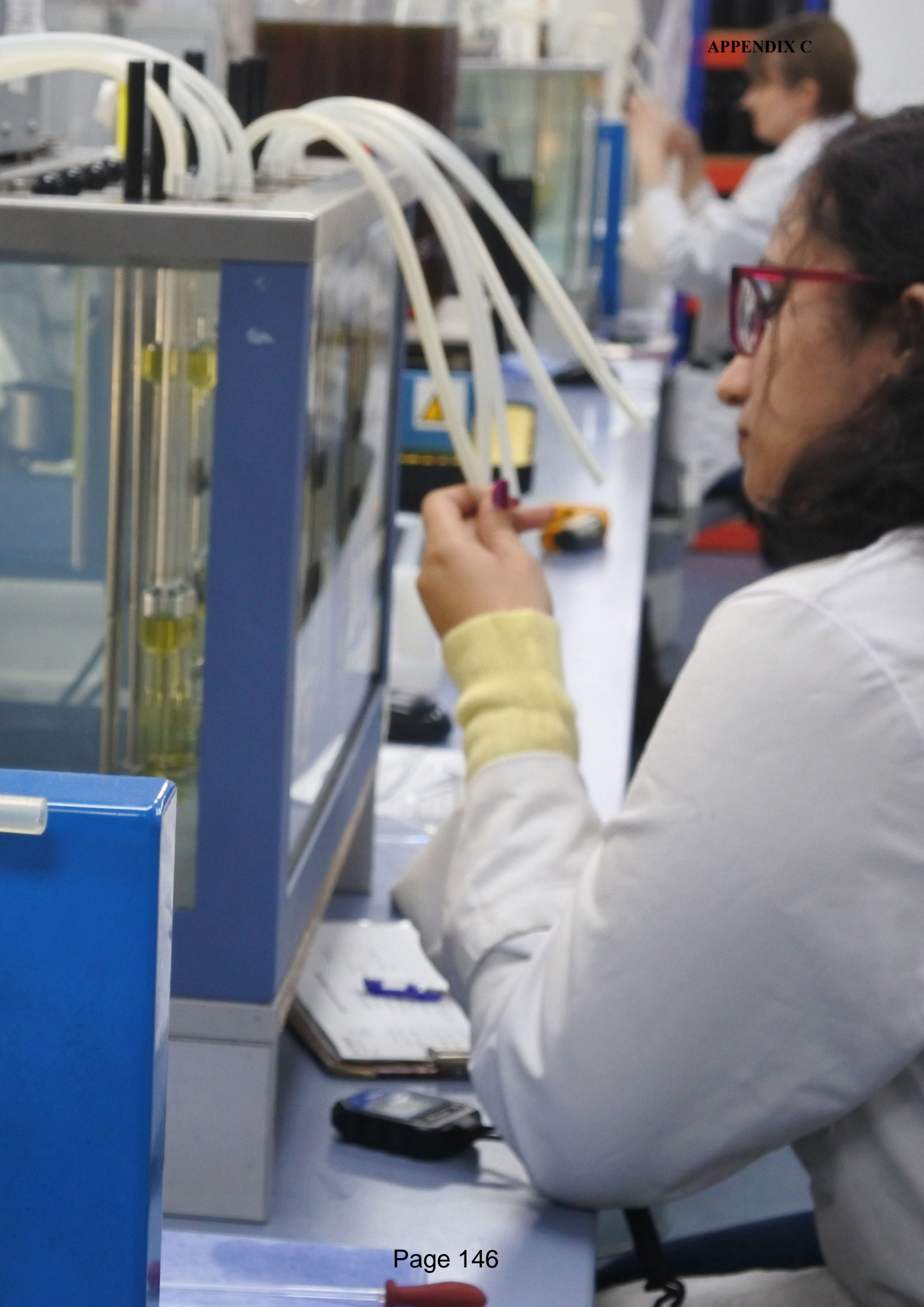
Evidence base documents, policies and data sources

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; - Development and Improvement Plan for the Causeway Regeneration Area (2015) BBP Regeneration; - The Taylor Review of Rural Economy and Affordable Housing (2009) DCLG; - Heart of Essex Economic Futures (2012) Nathaniel Lichfield & Partners (NLP); - Maldon District Tourism Strategy Research (2009) East of England Tourism; - Employment Evidence and Policy Update (2015) Hardisty Jones, (EB102a); Employment Evidence and Policy Update (Hardisty Jones, 2015) (EB102a); - Maldon District Council Skills strategy; - The Renewed Maldon District Sustainable Community Strategy 2010-2026, district deprivation figures; - Commercial Strategy.
Maldon District Council Local Development Plan policies	<ul style="list-style-type: none"> - S1; - S4; - S5; - E1; - E2; - S7.
Data Sources	<ul style="list-style-type: none"> - Visit Maldon website report – May 2019; - NOMIS (UK) – Labour market statistics 2011; - NOMIS (UK) – Census 2011 Commuting figures; - NOMIS (UK) – Population figures 2018; - NOMIS – Demography 2018; - Office of National Statistics (ONS) – GVA per capita figures 2016; - Economic Impact of Tourism, Volume and Values Survey, 2017; - English Indices of Deprivation, 2015, local authority ranked deprivation; - The Renewed Maldon District Sustainable Community Strategy 2010-2026, district deprivation figures.

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

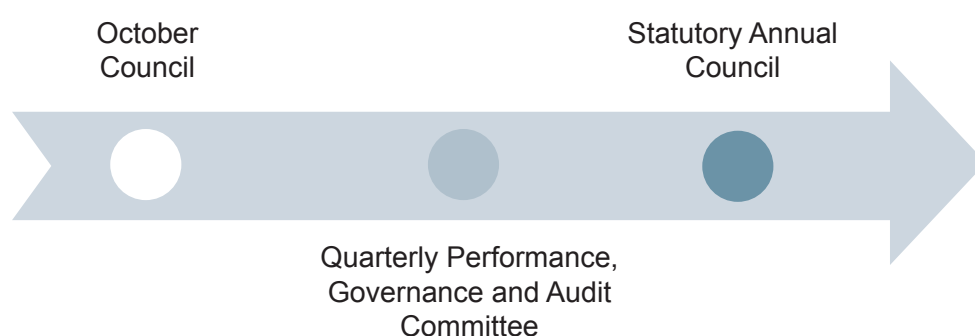
- Rural Business Growth Strategy;
- Marketing and Communications Strategy;
- Commercial Strategy 2019



Our Performance

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 Council at the end of each financial year. The Strategy Theme Lead will be responsible for this document, its quarterly and annual reporting. 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 report 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 District 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 risk with low scores



APPENDIX1: Glossary of terms or abbreviations

Abbreviation	Explanation
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	Integrated Growth Forum
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
CPP	Commercial Projects Plan

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

Outcomes	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 accounts for over replace 16% of local employment. 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 visitor 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 the Thematic Strategies are living documents, the outcomes set out in the Corporate Plan and thematic strategies will remain the same; how we deliver the work we do to achieve the outcomes will continuously respond to new insights, commercial opportunities and new challenges.

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