

# Unrestricted Document Pack

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DIRECTOR OF STRATEGY,  
PERFORMANCE AND  
GOVERNANCE'S OFFICE  
DIRECTOR OF STRATEGY, PERFORMANCE  
AND GOVERNANCE  
Paul Dodson

13 November 2019

Dear Councillor

You are summoned to attend the;

## **MEETING OF THE MALDON DISTRICT COUNCIL**

on **THURSDAY 21 NOVEMBER 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



Director of Strategy, Performance and Governance

### Please note

Limited hard copies of this agenda and its related papers will be available at the meeting.  
Electronic copies are available via the Council's website [www.maldon.gov.uk](http://www.maldon.gov.uk).

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## **AGENDA COUNCIL**

**THURSDAY 21 NOVEMBER 2019**

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

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

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

4. **Minutes - 3 October 2019** (Pages 7 - 14)

To confirm the Minutes of the council meeting held on 3 October 2019 (copy enclosed).

5. **Public Questions**

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

6. **Chairman's Announcements**

7. **Notice of Motion**

In accordance with notice duly given under Procedure Rule 4, Councillor C Swain to move the following motion:

“I wish to put the following motion to Council to add a new sub-section (3) to Rule of Procedure 18 as follows:

‘Any working group established by Council, Committee or Sub-committee shall include members representing wards most affected by matters falling within the remit of that working group.’

8. **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 reference for these recommendations are listed below for Members’ information.

- a) Strategy and Resources Committee - 17 October 2019 (Pages 15 - 22)
- b) Performance, Governance and Audit Committee - 24 October 2019 (Pages 23 - 30)

9. **Minutes of Meetings of the Council**

To note that since the last Council, up until Wednesday 13 October 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:

North Western Area Planning Committee	<a href="#">30 September 2019</a>
Overview and Scrutiny Committee	<a href="#">2 October 2019</a>
South Eastern Area Planning Committee	<a href="#">7 October 2019</a>
Appointments Board	<a href="#">4 November 2019</a>

Minutes NOT finalised for publication:

District Planning Committee (special meeting)	<a href="#">23 October 2019</a>
North Western Area Planning Committee	<a href="#">28 October 2019</a>
Overview and Scrutiny Committee	<a href="#">31 October 2019</a>
South Eastern Area Planning Committee	<a href="#">4 November 2019</a>

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

11. **Outstanding Business from the adjourned Council meeting on 3 October 2019**

The Council meeting held on 3 October 2019 having been adjourned, to consider the following items of outstanding business from that meeting:

a) Special meetings of Committees to elect Chairmen and Vice-Chairmen

Since the Council meeting on 3 October 2019, the following Committees have met and elected their Chairmen and Vice-Chairman:

- Strategy and Resources Committee
- Performance, Governance and Audit Committee
- Overview and Scrutiny Committee

Meetings of the Joint Standards Committee and Licensing Committee have not yet taken place. Council is asked to agree that the election of Chairman and Vice-Chairman to these Committees is done at their respective next meetings.

b) Appointment of Representatives to Local Government and Outside Bodies  
(Pages 31 - 36)

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



- c) Appointment of Members to Serve on Working Groups of the Council (Pages 37 - 40)

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

- d) Thematic Strategies (Pages 41 - 154)

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

12. **Polling District, Polling Place and Polling Station Review** (Pages 155 - 170)

To consider the report of the Returning Officer, (copy enclosed).

13. **Superfast Essex Update** (Pages 171 - 208)

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

14. **A12 Chelmsford to A120 Widening Scheme - October 2019 Update** (Pages 209 - 214)

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

15. **Adoption of Freeman / Freewoman Scheme** (Pages 215 - 228)

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

16. **Appointment of Representatives on Liaison Committees** (Pages 229 - 230)

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

17. **Membership of the Performance, Governance and Audit Committee**

To consider the request from the Opposition Leader to replace Councillor K M H Lagan on the Performance, Governance and Audit Committee with Councillor B S Beale MBE.

18. **Schedule of Meetings 2019 / 20**

To consider the following revision to the 2019 / 20 Schedule of Meetings:

- **Overview and Scrutiny Committee – 12 December 2019**

In light of the forthcoming General Election it is proposed that the above meeting of the Overview and Scrutiny Committee is rescheduled to ??? December 2019.

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

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

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

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

22. **Full Council Transformation: Gateway Review** (Pages 231 - 284)

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

### **NOTICES**

#### **Sound Recording of Meeting**

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

#### **Fire**

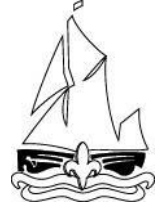
In event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

#### **Health and Safety**

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

#### **Closed-Circuit Television (CCTV)**

This meeting is being monitored and recorded by CCTV.



**MINUTES of  
COUNCIL  
3 OCTOBER 2019**

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**PRESENT**

Chairman                      Councillor R G Boyce MBE

Vice-Chairman              Councillor Mrs P A Channer, CC

Councillors                  E L Bamford, 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,  
A L Hull, K W Jarvis, J V Keyes, K M H Lagan, 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

**438. CHAIRMAN'S NOTICES**

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

**439. APOLOGIES FOR ABSENCE**

Apologies for absence had been received from Councillors Miss A M Beale and M W Helm.

**440. DECLARATIONS OF INTEREST**

Councillor M F L Durham disclosed a non-pecuniary interest as a Member of Essex County Council for any items pertaining to that organisation.

Councillor Mrs P A Channer disclosed a non-pecuniary interest as a Member of Essex County Council should there be any matters arising relating to that organisation.

**441. MINUTES - 12 SEPTEMBER 2019**

**RESOLVED**

- (i) that the Minutes of the meeting of the Council held on 12 September 2019 be received.

**Minute 397 – Questions to the Leader of the Council in accordance with Procedure Rule 1(3)(M)**

Councillor W Stamp raised the following amendments to her question, as recorded in the Minutes, and these were duly agreed:

- The second sentence of the first paragraph should read “...Standards Public *Life* report by Lord Paul Bew pages 12 section 3.3 regarding...”;

**RESOLVED**

- (ii) That subject to the above amendments, the Minutes of the Council meeting held on 12 September 2019 be adopted.

**442. PUBLIC QUESTIONS**

There were none.

**443. CHAIRMAN'S ANNOUNCEMENTS**

The Chairman advised that he had no announcements for this extraordinary meeting.

**444. PLANNING AND LICENSING COMMITTEE - 5 SEPTEMBER 2019**

**RESOLVED** that the Minutes of the Planning and Licensing Committee held on 5 September 2019 be agreed.

**445. FINANCE AND CORPORATE SERVICES COMMITTEE - 24 SEPTEMBER 2019**

**RESOLVED** that the Minutes of the Finance and Corporate Services Committee held on 24 September 2019 be approved.

**446. 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 25 September 2019 for which Minutes had been published.

**447. QUESTIONS IN ACCORDANCE WITH PROCEDURE RULE 6 (2) OF WHICH NOTICE HAS BEEN GIVEN**

The Council noted that in accordance with Procedure Rule 6(2) two questions had been received from Councillor C Swain. A copy of the questions along with the responses from the Chairman of the Council were circulated prior to the meeting.

The questions and the responses are as follows:

**Question one:**

What has been the amount of identifiable expenditure attributable to the Transformation Programme (including redundancy payments) to date, and what is the eventual total expected to be?

*Response from the Chairman of the Council:*

The Section 151 Officer will be providing a budget up to the Transformation Board tomorrow (Friday 4 October 2019). The detail will then be available via the Minutes of the meeting which are made available to Members.

**Question two:**

How many officers and employees who were on the payroll when the Transformation Programme was initiated are still with the Council?

*Response from the Chairman of the Council:*

Originally 259 of which 174 are still on payroll.

**448. APPOINTMENT OF MEMBERSHIP OF COMMITTEES OF THE COUNCIL**

The Council considered the report of the Head of Paid Service, circulated prior to the meeting.

Following the Officers' presentation of the report and in accordance with Procedure Rule No. 13 (3) Councillor C Morris requested a recorded vote.

Chairman put the three recommendations as set out in the report and voting was as follows:

For the recommendation:

Councillors E L Bamford, R G Boyce, Mrs P A Channer, R P F Dewick, M F L Durham, Mrs J L Fleming, A S Fluker, B E Harker, A J Hull, K W Jarvis, J V Keyes, C P Morley, R H Siddall, Mrs M E Thompson and Miss S White.

Against the recommendation:

Councillors M G Bassenger, M S Beale, V J Bell, M R Edwards, M S Heard, K M H Lagan, C Mayes, C Morris, S P Nunn, N G F Shaughnessy, N Skeens, W Stamp, J Stilts and C Swain.

Abstention:

There were none.

The Chairman declared that the recommendations were agreed with the exception of the appointment of Councillor C Morris to the Strategy and Resources Committee.

Following a request from the Chairman, the Senior Legal Specialist advised that the suggested appointment of Councillor Morris (as per paragraph 4.3 of the report) to the Strategy and Resources Committee required a unanimous decision by the Council. It was explained that according to regulations and following the result of the recorded vote Councillor Morris was not able to sit on the Strategy and Resources Committee and

therefore the Independent Group were able to nominate another Member to sit on that Committee.

At this point Councillor Morris requested that it be recorded that he was an elected representative who was not allowed to speak at or sit on a Committee. He also asked why his request for a question under Rule 6 had been denied.

The Chairman advised that he was dealing with the matter of appointments to Committees and again referred to the Senior Legal Specialist who clarified that as the motion had been passed those Members (barring Councillor Morris) had been appointed to sit on the respective Committees.

The Chairman then asked Councillor M S Heard, Leader of the Opposition, if he wished to make a further nomination to the Strategy and Resources Committee. In response, Councillor Heard proposed that Councillor C Swain be nominated to this Committee. The Chairman put the proposal to the Council and this was duly agreed.

### **RESOLVED**

- (i) that the Council notes the nominations of the Leader of the Conservative Group and the Leader of the Independent Group to the places allocated to their respective Groups;
- (ii) that the Council ratifies the existing arrangements for the District Planning Committees and Area Planning Committees (minus ex-officio membership) for the remainder of the current municipal year;
- (iii) that subject to Councillor C Swain being added to the Membership of the Strategy and Resources Committee, the Council agrees the membership of the following Committees of the Council for the remainder of the current municipal year:

<b>Strategy and Resources Committee (16 Members)</b>	Councillors: R G Boyce MBE Mrs P A Channer CC M R Edwards Miss J L Fleming A S Fluker B E Harker A L Hull K M H Lagan C Mayes N G F Shaughnessy R H Siddall N Skeens J Stilts C Swain M E Thompson Miss S White
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<b>Performance, Governance and Audit Committee</b> (15 Members)	Councillors: E L Bamford Mrs P A Channer CC M F L Durham CC A S Fluker B E Harker M S Heard K W Jarvis J V Keyes K M H Lagan S P Nunn N Skeens W Stamp J Stilts C Swain Mrs M E Thompson
<b>Licensing Committee</b> (10 Members)	Councillors: M G Bassenger B S Beale MBE R G Boyce MBE Mrs P A Channer CC M F L Durham CC A S Fluker C Mayes R H Siddall J Stilts Mrs M E Thompson
<b>Overview and Scrutiny Committee</b> (8 Members)  <i>(including the Overview and Scrutiny Committee (meeting as the Crime and Disorder Committee))</i>	Councillors: V J Bell R P F Dewick Mrs J L Fleming M S Heard M W Helm C P Morley S P Nunn R H Siddall
<b>Joint Standards Committee</b> (5 Members plus 2 Parish Councillors)	Councillors: R G Boyce MBE M W Helm S P Nunn R H Siddall Mrs M E Thompson  Parish Councillors: J E Anderson P Stilts
<b>Investigating and Disciplinary Committee</b> (5 Members)	Councillors: M G Bassenger R G Boyce MBE M R Edwards M W Helm Mrs M E Thompson

<p><b>Investigating and Disciplinary Panel</b> (5 Members)</p> <p><i>Minimum of five Members drawn from a pool of ten, three of whom must not have participated in the initial investigation of a case by the Investigating and Disciplinary Committee.</i></p>	<p>Councillors: E L Bamford M G Bassenger R G Boyce MBE Mrs P A Channer CC M R Edwards A S Fluker M W Helm W Stamp C Swain Mrs M E Thompson</p> <p>Plus Independent Persons appointed by the Council to assist the Joint Standards Committee</p>
<p><b>Appointments Board</b> (6 Members)</p> <p><i>Procedure Rule 16(8) provides for the Committee to consist of five Members drawn from those listed, politically balanced where possible.</i></p>	<p>Leader or Deputy Leader of the Council Leader or Deputy Leader of the Opposition</p> <p>Chairman or Vice-Chairman of the Strategy &amp; Resources and Performance, Governance &amp; Audit Committees</p> <p>Councillors V Bell M W Helm</p>

At this point in the meeting Councillor Morris again mentioned his earlier point about raising a question under Rule 6 of the Council's Procedure Rules. In response, the Chairman read out Procedure Rule 6 (2)(b) relating to urgent questions and advised the Council that as Councillor Morris would not provide details as to the nature of his question as Chairman of the Council he had ruled that Councillor Morris could not ask a question under that Rule.

Councillor Morris responded to this ruling with several comments including reference to his rights to speak, during which he was reminded by the Chairman of the Council's Constitution in respect of orderly conduct.

Councillor Morris continued without due regard to requests from the Chairman to refrain from further comment. In response, the Chairman then asked for a motion (in accordance to Procedure Rule 10) that Councillor Morris be not further heard. This was duly seconded and agreed by the Council. The Chairman advised Councillor Morris that this decision meant that if he was not silent he would be asked to leave the meeting.

Councillor Morris continued and in light of the motion agreed the Chairman requested that he leave the Chamber. Councillor Morris refused.

#### **449. ADJOURNMENT OF THE MEETING**

In light of Councillor Morris' refusal to leave the meeting, the Chairman adjourned the meeting at 7:55pm.

**RESOLVED** that the extraordinary meeting of the Council be adjourned at 7:55pm.



**450. RESUMPTION OF BUSINESS**

**RESOLVED** that the extraordinary meeting of the Council resumes in open session at 8:19pm.

**451. ADJOURNMENT OF THE MEETING**

The Chairman advised that he was adjourning the meeting to a future date.

**RESOLVED** that the extraordinary meeting of the Council be adjourned to a future date at 8:19pm.

The meeting closed at 8.19 pm.

R G BOYCE MBE  
CHAIRMAN

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**MINUTES of  
STRATEGY AND RESOURCES COMMITTEE  
17 OCTOBER 2019**

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**PRESENT**

Councillors	R G Boyce MBE, Mrs P A Channer, CC, M R Edwards, Mrs J L Fleming, A S Fluker, A L Hull, K M H Lagan, C Mayes, N G F Shaughnessy, R H Siddall, N J Skeens, Mrs J C Stilts, C Swain, Mrs M E Thompson and Miss S White
Substitute Member	Councillor K W Jarvis
In Attendance	Councillors M S Heard, M W Helm, C Morris and W Stamp

**464. APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN**

At this point, Councillor R G Boyce made a proposal in respect of the appointment of the Chairman of the Committee. He then raised a point of order requesting that his proposal should be put to the vote. In response, the Director of Strategy, Performance and Governance advised that nominations for the positions of Chairman and Vice-Chairman had not yet been sought.

With permission, Councillor M S Heard addressed the Committee asking Members to consider the appointment of an independent Chairman or Vice-Chairman.

The Director of Strategy, Performance and Governance called for nominations for Chairman. It was proposed by Councillor R G Boyce and duly seconded that Councillor B E Harker be elected as Chairman of the Committee for the remainder of the municipal year. The Director then called for any other nominations and Councillor N G F Shaughnessy proposed, and it was duly seconded that Councillor J Stilts be elected as Chairman. The Director of Strategy, Performance and Governance called for a vote and upon this being taken he declared Councillor Harker was appointed as Chairman of the Committee for remainder of the municipal year.

In the absence of the Chairman, the Director of Strategy, Performance and Governance then sought nominations for Vice-Chairman of the Committee. It was proposed by Councillor R G Boyce and duly seconded that Councillor Miss S White be elected as Vice-Chairman of the Committee for the remainder of the municipal year. The Director then called for any other nominations and Councillor N G F Shaughnessy proposed, and it was duly seconded, that Councillor N Skeens be elected as Vice-Chairman. The Director of Strategy, Performance and Governance called for a vote and upon this being taken he declared Councillor Miss White was appointed as Vice-Chairman of the Committee for remainder of the municipal year.

## **RESOLVED**

- (i) That Councillor B E Harker be elected as Chairman of the Committee for the remainder of the municipal year;
- (ii) That Councillor Miss S White be elected as Vice-Chairman of the Committee for the remainder of the municipal year.

In the absence of the Chairman, the Vice-Chairman then took the chair.

IN THE CHAIR : COUNCILLOR MISS S WHITE (Vice-Chairman)

### **465. CHAIRMAN'S NOTICES**

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

### **466. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICE**

An apology for absence was received from Councillors B E Harker. In accordance with notice duly given Councillor K W Jarvis was attending as a substitute for Councillor Harker.

### **467. DISCLOSURE OF INTEREST**

Councillor N Skeens disclosed a non-pecuniary interest in Agenda Item 8 – Dengie Gateway Project – Burnham-on-Crouch ‘Hub’ Update as the Burnham Observatory was a central part of this report and as a Member of the Burnham-on-Crouch Town Council he was lead member on this project.

Councillor Mrs P A Channer disclosed a non-pecuniary interest as a Member of Essex County Council on any matter relating to the County Council.

### **468. PUBLIC PARTICIPATION**

No requests had been received.

### **469. MARKETING AND COMMUNICATIONS STRATEGY**

The Committee considered the report of the Director of Strategy, Performance and Governance presenting the Marketing and Communications Strategy (the Strategy) (attached as Appendix 1 to the report) for approval.

It was noted that the Strategy would underpin delivery of the Council’s Corporate Plan and support its three Thematic Strategies and Commercial Strategy.

There was some discussion regarding ‘commercial use of assets’ referred to in the Strategy and reference made to the Promenade Park and future projects. Councillor R H

Siddall raised a Point of Order that commercial projects were part of a separate thematic strategy and not relevant to this Strategy. In response to comments, the Director of Strategy, Performance and Governance clarified that the Strategy related to how the Council communicated and promoted projects and not the process behind how projects were established or dealt with.

In response to a comment regarding the inclusion of targets within the document, the Director of Strategy, Performance and Governance advised that the thematic strategies and performance indicators from which targets would be identified had yet to be determined.

The Director of Strategy, Performance and Governance advised that the figure detailed within section 7 of the Strategy was based on activity to date. He explained there was a formula used to calculate such figures and this related to the size of the film, crew etc. Members were reminded that the figure represented a benefit to the District as a whole.

It was commented that the Strategy was a very well worked up document, clear and easy to understand.

Councillor A S Fluker commented that the Strategy would be continuously updated and therefore gave opportunity for Members to further engage with Officers. He then proposed that the Strategy be approved. This was duly agreed.

**RESOLVED** that the Marketing and Communications Strategy be approved.

#### **470. APPROVAL TO ADOPT THE LIST OF LOCAL HERITAGE ASSETS FOR MALDON**

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members' approval to adopt the List of Local Heritage Assets for Maldon (attached as Appendix 1 to the report).

It was noted that a draft of the Local List for Maldon had been approved for public consultation in June 2019 and a table summarising the consultation responses received was attached as Appendix 2 to the report. Members attention was drawn to a letter submitted by RPS Group on behalf of Mid-Essex Hospital Servicers NHS Trust which sought exclusion of specific areas from the listing and inclusion of a map highlighting those buildings included and excluded from the list document. The report highlighted Officers' responses in relation to this and the changes that had been made to the local list.

Members were reminded that up-to-date Parish Lists of Local Heritage Assets which highlight and promote locally important historic buildings in each parish would be a useful tool in meeting the Council's objectives.

During the discussion the Director of Strategy, Performance and Governance provided explanation as to the difference between a heritage asset and Grade I and II listing on buildings. The Director clarified that if approved, the List of Local Heritage Assets would have immediate effect on any new planning applications relating to sites listed.

The Committee asked that its thanks be passed onto the Conservation Officer for his work on drafting all Lists of Local Heritage Assets.

**RESOLVED** that the List of Local Heritage Assets for Maldon be approved for formal adoption.

#### **471. DENGIE GATEWAY PROJECT - BURNHAM-ON-CROUCH 'HUB' UPDATE**

The Committee considered the report of the Director of Service Delivery providing Members with an update on the delivery of a 'Saltmarsh Coast Hub' in Burnham-on-Crouch.

The Chairman drew Members' attention to a letter from Burnham-on-Crouch Town Council and a presentation from Councillor N Skeens which had been circulated prior to the meeting.

The report provided background information regarding the installation of Saltmarsh Coast Visitor Information Hubs on the Districts coastline as part of the Dengie Gateway Project and the agreement to progress a Woodland and Sculpture Trail in Burnham-on-Crouch. Members were advised that Burnham-on-Crouch Town Council had informed the Council that they would like a 'Burnham Observatory' in preference to the Woodland Sculpture Trail.

Councillor Skeens addressed the Committee and provided a brief explanation of the proposed 'Burnham Observatory' referring to how it would be a tourist attraction, and provide information regarding the maritime location, including tides and surrounding area. He advised that the proposal was fully supported by Burnham-on-Crouch Town Council who had plans in place to raise the additional funds required should the project be agreed.

In response to a question regarding the ownership of the land for the proposed 'Burnham Observatory' the Director of Service Delivery advised that he did not have that information available but understood that further work regarding ownership and liability etc. was required.

A comment was raised regarding the funding originally identified and in response the Director of Service Delivery explained that £20,000 reserve had been originally identified for a project in Burnham-on-Crouch which had been reduced to fund the approved woodland project. He confirmed that all of the grant monies had been spent on coastal projects and identified how some of the monies had been allocated to improve access to the coast.

The Committee extended its thanks to Councillor Skeens for his presentation and documentation detailed in the supplementary pack. Councillor A S Fluker referred to some of the queries raised during Members' discussions including ownership of the 'Burnham Observatory' site, funding shortfall and ongoing maintenance. Although in principle the Committee was supportive of the alternative project, he proposed that Officers work with Burnham-on-Crouch Town Council to develop the alternative project and report back with a fully costed and developed plan for consideration by the Committee at a future date. This proposal was duly seconded and agreed.

**RESOLVED** that Officers work with Burnham-on-Crouch Town Council to develop the alternative project and report back with a fully costed and developed plan for consideration by the Committee at a future date.

#### **472. BRADWELL PLANNING CONSULTATION - FUNDING AGREEMENT**

The Council considered the report of the Director of Strategy, Performance and Governance informing Members of the initial funding agreement in place between the Council and BRB (developers of Bradwell B Nuclear Power Station) to fund the Councils work in supporting the Development Consent Order (DCO) Process for Bradwell B.

The report provided background information regarding the proposed Bradwell B Nuclear Power Station and the process to build a new nuclear power station. Members were advised that it was usual for the developer and Local Planning Authority to enter into a Planning Performance Agreement and that an agreement had been reached between the Council and BRB for the developer to provide funding of up to £14,995 per month to support the role of the Council in supporting the DCO process. An initial agreement for a period of three months to the end of December 2019 had been agreed by letter and was attached at Appendix 1 to the report

In response to questions, the Director of Strategy, Performance and Governance provided Members with additional information, including:

- It was understood that in respect of traffic at the end of February 2020 a consultation would be undertaken which would then inform the statutory consultation which would follow;
- Calculations had been based on meetings that had to be attended, fees, hourly rates etc. Back fees had been calculated and claimed for September 2019.
- Looking forward this arrangement would either be a Planning Performance Agreement or extension of the written agreement
- The DCO process would cover everything include the additional infrastructure.

**RESOLVED** that the agreement in place between Maldon District Council (MDC) and BRB for the period to 31 December 2019 covering MDC's resources to support the Development Consent Process for Bradwell B Nuclear Power Station be noted.

#### **473. APPOINTMENT OF REPRESENTATIVES ON LIAISON COMMITTEES / PANELS**

In response to a request from Councillor M S Heard to speak, the Chairman advised that he would be able to do so after the nominations.

In response to a question the Chairman clarified that the Committee would consider nominations and should the first not carry, the second / any other nominations would then be considered.

The Chairman then made the following proposals which were duly seconded and upon votes being taken, agreed:

- that Councillors A S Fluker, Miss S White, A L Hull and Mrs M E Thompson be appointed to the Car Parking Task and Finish Working Group.
- that Councillors Fluker, R H Siddall, Miss White, B E Harker and Mrs J L Fleming be appointed to the Events Member Task and Finish Working Group.
- that Councillors Mrs Thompson, Miss White, Harker and Mrs P A Channer be appointed to the Maldon Market Member Task and Finish Working Group.
- That Councillor Mrs Channer be appointed to the Recreational Avoidance and Mitigation Strategy Member Forum.
- That Councillors Fluker, Miss White, Harker and Siddall be appointed to the Waste Member Task and Finish Working Group.
- That the Chairman and Vice-Chairman of this Committee be appointed to the River Crouch Coastal Community Team (Management Team).

During the above nominations and their consideration the following Points of Order were raised:

- Councillor C Swain raised a point of order advising that there was no limit to the number of members nominated and therefore suggested that the Chairman could take further nominations.
- Councillor N Skeens raised a point of order as he felt there had been no opportunity to propose independent candidates. In response to this the Chairman advised that under a point of order in the constitution once a motion was put forward and duly seconded the vote was taken and if that motion was carried then that motion stood. It was only if that motion failed that there would be a second motion.

**RESOLVED** that the representatives be appointed to the bodies detailed below, for the remainder of the municipal year.

Body	Representative from October 2019
Car Parking Task and Finish Working Group (Minute 588 – 17/11/15)	Councillors A S Fluker, A L Hull, Mrs M E Thompson and Miss S White
Events Member Task and Finish Working Group (Minute 941 – 27/03/18)	Councillors Mrs J L Fleming, A S Fluker, B E Harker, R H Siddall and Miss S White
Maldon Market Member Task and Finish Working Group (Minute 612 – 21/11/17)	Councillors Mrs P A Channer CC, B E Harker, Mrs M E Thompson and Miss S White
Recreational Avoidance and Mitigation Strategy Member Forum	Councillor Mrs P A Channer CC
River Crouch Coastal Community Team (Management Team)	Chairmen and Vice-Chairmen of the Performance, Governance & Audit and Strategy & Resources Committee <b>*NB: This body aligns with both the Performance, Governance &amp; Audit and S&amp;R Committees</b>



Body	Representative from October 2019
Waste Member Task and Finish Working Group  (Minute 945 – 27/03/18)	Councillors A S Fluker, B E Harker, R H Siddall and Miss S White

At this point in the meeting the Chairman allowed Councillor M S Heard to address the Committee. Councillor Heard advised that there would have been nominations to some of the Working Groups from the Independent Group. He referred to the Independents representing 45% of the District and the lack of representation they had been given. In response the Chairman reiterated her earlier comments regarding motions as set out in the Council's Constitution.

The meeting closed at 8.21 pm.

MISS S WHITE  
CHAIRMAN

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**MINUTES of  
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE  
24 OCTOBER 2019**

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**PRESENT**

Councillors E L Bamford, Mrs P A Channer, CC, M F L Durham, CC, A S Fluker, B E Harker, M S Heard, K W Jarvis, J V Keyes, K M H Lagan, S P Nunn, N J Skeens, W Stamp, C Swain and Mrs M E Thompson

Substitute Members Councillor B S Beale MBE

In attendance Councillors R G Boyce MBE, C Mayes, C Morris and N G F Shaughnessy

**484. APPOINTMENT OF CHAIRMAN**

The Director of Strategy, Performance and Governance called for nominations for Chairman.

It was proposed by Councillor M S Heard and duly seconded that Councillor Mrs J C Stilts be elected as Chairman of the Committee for the remainder of the municipal year. The Director then called for any other nominations and Councillor Mrs M E Thompson proposed that Councillor E L Bamford be elected as Chairman of the Committee. At this point Councillor Heard referred to the procedure followed at the Strategy and Resources Committee which the Director advised he was happy to replicate for this meeting.

In accordance with Procedure Rule No. 13 (3) Councillor Heard requested a recorded vote.

For the recommendation:

Councillors B S Beale, M S Heard, K M H Lagan, S P Nunn and W Stamp.

Against the recommendation:

Councillors E L Bamford, Mrs P A Channer, M F L Durham, A S Fluker, B E Harker, K W Jarvis and Mrs M E Thompson.

Abstention:

Councillor C Swain

The motion was therefore declared lost and the Director sought other nominations. Councillor Mrs Thompson proposed, and it was duly seconded that Councillor E L Bamford be elected as Chairman. Upon a vote being taken the Director declared that Councillor Bamford was appointed as Chairman of the Committee for remainder of the municipal year.

**RESOLVED** that Councillor E L Bamford be elected as Chairman of the Committee for the remainder of the municipal year;

IN THE CHAIR : COUNCILLOR E L BAMFORD

**485. APPOINTMENT OF VICE-CHAIRMAN**

The Chairman sought nominations for Vice-Chairman of the Committee. It was proposed by Councillor E L Bamford and duly seconded that Councillor K W Jarvis be elected as Vice-Chairman of the Committee for the remainder of the municipal year. Councillor M S Heard proposed Councillor W Stamp and this was duly seconded. The Chairman advised that she would take the proposal in the name of Councillor Mrs Thompson first.

The Chairman then put the proposal for Councillor Jarvis as Vice-Chairman. Upon a vote being taken this was agreed and she declared that Councillor K W Jarvis was therefore appointed as Vice-Chairman of the Committee for remainder of the municipal year.

**RESOLVED** that Councillor J W Jarvis be elected as Vice-Chairman of the Committee for the remainder of the municipal year.

**486. CHAIRMAN'S NOTICES**

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

**487. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICE**

Apologies for absence were received from Councillors Mrs J C Stilts.

In accordance with notice duly given Councillor B S Beale was attending as a substitute for Councillor Mrs Stilts.

**488. DISCLOSURE OF INTEREST**

There were none.

**489. PUBLIC PARTICIPATION**

No requests had been received.

#### **490. INTERNAL AUDIT - FRAUD RISK ASSESSMENT - ADVISORY REPORT ADDRESSING THE RECOMMENDATIONS**

The Committee considered the report of the Interim Section 151 Officer seeking Members' consideration of the Council's Internal Auditors review of the Council's Fraud Risk Assessment Process and awareness of fraud risk across the organisation.

It was noted that having considered the findings of the Internal Audit Fraud Risk Assessment – Advisory report, the Finance and Corporate Services Committee, at its last meeting, resolved that an update on the progress of work in respect of the Internal Audit recommendation be brought to a meeting of the Performance, Governance and Audit Committee.

The Interim Section 151 Officer provided an update on the work he had been doing in relation to the recommendations and in response to questions outlined the training which would be provided to both Officers and Members in respect of fraud prevention and ensuring checks and controls were in place.

A debate ensued and in response to questions the Interim Section 151 Officer advised that according to the Council's Constitution the ultimate responsibility for ensuring fraud and corruption sat with the Monitoring Officer and Section 151 Officer who would work together to take appropriate action or implement procedures. However, as part of the new Council structure it was suggested that an individual officer should be charged with ensuring messages were going out and that regular assessments were taking place.

Members were advised that the recommendations identified in the Fraud Risk Assessment were addressed in the report and it was confirmed that this Committee would receive a subsequent report which would report on the execution of the recommendations.

#### **RESOLVED**

- (i) that the contents of the report, in particular reference to Section 3 and Appendix 1 be noted;
- (ii) that Committee notes the Interim Section 151 Officer's approach and his views and advice on ensuring that the corporate anti-fraud activities and awareness together with the appropriate processes and policies are all linked together and embedded into the normal operational working of the Council and that the ownership and accountability for the exercise of the function is identified in an individual role;
- (iii) that in view of the current ongoing structure change in the Council, the findings and recommendations of the Advisory Report be implemented in full by December 2019 with a combination of in-house resources and tailored external support from BDO the balance of activities between the two to be determined by the Corporate Leadership Team; and
- (iv) that the responsibility and accountability and hence the ownership for corporate fraud prevention function overall within the Council is clearly defined to an individual resource to lead on.

#### **491. APPOINTMENT OF REPRESENTATIVES ON LIAISON COMMITTEES / PANELS**

With the permission of the Chairman, Councillor M S Heard addressed the Committee and referred to the number of working groups that Councillors Fluker, Miss White, Mrs Channer, Helm and Mrs Thompson would sit on. He referred to the percentage of seats held by Independent Members of the Council and how they would support good decisions and oppose bad ones.

The Chairman advised the Committee that it did not need to appoint a representative to the Health, Overview and Scrutiny Committee as this would be carried out by the Overview and Scrutiny Committee. She explained the process she would be adopting in relation to the appointment of representatives to these groups.

##### **Brickhouse Farm Management Committee**

The Chairman proposed the representatives for this Committee be Councillors E L Bamford and M F L Durham. This was duly seconded.

Councillor Heard proposed that Councillor J C Stilts also be appointed as she was the Ward Member. The Chairman advised Councillor Heard that she would not be considering this proposition.

Councillor Mrs M E Thompson raised a point of order advising that the proposition from the Chairman came first and should therefore be dealt with prior to any other proposition.

In accordance with Procedure Rule No. 13 (3) Councillor W Stamp requested a recorded vote in relation to all appointments. This was duly seconded.

The Chairman then put the proposal for Councillors Bamford and Durham. At this point the Chairman advised that if a Member was appointed to one of these bodies it was essential that they attend meetings. Upon a vote being taken the voting was as follows:

##### For the recommendation:

Councillors E L Bamford, Mrs P A Channer, M F L Durham, A S Fluker, B E Harker, K W Jarvis, J V Keyes, K M H Lagan and Mrs M E Thompson.

##### Against the recommendation:

Councillors B S Beale, M S Heard, S Nunn, W Stamp.

##### Abstention:

Councillor C Swain.

The motion was therefore agreed.

##### **Maldon Citizens Advice Bureau Liaison Committee**

The Chairman proposed Councillors E L Bamford, Mrs P A Channer and K W Jarvis as representatives on this Liaison Committee. This was duly seconded. Councillor Heard proposed Councillor S P Nunn which was duly seconded. The Chairman advised Councillor Heard that if he wished to make an alternative proposal he needed to

nominate three Members. She then put the proposal for Councillors Bamford, Durham and Jarvis. Upon a vote being taken the voting was as follows:

For the recommendation:

Councillors E L Bamford, Mrs P A Channer, M F L Durham, A S Fluker, B E Harker, K W Jarvis, J V Keyes and Mrs M E Thompson.

Against the recommendation:

Councillors B S Beale, M S Heard, K M H Lagan, S Nunn and W Stamp.

Abstention:

Councillor C Swain.

The motion was therefore agreed.

**Maldon District Museum Liaison Committee**

The Chairman proposed Councillors E L Bamford and M F L Durham as representatives on the Maldon District Museum Liaison Committee. This was duly seconded. Upon a vote being taken the voting was as follows:

For the recommendation:

Councillors E L Bamford, Mrs P A Channer, M F L Durham, A S Fluker, B E Harker, K W Jarvis, J V Keyes and Mrs M E Thompson.

Against the recommendation:

Councillors B S Beale, M S Heard, S Nunn, C Swain and W Stamp.

Abstention:

Councillor K M H Lagan.

The motion was therefore agreed.

**Maldon Livewell Partnership Group**

The Chairman advised that as the representatives for this Group were named there was no need to vote separately on them. This was agreed.

**Parish Clerk's Forum**

The Chairman advised that as the representatives for this Group were named there was no need to vote separately on them. This was agreed.

**Places for People Liaison Committee**

The Chairman proposed that Councillors E L Bamford and M F L Durham with Councillor Mrs M E Thompson as substitute be appointed to this Liaison Committee. This was duly seconded. Councillor Heard proposed Councillor Mrs J C Stilts and Councillor W Stamp as substitute. This was duly seconded. The Chairman advised Councillor Heard that the first proposition had been seconded before his was received.

Councillor Mrs Thompson raise a point of order that it was the Chairman's proposal that counted, and this must count first.

The Chairman then put the proposal for councillors Bamford and Durham with Councillor Mrs Thompson and substitute and upon a vote being taken the voting was as follows:

For the recommendation:

Councillors E L Bamford, Mrs P A Channer, M F L Durham, A S Fluker, B E Harker, K W Jarvis, J V Keyes and Mrs M E Thompson.

Against the recommendation:

Councillors B S Beale, M S Heard, K M H Lagan, S Nunn and W Stamp.

Abstention:

Councillor C Swain.

The motion was therefore agreed.

**River Crouch Coastal Community Team (Management Team)**

The Chairman advised that as the representatives for this Group were named there was no need to vote separately on them. This was agreed.

**RESOLVED** that the following representatives be appointed to the bodies detailed below, for the remainder of the municipal year:

Body	Representative
Brickhouse Farm Management Committee	Councillors E L Bamford and M F L Durham CC
Maldon Citizens Advice Bureau Liaison Committee	Councillors E L Bamford, Mrs P A Channer CC and J W Jarvis
Maldon District Museum Liaison Committee	Councillors E L Bamford and M F L Durham CC
Maldon Livewell Partnership Group (formally Maldon Health and Wellbeing Partnership Group) (01/09/15)	Chairman and Vice-Chairman of the Performance, Governance and Audit Committee  <i>Substitute: Leader of the Council</i>
Parish Clerk's Forum	Chairman of the Performance, Governance and Audit Committee  <i>Substitute: Vice-Chairman of the Performance, Governance and Audit Committee</i>
Places for People Liaison Committee	Councillors E L Bamford and M F L Durham CC  <i>Substitute: Councillor Mrs M E Thompson</i>
River Crouch Coastal Community Team (Management Team)	Chairmen and Vice-Chairmen of the Performance, Governance & Audit and Strategy & Resources Committee <b>*NB: This body aligns with both the PGA and Strategy &amp; Resources Committees</b>



#### **492. EXTERNAL AUDIT VERBAL UPDATE**

The Interim Section 151 Officer advised that he had been liaising with External Audit and was currently working to present the following items to the next meeting of this Committee:

- Statement of Accounts;
- Auditors report for the year;
- Annual Governance Statement;
- Audit Fee Letter (to be presented by the External Auditor)

The Council's External Auditor were currently going through the final version of the Statement of Account to ensure they were happy with all changes and that any questions previously raised had been answered. The Interim Section 151 Officer reported that at this stage the accounts balanced, and the External Auditors had indicated that they were mindful to issue an unmodified audit opinion – a clean bill of health.

In response to a number of questions the Interim Section 151 Officer provided the Committee with further information, which included:

- The key issues resulting in delays with the Statement of Accounts related to IT and outage in the network along with experienced staff leaving including the Director of Resources that had affected the work which could be done in the time period with the available knowledge and experience.
- The Interim Section 151 Officer advised that he thought the Auditors may include in their final report a comment about the length of time it took for the Council to provide required information.
- Sometime had been spent explaining matters to the Auditors as some of their staff, although experienced auditors, were new to Local Government Audits. In response to a question regarding a reduction in fees regarding this, the Interim Section 151 Officer advised the Committee that they may want to challenge any additional fees which may be levied.
- It was noted that additional time had been required as the Auditors were following codes of practice and testing procedures
- It was noted that the External Auditors were appointed externally for a fixed period.
- Internal Audit could be requested to carry out a review of the production of the statement of accounts, but the Interim Section 151 Officer advised that both himself and his successor would ensure such delays did not happen in the future.

In response to a question regarding whether a time scale for completion of the task was given to the External Auditors at the time of Tender, the Chairman advised that this could be included in the report being brought back to the Committee.

Councillor A S Fluker proposed that the verbal update be noted and any points raised by the Committee be actioned. This was duly agreed.

**RESOLVED** that the verbal update from the Interim Section 151 Officer be noted and any points raised by the Committee be actioned.

The meeting closed at 8.20 pm.

E L BAMFORD  
CHAIRMAN



## **REPORT of HEAD OF PAID SERVICE**

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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:

<b>BODY</b>	<b><u>CURRENT</u> REPRESENTATIVE(S)</b>	<b><u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019</b>
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):

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

### OUTSIDE BODIES:

<b>BODY</b>	<b><u>CURRENT</u> REPRESENTATIVE(S)</b>	<b><u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019</b>
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)**

<b>BODY</b>	<b><u>CURRENT</u> REPRESENTATIVE(S)</b>	<b><u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019</b>
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)**

<b>BODY</b>	<b><u>CURRENT</u> REPRESENTATIVE(S)</b>	<b><u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019</b>
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)**

<b>BODY</b>	<b><u>CURRENT</u> REPRESENTATIVE(S)</b>	<b><u>PROPOSED</u> REPRESENTATIVES FROM OCTOBER 2019</b>
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**

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**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**

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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
<b>Strategic Planning</b>	<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>
<b>Development Management</b>	<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>
<b>Building Control</b>	<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
<b>Land Charges</b>	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.
<b>Street Naming and Numbering</b>	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).
<b>Strategic Housing</b>	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.
<b>Coast and Countryside</b>	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.
<b>Waste Collection and Recycling</b>	Implementing the legal duty under the Environmental Protection Act 1990 to collect and recycle household waste.
<b>Street Cleansing</b>	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.
<b>Air quality</b>	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**

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## **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

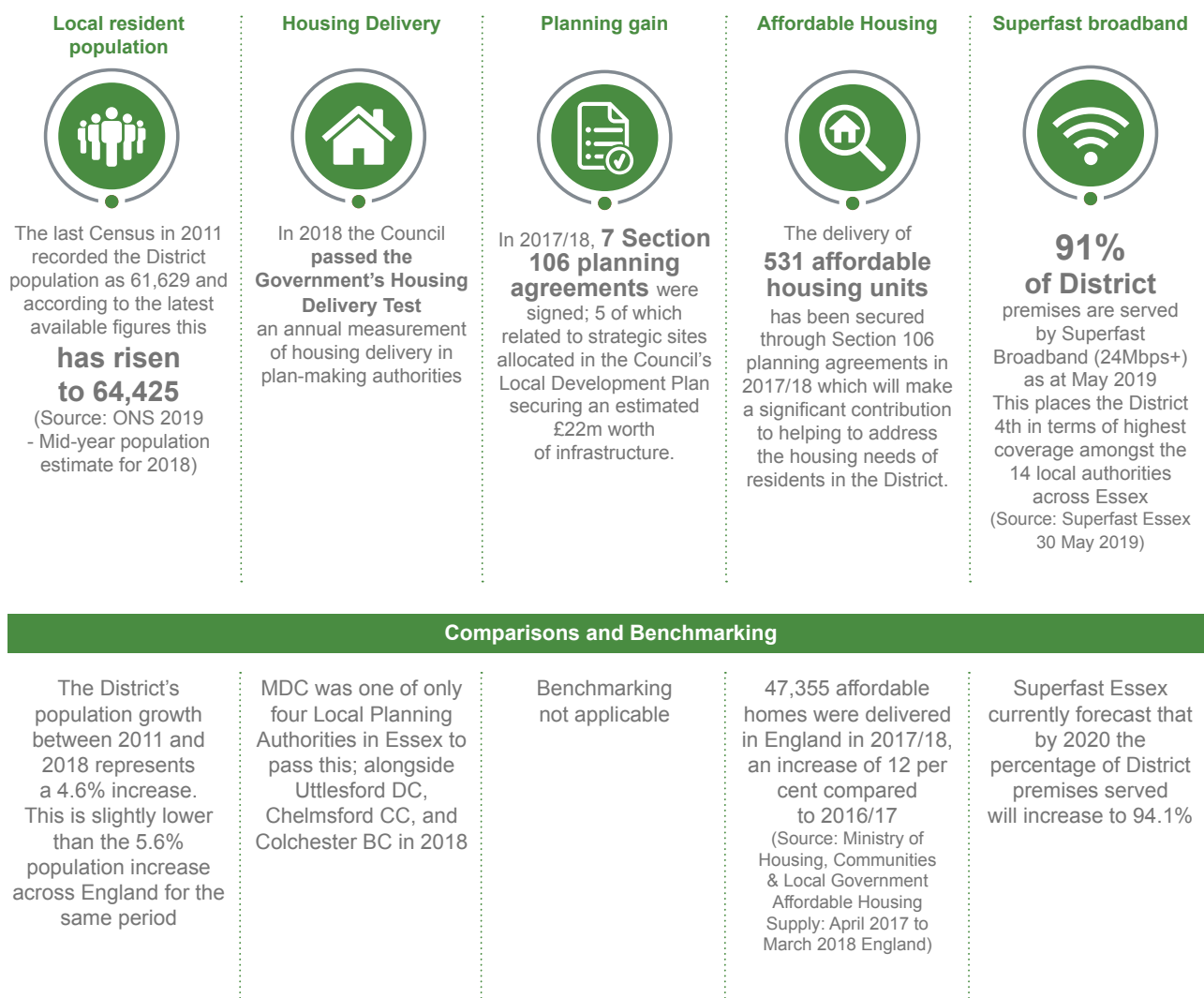
Dating back to 991AD, the Battle of Maldon site is the oldest of the 46 identified important English battlefields (Source: Historic England's Register of Historic Battlefields)

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)





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"> <li>• An approved Local Development Plan (2014-2029) - Secretary of State / 21 July 2017</li> <li>• Attractive and predominantly rural area - retaining a special character forged largely by its two estuaries</li> <li>• Extensive coverage of natural habitat designations – areas of international, national or local importance for wildlife</li> <li>• Diverse landscape character and ecological diversity - including tidal, saltmarsh, mudflats, grassland, woodland, freshwater and open water</li> <li>• 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</li> <li>• Strong spatial connections with important growth areas including the Haven and Thames Gateways and the M11 corridor</li> <li>• A clean and tidy local environment</li> <li>• A long-standing street cleansing contractor relationship, with a 4-year extension to the contract secured up to 2024</li> <li>• Low levels of household waste sent to landfill compared to Essex and England</li> <li>• A robust fly tipping enforcement regime</li> <li>• A District-wide dog fouling order in place</li> <li>• Successful, chargeable garden waste collection service</li> <li>• Good District-wide air quality</li> <li>• Network of well-maintained parks and public open spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Affordable housing delivery to date (total of 37 affordable homes were built in 2018/19)</li> <li>• Culture of car dependency</li> <li>• Highest average travel time by public transport or walking to reach key services in Essex [JSNA 2016]</li> <li>• Second lowest percentage of residents in Essex who are satisfied with local bus service and local transport information [Joint Strategic Needs Assessment (JSNA) 2016]</li> <li>• 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</li> <li>• Relatively low and sparsely populated area without the critical mass needed to attract high level service investment</li> <li>• 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</li> <li>• Limited road access to primary route network – e.g. A12 and A130</li> <li>• No estuarine bridges – long distance to travel from one side to another adding to congestion at pinch points</li> <li>• Breaching national air quality standards at Market Hill, Maldon</li> <li>• Lack of strategic direction for environmental matters and climate change for both the District and for Council operations</li> <li>• Delays in the progression of the Hospital/ Health hub</li> </ul>

**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	<b>PL1:</b> 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
	<b>PL2:</b> Annual customer satisfaction survey results	N/A - New	Establish a baseline satisfaction rate for the cleanliness & tidiness of the District	Yes
Reduced household waste	<b>PL3:</b> % of household waste that is residual (i.e. not re-used, recycled or composted)	41%	40%	Yes
	<b>PL4:</b> % 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	<b>PL5:</b> Keep Britain Tidy 'Green Flag' award (well managed parks and open spaces)	N/A - New	Two applications submitted for 2020/21 awards	No
	<b>PL6:</b> Annual customer satisfaction survey results	N/A - New	Establish a baseline satisfaction rate for the District's flagship open spaces	No
	<b>PL7:</b> Local volunteering activity to enhance the local environment	5000 hours delivered	Secure over 5000 hours of environmental volunteering across the District	Yes
	<b>PL8:</b> 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	<b>PL9:</b> Development of AQMA Action Plan	N/A - New	Plan completion by Dec. 2019	Yes
	<b>PL10:</b> 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	<b>PL11:</b> 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	<b>PL12:</b> 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
	<b>PL13:</b> Develop and adopt an Environment and Climate Change Strategy	N/A - New	Submit draft Strategy to Committee by winter 19/20	No

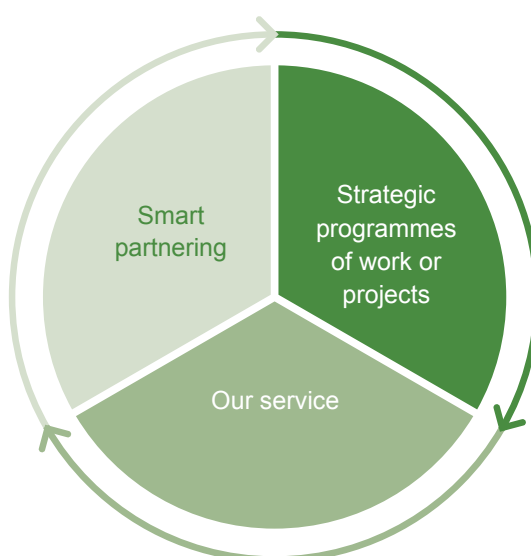
## IMPACT: Sustainable growth and new infrastructure

Corporate outcome	Priority Measure	Current Performance 2018/19	Target 2019/20	Will this be delivered in partnership?
A 5-year housing land supply maintained	<b>PL14:</b> 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
	<b>PL15:</b> 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	<b>PL16:</b> % 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
	<b>PL17:</b> 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	<b>PL18:</b> 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	<b>PL19:</b> S.106 income monitored, and delivery achieved	N/A - New	100% implementation	Yes
Partnerships are developed to maintain coastal defences	<b>PL20:</b> 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	<b>PL21:</b> 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
<b>Anglian Water (AW)</b>	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
<b>Appleton Contracts Ltd.</b>	Street scene contractors and garden waste processing contractors.	N	N	Y
<b>Chelmsford City Council [CCC]</b>	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
<b>CHP Chelmer Housing Partnership</b>	Provides general needs and temporary accommodation and is a development partner.	N	N	Y
<b>Environment Agency [EA]</b>	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
<b>Essex County Council (ECC)</b>	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
<b>Essex &amp; Suffolk Water</b>	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
<b>Essex Wildlife Trust (EWT)</b>	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
<b>Gateway Home-Choice to Choice Based Lettings</b>	Partnership for delivering statutory housing duties	Y	N	Y
<b>Highways Authority</b>	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
<b>Highways England</b>	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
<b>Homes England</b>	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
<b>Historic England</b>	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
<b>Maldon Harbour Improvement Commissioners (MHIC)</b>	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
<b>Moat Housing</b>	Housing Association providing general needs, sheltered and temporary accommodation.	Y	Y	Y
<b>Natural England</b>	Provides advice on planning policy, countryside matters, green infrastructure, RAMS, strategic policy and is a development management consultee.	N	Y	N
<b>Residents</b>	Provide their insight, feedback, responses to Council activities and driving initiatives in partnership which are important to their local area	N	Y	Y
<b>Royal Society for the Protection of Birds (RSPB)</b>	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
<b>Rural Community Council for Essex (RCCE)</b>	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
<b>Suez</b>	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	<b>Essex Air Quality and Pollution Group</b>	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
	<b>Maldon Local Highways Panel (LHP)</b>	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	<b>Maldon District Strategic Flood Projects &amp; Maintenance Group</b>	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
	<b>Essex Coastal Forum</b>	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
	<b>East Anglia Coastal Group</b>	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
<b>Partnership working to protect our countryside and coastline</b>	<b>Coastal Community Teams (Maldon &amp; Blackwater Estuary and the Crouch) CCTs</b>	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
	<b>Essex Rural Partnership (ERP)</b>	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
	<b>New Nuclear Local Authority Group (NNLAG)</b>	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
	<b>Essex Coast RAMS - Essex Coast Recreational disturbance Avoidance &amp; Mitigation Strategy</b>	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
<b>Sound and tested environmentally friendly initiatives delivered</b>	<b>Essex Planning Officers Association [EPOA]</b>	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
	<b>Essex Air Quality &amp; Pollution Group</b>	As above	N	Y	Y
	<b>NNLAG</b>	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.			
	<b>Maldon District Strategic Flood Projects &amp; Maintenance Group</b>	As above	N	N	Y
<b>Partnerships are developed to maintain coastal defences</b>	<b>Essex Flood Partnership Board</b>		Y	Y	Y
	<b>Maldon District Strategic Flood Projects &amp; Maintenance Group</b>	As above	Y	Y	Y
<b>Improved access to Superfast Broadband across the District</b>	<b>Superfast Essex Steering Board</b>	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
	<b>Joint Member Bradwell B Board</b>	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><b>Maldon and Heybridge Central Area Masterplan Programme [CAMP]</b></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><b>Bradwell B nuclear plant development [BrB]</b></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	<b>Statutory obligations</b> - 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	<b>Statutory obligations</b> - 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	<b>Statutory obligations</b> - 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	<b>Statutory obligations</b> - 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

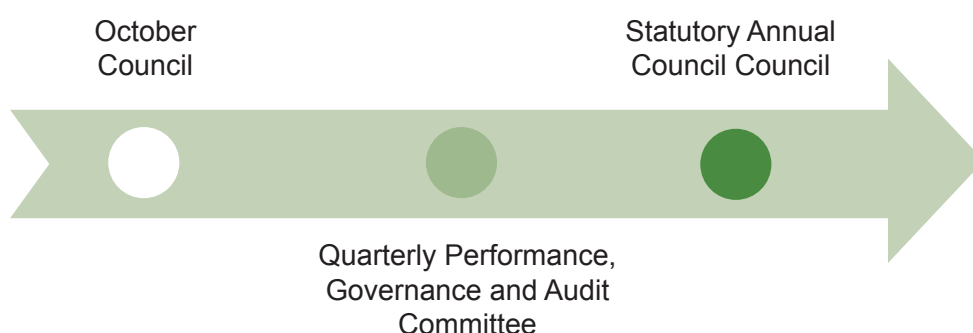
## Strategies and Policies:

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





# APPENDIX 1: Acronyms and Glossary

Acronym &/or term	Glossary
Affordable Housing	<p><b>Affordable housing:</b> 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><b>a) Affordable housing for rent: meets all of the following conditions:</b></p> <ul style="list-style-type: none"> <li>(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);</li> <li>(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</li> <li>(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).</li> </ul> <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
<b>A clean and tidy District</b>	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.
<b>Reduced household waste</b>	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.
<b>Our open spaces maintained for the enjoyment of all</b>	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.
<b>Improved air quality</b>	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.
<b>Partnership working to protect our countryside and coastline</b>	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.
<b>Sound and tested environmentally friendly initiatives delivered</b>	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
<b>A five-year housing land supply maintained</b>	<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>
<b>Strategic sites delivered in accordance with the Local Development Plan</b>	<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>
<b>Affordable housing targets in the Local Development Plan achieved</b>	<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>
<b>Section 106 planning agreements are effectively discharged</b>	<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
<b>Partnerships are maintain coastal defenses</b>	<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>
<b>Improved access to Superfast Broadband across the District</b>	<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"> <li>- <b>Annual strategic assessment overview</b></li> <li>- <b>Production and monitoring of the Community Safety Action Plan Overview and Scrutiny</b></li> <li>- <b>Face the Public event (with Police, Fire and Crime Commissioner and Essex Police)</b></li> <li>- <b>Working with probation services to reduce re-offending</b></li> <li>- <b>Leading on prevention agenda (SPOC – Maldon)</b></li> <li>- <b>Domestic Homicide Reviews</b></li> <li>- <b>Maldon District Community Safety Partnership</b></li> <li>- <b>Safeguarding vulnerable children and adults.</b></li> </ul>
Environmental Health	<ul style="list-style-type: none"> <li>- <b>Animal welfare</b> – to ensure compliance with legislation and licence premises (e.g. boarding, breeding, pet shops) according to specified standards;</li> <li>- <b>Contaminated land</b> – draft a strategy that identifies how the Council will deal with known contaminated land sites within the District;</li> <li>- <b>Environmental permitting</b> – 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);</li> <li>- <b>Food export certificates</b> – supports local businesses and the local economy (non-statutory function);</li> <li>- <b>Food hygiene</b> – ensure compliance with legislation, including interventions and complaint investigations, operating the national Food Hygiene Rating System;</li> <li>- <b>Health and safety at work</b> – to ensure compliance with legislation, including interventions, accident and complaint investigations;</li> <li>- <b>Licensing</b> – 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);</li> <li>- <b>Pest control</b> – 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;</li> <li>- <b>Private water supplies</b> – 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;</li> <li>- <b>Shellfish sampling</b> – routinely sample commercial and public shellfish beds for classification and protection of public health;</li> </ul>

Area:	Statutory obligation
Housing	<ul style="list-style-type: none"> <li>- <b>Statutory nuisance</b> – inspect the District and respond to complaints of potential statutory nuisance (e.g. noise, smoke, odour, accumulations);</li> <li>- <b>Private sector housing enforcement</b> – 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.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>- <b>Homelessness Acts (1996 and 2002)</b> – to secure temporary and settled accommodation for those who are homeless, in priority need and have local connection to the area; -</li> <li>- <b>Homelessness Reduction Act (2017)</b> – 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;</li> <li>- <b>Housing Act (Part VI) (1996)</b> – have policies for the allocation of housing through a housing register;</li> <li>- <b>Localism Act (2011)</b> – 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;</li> <li>- <b>Housing Grants, Construction and Regeneration Act (1996)</b> - requirement to administer Disabled Facilities Grants, providing adaptations to the homes of those who are disabled;</li> <li>- <b>Care Act (2014)</b> – assessment of the suitability of housing for people needing help and support in their home.</li> </ul> <hr/>
Revenues and Benefits	<ul style="list-style-type: none"> <li>- <b>Administration of Revenues and Benefits Services</b> – 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;</li> <li>- <b>Supporting Customers</b> – early help and advice to maximise household income, make informed choices and minimise impact of wider welfare reform.</li> </ul> <hr/>
Safeguarding	<ul style="list-style-type: none"> <li>- 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.</li> </ul> <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.**

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**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.












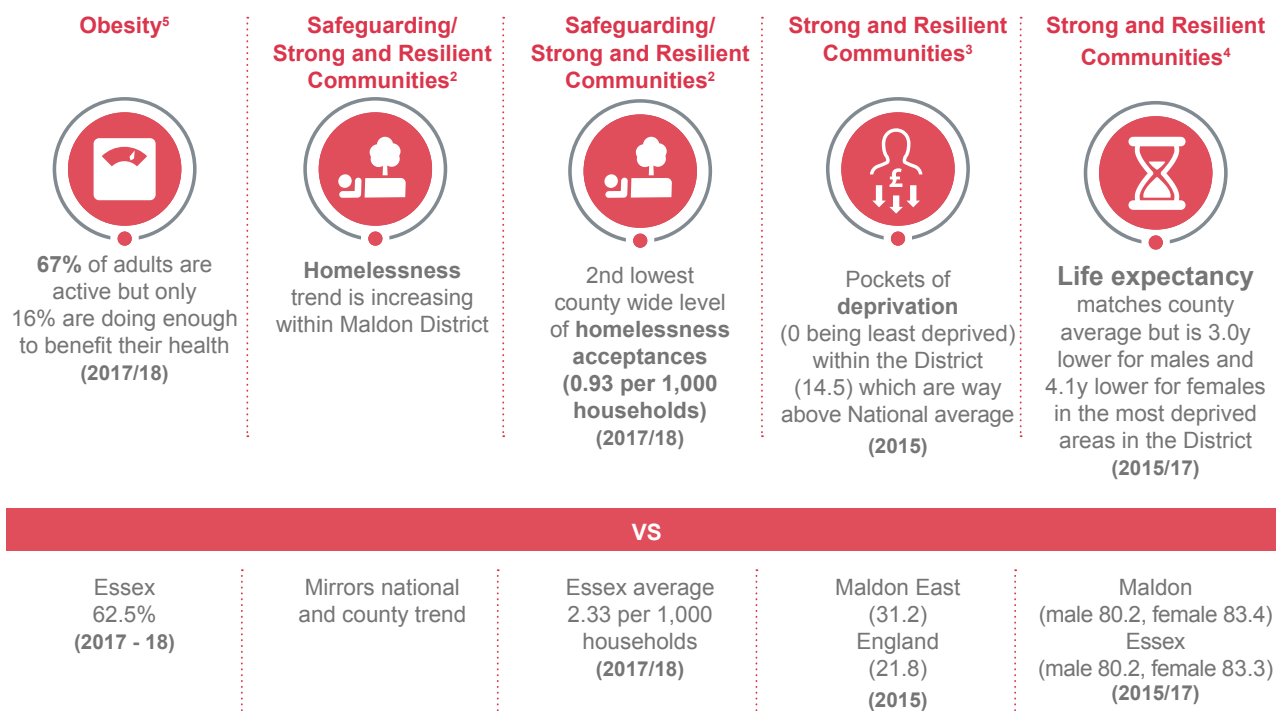
## What we know today

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 <sup>7</sup>	Mental Health <sup>21</sup>	Social Isolation	Ageing Population <sup>5</sup>	Strong and Resilient Communities
 <p><b>35%</b> of Year 6 children are overweight (2017 - 18)</p>	 <p><b>Highest proportion of male suicides</b> 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 <b>social isolation</b></p>	 <p>Over the next 10 years there will be a <b>13.6%</b> increase in number of over 65's (2019)</p>	 <p><b>76%</b> 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 <sup>22</sup> 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"> <li>• <b>Low crime rate:</b> 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 (iQuanta<sup>1</sup>).</li> <li>• <b>Effective shared working arrangements:</b> 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.</li> <li>• <b>Successful prevention approach to homelessness:</b> 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 strategy<sup>2</sup>).</li> <li>• <b>Promoting independence at home:</b> 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.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hospital/health hub if not delivered:</b> 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.</li> <li>• <b>Health inequalities:</b> 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 fingertips<sup>4</sup>, 2018). Some significant contributions to this includes: 16% (JSNA<sup>5</sup>, 2016) of adults are active enough to benefit their health; 65.6% of adults (PHE fingertips<sup>6</sup>, 2018) and 34.6% (PHE<sup>7</sup>, 2017-18) Year 6 children are overweight or obese. The trend over recent years (2015/16 – 17/18) for adults has been increasing (PHE<sup>8</sup>, 2018) and the trend for children has plateaued over recent years (2015/16 – 17/18).</li> <li>• <b>Physical inactivity:</b> Whilst 68.4% of residents in the district are physically active (PHE<sup>9</sup>, 2016-17) only 16% are active enough to benefit their health (JSNA<sup>5</sup>, 2016).</li> </ul>

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](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 (PHE<sup>3</sup>).
- **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 2018<sup>2</sup>).
- **Homelessness options:** limited availability of HMO, private rented or any other form of affordable housing outside of social affordable housing when seeking to prevent or relieve homelessness – An LGA<sup>10</sup> 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, 2012<sup>11</sup>) in the growing ageing population (PHE, 2018<sup>12</sup>).
- **Local earning potential and opportunity:** there is significantly more job opportunities and potential to earn more outside of the District (Essex Skills Board<sup>13</sup>: 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 Index<sup>14</sup>, 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) (ONS<sup>15</sup>, 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](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](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 Strategy<sup>16</sup>, 2019).
- **Obesity:** Whilst we have a high frequency of takeaways there is an opportunity to increase sign-ups to the TuckIN initiative (FEAT<sup>17</sup>, 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 England<sup>18</sup>, 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 (JSNA<sup>5</sup> 2016). Dementia is set to increase by 83% to c1,700 persons by 2030 – the highest percentage increase across Essex local authorities (JSNA<sup>5</sup> 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 Neurology<sup>20</sup>, 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 (PHE<sup>21</sup>, 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 strategy<sup>2</sup>, 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 (LGAY<sup>10</sup>, 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](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, 45y<sup>22</sup>) 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

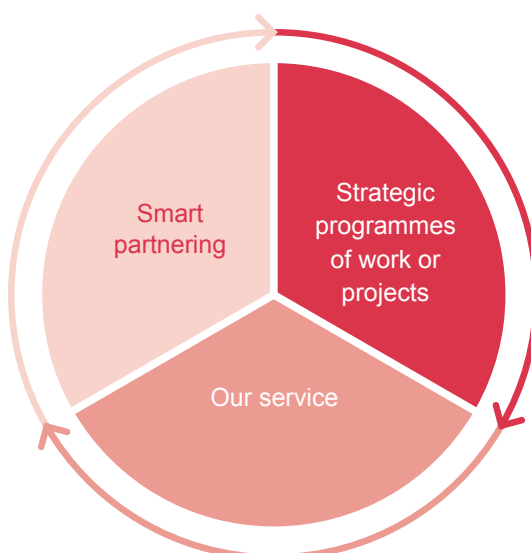


Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Working with communities and partners to support our health and wellbeing priority: older people's health	C8. No. of health drop-ins for older for older people's groups provided	0	1 per quarter	Yes
	C9. % 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
<b>Anglian Community Enterprise (ACE)</b>	ACE weight management facilitate and support the community 'My weight Matters' programme, which is available to all adult residents for free	Y	N	Y
<b>Anglian Water (AW) and Essex and Suffolk Water (ESW)</b>	AW – close relationship regarding sewer network. ESW – work closely regarding private water supplies and water testing.	N	N	Y
<b>Aran Services</b>	Offer residents grant funded loft insulation and cavity wall insulation	Y	N	N
<b>Citizens Advice Bureau</b>	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
<b>Community Agents</b>	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
<b>Department for Work and Pensions</b>	Supporting MDC processing claims and administering housing benefit	N	N	Y
<b>Environment Agency</b>	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
<b>Essex Child and Family Wellbeing Service</b>	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
<b>Essex Community Rehabilitation Company</b>	Ongoing communication in relation to individuals who may need to be housed within the District.	N	Y	N
<b>Essex County Council</b>	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
<b>Essex Youth Service</b>	Supporting educational, personal and social development of young people in Maldon.	Y	N	N
<b>Food Standards Agency</b>	Ongoing communication and provision of resources within food enforcement	Y	Y	N
<b>Health and Safety Executive</b>	The Council and HSE are responsible for enforcing health and safety legislation.	N	N	Y
<b>Local Authorities</b>	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
<b>Maldon and District CVS</b>	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
<b>Mid-Essex Clinical Commissioning Group</b>	Responsible for commissioning of health and care services within Mid Essex quadrant, including Maldon District.	Y	Y	Y
<b>MOAT foundation</b>	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.			
<b>Natural England</b>	Supporting MDC to protect the District's nature and landscape for resident to enjoy.	N	N	Y
<b>Parish and Town Councils</b>	Working in partnership to support the needs of local communities.	N	Y	Y

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
<b>Police, Fire and Crime Commissioner for Essex Setting priorities for Essex</b>	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
<b>Provide</b>	Commissioned health and wellbeing partner offering a variety of health and wellbeing related services to residents within Maldon District.	Y	N	Y
<b>Places Leisure</b>	Under contract to provide leisure centre services within the District.	N	N	Y
<b>Registered Social Landlords</b>	Ownership and management of social rented housing. Also, close partnership working to deliver positive outcomes for Better Care Fund options.	N	N	Y
<b>Residents</b>	Providing their insight, feedback, responses to Council activities and driving initiatives in partnership which are important to their local area.	N	N	Y
<b>Rural Community Council for Essex</b>	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
<b>Working with communities and partners to support our health and wellbeing priority: Obesity</b>	Active Maldon Network	<ul style="list-style-type: none"> <li>- Increase District community participation in physical and sports. To make sports, physical activity and active recreation more accessible.</li> <li>- Supporting delivery of sports, physical activity and active recreations through different provisions.</li> <li>- Avoid duplication and work in partnership with each other including but not exclusive to health and wellbeing groups and public health agencies.</li> </ul>	Y	Y	Y
	District and County Health and Wellbeing Forum	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	N	Y	N
	Local Authority Public Health Group	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	Y	Y	N
	Public Health Practitioner Group	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	Y	N	N
	TuckIN	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	Y	N	Y

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
<b>Working with communities and partners to support our health and wellbeing priority: Mental Health</b>	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
<b>Working with communities and partners to support our health and wellbeing priority: Social Isolation and Loneliness</b>	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
<b>Working with communities and partners to support our health and wellbeing priority: older people's health</b>	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
<b>Partnership working to safeguard vulnerable adults, children and families</b>	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
<b>Effective engagement to support strong and resilient communities</b>	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	<b>OBESITY:</b>		
	<b>ACE weight management ‘My Weight Matters’</b> – free weight management sessions which are offered throughout the District.	Live	N
	<b>Community Cycling Club</b> – 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
	<b>Expansion of intergenerational projects</b> – encouraging younger and older people to come together to share experiences and learning opportunities with each other.	Work ongoing	N
	<b>Grow it, Cook it, Share it</b> – gardening project which is encouraging families in need who do not know how to cook healthy foods to learn and enjoy.	Live	N
	<b>Movement to Music</b> – for individuals with a lack of mobility and movement to get them more physically active.	Live	N
	<b>3PR Schools Parking Initiative</b> – helping prevent inconsiderate, illegal and dangerous parking near schools.	Live	N
	<b>TuckIN initiative</b> – encouraging local fast-food businesses to sign up to reducing sugar, salt and fat in their foods	Live	N
	<b>Live N Zumba Gold</b> – 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>
	<b>Saltmarsh 75</b> – ultramarathon and half-marathon along the Maldon District coastline	Live	Y
	<b>Development of open spaces (016, 017)</b> – commercial project	TBC	Y
	<b>MENTAL HEALTH:</b>		
	<b>Design Council Mental Health Project</b> – 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
	<b>Men's Health and Wellbeing Group (BLOKES)</b> – offers varied activities for men to be part of around the District.	Live	N
	<b>Multi-Agency Centre</b> – advice on health and wellbeing, finances, debt, emotional wellbeing which is mainly targeted at residents on Universal Credit.	To be resumed	N
	<b>SOCIAL ISOLATION AND LONELINESS:</b>		
	<b>Dengie Village Friend</b> – 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
	<b>The 4 T's (Tolleshunt D'Arcy, Tollesbury, Tolleshunt Knights, Tolleshunt Major) Village Friend</b> – a social isolation project for people in the North of the District. Giving publicity to what is already available.	Live	N
	<b>OLDER PEOPLE'S HEALTH:</b>		
	<b>Increasing dementia awareness in staff</b> – staff who encounter customers have been encouraged to take part in a training course to increase ability to support customers with dementia.	TBC	N
	<b>Re-provision of handyman service</b> – improves options and reduces risks for older people remaining in their homes.	TBC	Y
<b>Working in partnership to safeguard vulnerable adults, children and families</b>	<b>Maldon District Council Hate Incident Reporting Centre</b> – centre to provide advice, support and reporting facilities.	Live	
	<b>J9 initiative</b> – 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	<b>Spot It Stop It</b> – awareness training for businesses regarding young person exploitation.	Work ongoing	N
	<b>Crucial Crew</b> – 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
	<b>Be Safe this Summer</b> – one day community safety event	Live: completed once annually	N
	<b>Schools Engagement Programme</b> – Operation Enlightenment (Plume, Ormiston The Kemnal Academies Trust all have a SPOC from Essex Police)	Live	N
	<b>Just Play</b> – opportunity for young people to congregate and play organised football in locations around the District	Live	N
	<b>Park Watch Scheme</b> – to protect Maldon District Council's parks from vandalism and improve safety and security	Live	N
	<b>livewell Maldon District Sports Awards</b> – celebration and promotion of sporting and health and wellbeing achievements from the District	Live: completed once annually	
	<b>SEND multi-sports activity scheme</b> – providing opportunities for people with SEND to be physically active	Live	N
	<b>Employment and homelessness</b> – housing sector to develop links with training providers to help those at risk of homelessness access opportunities for employment.	Live	N
	<b>Domestic abuse</b> – housing to develop and maintain links with those working with domestic abuse victims at operational and strategic level.	Work ongoing	N
	<b>Independent Living</b> – enable development of 150 units of independent living accommodation in the District.	Delivery by 2021/22	N
	<b>One Public Estate Project</b> – identifying opportunities for the development of publicly owned land to meet strategic requirements	Deliver by 2019/20	Y
	<b>Framework for Community Led Housing Projects</b> – 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



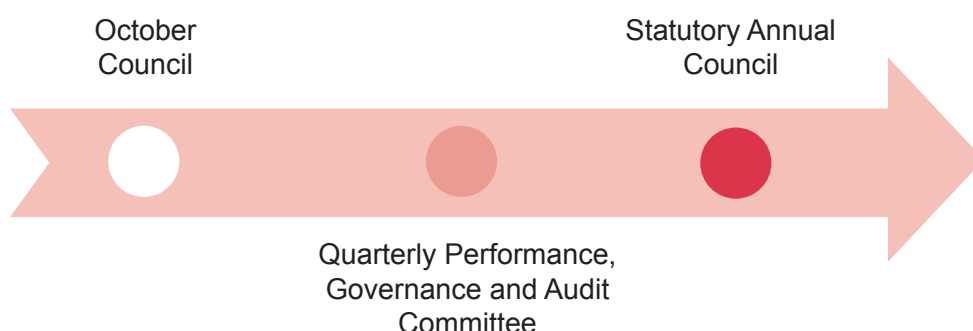




## Our Performance (how we will measure our success)

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



# 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.**

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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:**

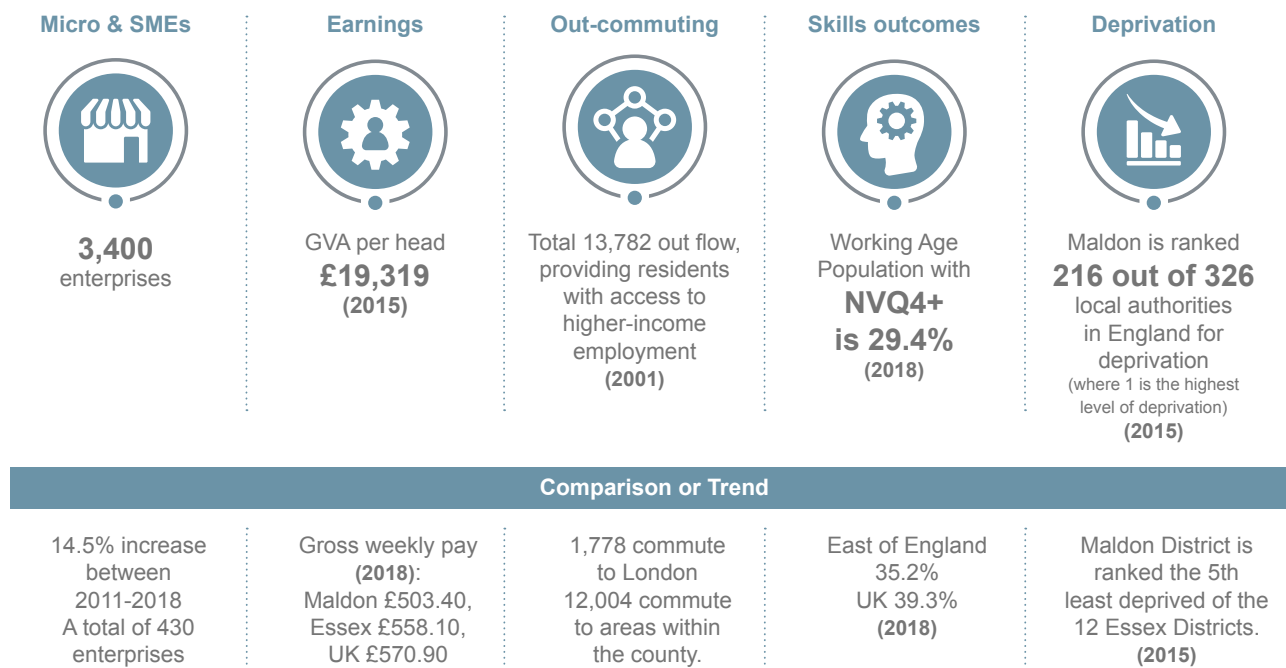
- providing residents and businesses with a clear picture of the priorities we have identified for the District and where we will be prioritising resources;
- providing clear direction for allocating and managing our resources, grant funding and capital expenditure;
- identifying the priority measures 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 <b>three differing economies</b></p> <ul style="list-style-type: none"> <li>(a) the core; Maldon and Burnham-on-Crouch both local economic centres</li> <li>(b) the rural hinterland; south east of Maldon and north/ east of Burnham on Crouch</li> <li>(c) the commuter economy</li> </ul>	 <p><b>Energy, construction, social care and advanced manufacturing</b></p>	 <p><b>58.7%</b> 37,800 of the District's 64,400 population are of working age (2018)</p>	 <p><b>77.7%</b> 29,000 of the District's 37,800 working age population are economically active (2018)</p>	 <p><b>17.1%</b> 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><b>Location</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Strategic location - proximity to M25 and London; access to London Stansted, London Southend airports and ports of Harwich, Felixstowe, Tilbury and London Gateway Port.</li> <li>• Important spatial connections with significant growth areas including the Thames Estuary and the M11 corridor.</li> <li>• Rich maritime heritage supporting tourism.</li> </ul> <p><b>Economy</b></p> <ul style="list-style-type: none"> <li>• There are identified strategic employment sites allocated within the current LDP.</li> <li>• Local economy legacy of innovation – e.g. Burnham-on-Crouch and Tollesbury specialise in marine engineering and manufacturing.</li> <li>• High level of business start-ups.</li> </ul>	<p><b>Location</b></p> <ul style="list-style-type: none"> <li>• Out-commuting is a prominent feature in the District, and out-commuting exceeds reverse-commuting by 8,000 people a day.</li> <li>• Limited transport infrastructure.</li> </ul> <p><b>Economy</b></p> <ul style="list-style-type: none"> <li>• Insufficient investment in managed office space/industrial units offering business start-up units and grow on space.</li> <li>• Weekly salary for workers in District below Essex average: £503.40 Maldon, compared to £558.10 across Essex.</li> <li>• Low employment density.</li> <li>• 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.</li> <li>• There are pockets of ward level 'deprivation' (social and economic) in the District.</li> <li>• Lacking means for business to connect, work together and win business together.</li> </ul>

### 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

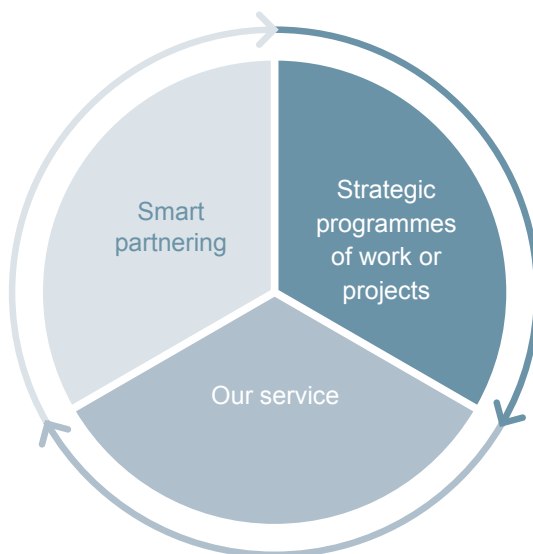
Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Efficient and effective engagement with businesses	Maldon Sense of Place – Number of businesses engaged.	N/A – New	To be determined	Y
	Maldon District Council Business Satisfaction Survey of businesses 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
<b>South East Local Enterprise Partnership (SELEP)</b>	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
<b>Essex Business Board (EBB)</b>	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
<b>SELEP Coastal Communities Working Group</b>	<p>This working group brings together all parties, including coastal agencies, MHCLG, BEIS, Coastal Community Teams, council officers, coastal businesses, and federated economic representatives involved in coastal economic development.</p> <p>It supports Coastal Growth Ambitions.</p> <p>It identifies how SELEP can provide additionality and support to local plans.</p> <p>It promotes funding and bidding opportunities.</p> <p>It has recently secured Sector Support Funding to develop a coastal economic plan which Maldon District Council is contributing to.</p>	Y	Y	N
<b>SELEP Rural Working Group</b>	<p>The rural economy is a rich mosaic of traditional and innovative land-based businesses, including farming, agri-tech, horticulture, viticulture (wine making), forestry and rural tourism.</p> <p>Similar to the Coastal Working Group, SELEP's Rural Working Group brings private and public sector rural representatives together to identify skills gaps, to support diversification, identify funding opportunities and to encourage partnering.</p>	Y	Y	Y

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
<b>Integrated Growth Forum (IGF)</b>	Essex-wide officer level group – to share project plans and engage with funding and policy updates.	N	Y	N
<b>Employment and Skills Board (ESB)</b>	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
<b>Maldon Sense of Place Board (SoP)*</b>	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
<b>Rural Community Council of Essex (RCCE)</b>	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
<b>Burnham-on-Crouch Chamber of Commerce</b>	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
<b>River Blackwater Coastal Communities Team and River Crouch Coastal Communities Team</b>	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
<b>BEST Growth Hub</b>	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
<b>The New Nuclear Local Authority Group (NNLAG)</b>	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
<b>North Essex Energy Group (NEEG)</b>	<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"> <li>- Promote North Essex as a location of choice to businesses serving the energy sector;</li> <li>- Facilitate networking and business to business opportunities;</li> <li>- Ensure that the North Essex workforce have the right skills to serve the energy sector now and in the future;</li> <li>- Leverage funding to support the provision of infrastructure underpinning the development of businesses serving the energy sector.</li> </ul>	Y	Y	N
<b>Nuclear Legacy Advisory Forum (NuLEAF)</b>	<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>			
<b>Visit Essex</b>	Visit Essex, a tourism service providing all the latest tourist information for Essex.	N	Y	Y
<b>Steering Group (or Board) around the Colchester Care Innovation Cluster (currently in its development stage).</b>	<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
<b>Invest Essex</b>	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><b>Maldon and Heybridge Central Area Master Plan (CAMP) – A development framework comprised of 'movement' and 'connections' and green infrastructure and development opportunities.</b></p> <p><b>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.</b></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><b>Enterprise Centre (Central Area Masterplan: Project 10).</b></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?
<b>Bradwell B</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>	
<b>Commercial management of our assets</b>	<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



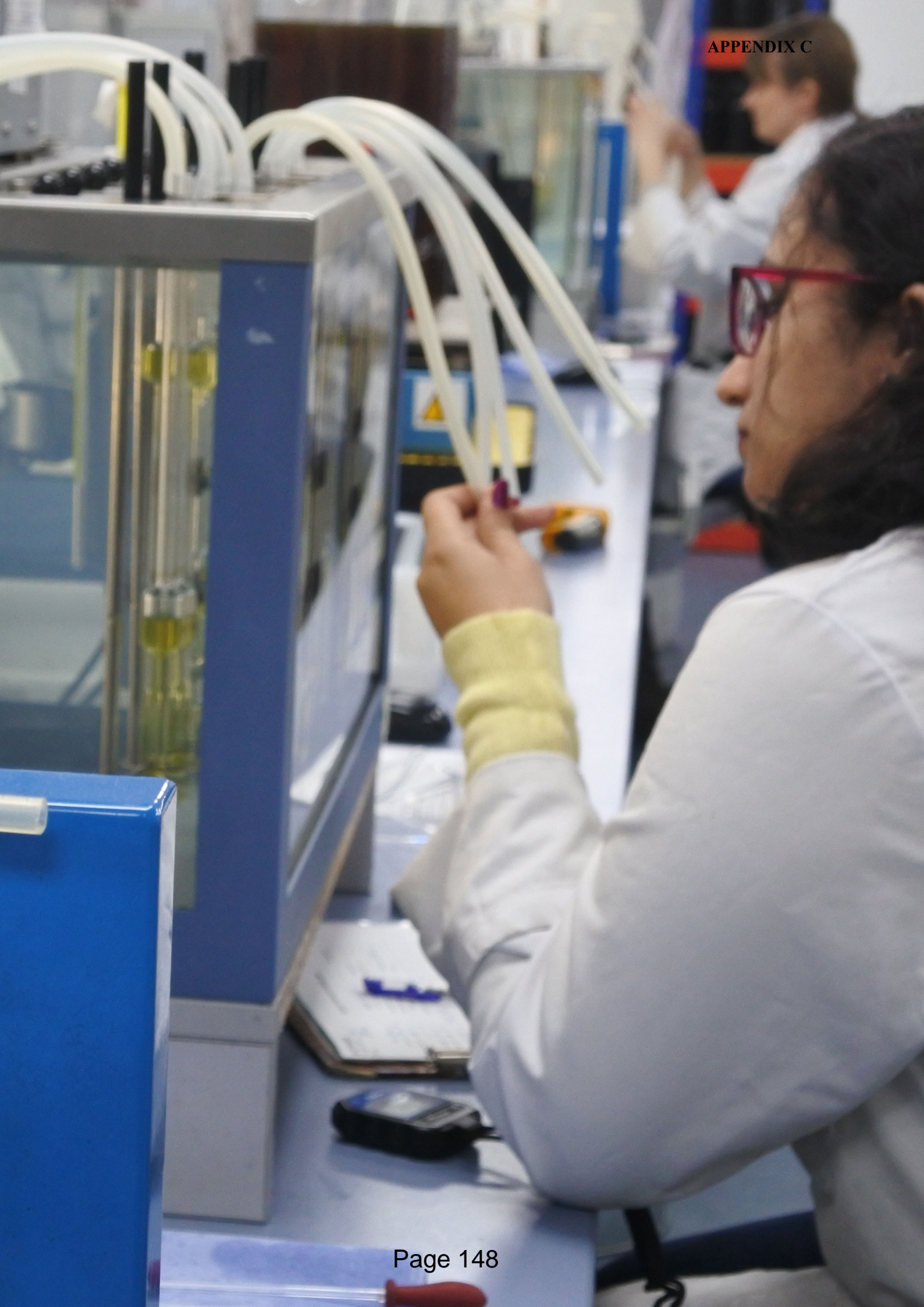
## Evidence base documents, policies and data sources

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"> <li>- Maldon District Economic Prosperity Strategy (2013-2029) and the Economic Prosperity Strategy (2013-2029) Evidence Base;</li> <li>- Development and Improvement Plan for the Causeway Regeneration Area (2015) BBP Regeneration;</li> <li>- The Taylor Review of Rural Economy and Affordable Housing (2009) DCLG;</li> <li>- Heart of Essex Economic Futures (2012) Nathaniel Lichfield &amp; Partners (NLP);</li> <li>- Maldon District Tourism Strategy Research (2009) East of England Tourism;</li> <li>- Employment Evidence and Policy Update (2015) Hardisty Jones, (EB102a); Employment Evidence and Policy Update (Hardisty Jones, 2015) (EB102a);</li> <li>- Maldon District Council Skills strategy;</li> <li>- The Renewed Maldon District Sustainable Community Strategy 2010-2026, district deprivation figures;</li> <li>- Commercial Strategy.</li> </ul>
Maldon District Council Local Development Plan policies	<ul style="list-style-type: none"> <li>- S1;</li> <li>- S4;</li> <li>- S5;</li> <li>- E1;</li> <li>- E2;</li> <li>- S7.</li> </ul>
Data Sources	<ul style="list-style-type: none"> <li>- Visit Maldon website report – May 2019;</li> <li>- NOMIS (UK) – Labour market statistics 2011;</li> <li>- NOMIS (UK) – Census 2011 Commuting figures;</li> <li>- NOMIS (UK) – Population figures 2018;</li> <li>- NOMIS – Demography 2018;</li> <li>- Office of National Statistics (ONS) – GVA per capita figures 2016;</li> <li>- Economic Impact of Tourism, Volume and Values Survey, 2017;</li> <li>- English Indices of Deprivation, 2015, local authority ranked deprivation;</li> <li>- The Renewed Maldon District Sustainable Community Strategy 2010-2026, district deprivation figures.</li> </ul>

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

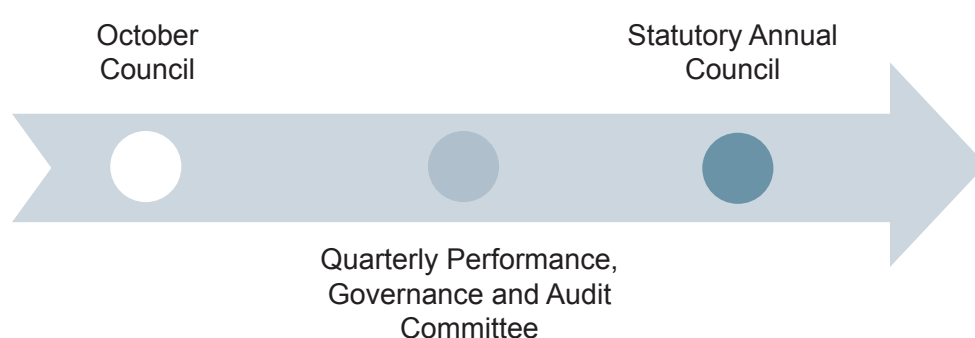




## Our Performance

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



# 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
<b>Delivery of strategic employment sites in accordance with the LDP</b>	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.
<b>Partnership working to provide an Enterprise Centre</b>	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.
<b>Rural business and diversification supported</b>	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.
<b>Tourism supported and encouraged</b>	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.
<b>Efficient and effective engagement with businesses</b>	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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## **REPORT of RETURNING OFFICER**

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to  
**COUNCIL**  
**21 NOVEMBER 2019**

### **POLLING DISTRICT, POLLING PLACE, AND POLLING STATION REVIEW**

#### **1. PURPOSE OF THE REPORT**

- 1.1 Local Authorities within the United Kingdom are required to undergo a compulsory review of all Polling Districts, Polling Places, and Polling Stations within the district. Following the close of the consultation period, Members are asked to consider the outcome of a recent review and to confirm the designation of polling districts and polling places in the Maldon District.

#### **2. RECOMMENDATIONS**

- (i) That Members consider the proposed changes as presented at **APPENDIX 2** and **APPENDIX 3** of this report;
- (ii) That where the proposed Polling District, Polling Place or Polling Station is considered unsuitable, Members are requested to suggest alternatives for consideration. Members are to note, that these will need to be assessed for suitability by Officers prior to any changes being made.

#### **3. SUMMARY OF KEY ISSUES**

##### **3.1 Terminology**

- 3.1.1 For the purposes of this report, it is important that Members understand the following terminology:

- Polling District – an area created by the division of a constituency, ward or division into smaller parts, within which a polling place can be determined which is convenient to electors;
- Polling Place – the building or location where the polling station is situated;
- Polling Station – the room or area within the Polling Place where voting takes place.

##### **3.2 Introduction**

- 3.2.1 The Electoral Registration and Administration Act 2013 advises of the timings for compulsory reviews of polling districts, polling places, and polling stations. The last

review was undertaken in 2014. The current compulsory review must be completed by 31 January 2020.

- 3.2.2 The purpose of a review is to ensure that all electors have such reasonable facilities for voting as are practicable in the circumstances, and that so far as is practicable the polling places the Council is responsible for are accessible to all electors, including those who are disabled. When considering the designation of a polling place, regard must be given to the accessibility needs of disabled persons.
- 3.2.3 As part of the 2012 review, each existing polling place was visited to carry out an access audit, taking account of the needs of people with disabilities, as set out in the criteria formulated by the Electoral Commission. A profile was prepared of each polling place, which included location maps and photo images of the actual polling stations, as well as other details such as dimensions, accessibility, mobile network availability and car parking.
- 3.2.4 A large majority of our polling stations have adequate, if not, excellent facilities for electors with mobility problems. However, it is necessary for us to provide some temporary access ramps in some locations on polling days, in order to bring them up to a satisfactory standard.
- 3.2.5 The suitability and accessibility of polling stations continue to be monitored at election times both by the staff employed there and by Station Inspectors who will visit each station at least once during the day.

### 3.3 The Consultation Process

- 3.3.1 It is worth noting that the Council is responsible for conducting the review and not the Electoral Registration Officer nor the Parliamentary Returning Officer.
- 3.3.2 The consultation consists of five stages:
  - A preliminary stage - giving notice of the review;
  - A proposal stage – proposals from the Returning Officer on any suggested changes;
  - The consultation stage – where the views of interested parties;
  - The conclusion stage – agreement by the Council on the final proposals;
  - The publication stage – giving notice of the outcome of the review.
- 3.3.2.1 Following publication, if it is felt that the review process had not been conducted correctly, there is an appeal process where representations can be made to the Electoral Commission.
- 3.3.3 Notice of the Review (**APPENDIX 1**) was published on the Council's website on 30 September 2019, which was followed with a press release; a copy of the proposals available for review was published on the Council's website. Consultations then begun with Members of the Council, Parish and Town Councils, and relevant Returning Officers, being approached with a request to make comment on the proposals outlined at **APPENDIX 2** and **APPENDIX 3** of this report.

- 3.3.4 The formal part of the review, the consultation stage, therefore has two elements. The recommendations from the Returning Officer, and submissions from other persons including the Council's own proposals.
- 3.3.5 The Council is also required to consult widely on the review and seek out the views of interested bodies or groups. These include local disability groups such as charities who have guides on access. In addition, consideration must be given to the different types of disability that may make voting in person more difficult. The Electoral Commission's guidance stresses the importance of consulting those persons and bodies who have experience of assessing access for persons with different disabilities. These include local disability groups such as charities who have guides on access.
- 3.3.6 The following persons or groups that have been approached are as follows:
- MPs for Chelmsford, Maldon, and Witham;
  - Members of the European Parliament (MEPs) for the Eastern Region;
  - Maldon District Councillors;
  - Returning Officers for Chelmsford, Maldon, and Witham;
  - Local Political Parties;
  - Maldon District Council Staff;
  - Sometimes We All Need Support (SWANS);
  - Mid (Essex) Mind;
  - Disability Essex;
  - Essex Coalition of Disabled People;
  - Parish Councils.
- 3.3.7 The consultation period ran until 1 November 2019.

### 3.4 **Proposed changes and responses received from Consultation**

- 3.4.1 Since 2014 the majority of polling stations used by the Council remain unchanged; however, as a result of problems faced during May 2019 with availability, renovations at certain locations, and feedback from staff we have had to review these stations and where appropriate consider alternative venues. **APPENDIX 2** and **APPENDIX 3** of the report detail the Councils proposals.
- 3.4.2 There has been a total of six responses received, copies of which have been placed in the Members' Room. None of the responses in question make reference to the arrangements regarding polling districts.
- 3.4.3 The following responses were received during the consultation period. Comments from Officers and further information on the Council's recommendations are included below.
- **Burnham-on-Crouch (North)**  
**Ormiston Rivers Academy, Southminster Road, CM0 8QB:**  
 Polling Station Staff – advised that when working at the Ormiston Rivers Academy conditions were uncomfortable and that staff and students attempted to access the hall on several occasions.

These concerns are acknowledged. Two alternative venues have been suggested as polling places; Burnham Ramblers Football Club (FC) and St

Mary's Primary School.

Rooms at Burnham Ramblers FC are situated on the first floor (there are only changing facilities on the lower levels) and accessed by stairs. There is neither a lift, nor stair lift, on. There are concerns that this would disenfranchise a number of the electorate and therefore Burnham Ramblers FC is considered an unsuitable venue to use for a polling place.

St Mary's Primary School is small and busy, therefore, may not be able to accommodate a polling station. We were advised by the Headteacher that the school would need to close for the day, which would require approval from their Board of Governors.

**Conclusion:** Alternative venues for polling places have been investigated and taking into consideration the concerns raised throughout the consultation and prior feedback. It is recommended that, as there is currently no suitable alternative venue within Burnham-on-Crouch, that Ormiston Rivers Academy remain the polling place for Burnham-on-Crouch North.

- **Great Totham (North)**

**United Reformed Church Hall, Market Hill, CM9 4QA:**

A Maldon District Councillor – advised that the location was considered suitable.

**Conclusion:** These comments are acknowledged and concurs with the recommendation to continue using the United Reformed Church as a polling station.

- **Langford and Ulting**

**Langford and Ulting Village Hall, Maldon Road, CM9 4SS:**

A Maldon District Councillor - advised that the location was considered suitable.

**Conclusion:** These comments are acknowledged and concur with the recommendation to continue using Langford and Ulting Village Hall as a polling station.

- **Little Braxted**

**The Braxted Bakery, Homefield House, Witham Road, CM8 3ET:**

A Member of the Public – advised that the location was easy to find, good parking facilities and was known to all residents.

Concerns on the station had been fed back to the Council following the May 2019 elections, which prompted Officers to visit The Braxted Bakery prior to consultation. It was noted that whilst facilities are shared with the main café area, the function room is of an adequate size to accommodate the respective electorate, and any concerns regarding adequate lighting or temperature could be mitigated by the Council who has previously provided additional lighting and radiators at the site. The location of the polling place is central within the polling district.



**Conclusion:** The comments are acknowledged, and in line with the recommendation that The Braxted Bakery continues to be used as a polling station.

- **Maldon (East)**

**Maldon Stadium, Park Drive, Maldon, CM9 5JQ:**

Maldon Stadium was not available for the European Parliamentary Election on 23 May 2019 due to there being a prior booking. Due to the late notice, the Council used a temporary polling station at Blackwater Leisure Centre, which, whilst conveniently located, required a temporary ramp to be provided. Feedback from polling station staff suggested that the pre-fabricated building provided only met the basic requirements of a polling station.

The proposed alternative to Maldon Stadium is Blackwater Leisure Centre. Officers have visited the leisure centre and confirmed that the dance studio would be made available for use as a polling station. It offers the option of access through either double door to the rear of the building or via the main reception. There is ample parking on site and suitable transport links. It is noted that the mirrored wall along one side of the room may need to be covered to ensure the privacy of the elector. The dance studio is situated in the same venue in which the count takes place. To prevent any electors trying to gain access to the Polling Station via the main entrance, clear signage will be provided.

Written correspondence has been received from Maldon Town Council, confirming that it has considered the recommendation to move the polling station to Blackwater Leisure Centre and has no concerns with the proposal.

**Conclusion:** These comments are acknowledged and concur with the recommendation to move the polling station to Blackwater Leisure Centre.

- **Mayland**

**Henry Samuel Hall, Steeple Road, Mayland:**

Polling Station Staff – advised that when working at Henry Samuel Hall on poll day a number of complaints were made regarding access to the polling place, stating that it could be considered dangerous. The hall itself was considered unpleasant and concerns regarding the condition of the site were expressed.

These concerns are acknowledged. It is noted that the Henry Samuel Hall will be undergoing renovation work, and, in the meantime, Lawling Park Hall has been suggested as an alternative Polling Station. Following completion of the renovations an officer will be required to review the polling place to determine whether, following the renovations, it is suitable for use.

**Conclusion:** Until renovations at Henry Samuel Hall have been completed, and the polling place has been reviewed by an Officer, it is recommended that Lawling Park Hall is used as an alternative polling place in the interim.

### 3.4. **Polling Places reviewed prior to consultation.**

3.4.1. Officers looked at the suitability of the following polling place following the completion of renovations:

- **Tolleshunt Major  
St Nicholas Village Hall (formally Church Rooms), Tolleshunt D’Arcy  
Road, CM9 8LN**

Following completion of renovations to the site, Officers conducted an inspection to determine whether the polling place continued to be a viable venue for a polling station.

It was determined that while the site has very limited parking, there is the option to park down the road from the polling station. The venue has suitable facilities, with the possibility of a second polling station being accommodated in an adjacent room however alternative storage for the furnishings would need to be sought.

Conclusion – It is recommended that St Nicholas Village Hall continues to be used as the polling station for Tolleshunt Major.

### 3.5 **Impact of the Review in respect of the 12 December 2019 General Election**

3.5.1 It is suggested that changes to the Polling Districts, Polling Places, and Polling Stations within the district should come into force for all elections following the General Election on 12 December 2019.

## 4. **CONCLUSION**

4.1 It is recommended that no changes to the polling districts are made.

4.2 Where an alternative polling place has been sought, a summary of the proposed changes is listed below:

- **Burnham-on-Crouch North** - Ormiston Rivers Academy remain as the polling place for the parish;
- **Little Braxted** - The Braxted Bakery remain as the polling place for the parish;
- **Maldon North** – the polling place be moved from Maldon Stadium to Blackwater Leisure Centre.
- **Mayland** - The polling station at Henry Samuel Hall is moved on a temporary basis to Lawling Park Hall.

## 5. **IMPACT ON STRATEGIC THEMES**

5.1 The Polling District, Polling Place, and Polling Station Review supports the Strategic Theme of an Open and Transparent Organisation by enabling our electorate to carry

out their democratic right to vote in the easiest and most convenient manner.

- 5.2 This report also supports the theme of Efficient and Effective Engagement with Businesses which was carried out as part of the consultation process.

## 6. IMPLICATIONS

- (i) **Impact on Customers** – The purpose of the review is to ensure, as far as is reasonably practicable, the Council enables all the electors in a polling district to have reasonable facilities for voting. The review is required to ensure that, as far as is reasonably practicable, polling stations are accessible to all electors, including those who are disabled.
- (ii) **Impact on Equalities** – This review supports the electorate of Maldon by ensuring they can carry out their democratic right to vote in the most accessible way possible.
- (iii) **Impact on Risk** – There is a statutory requirement to undertake regular reviews of polling districts and polling places.
- (iv) **Impact on Resources (financial)** – This review is required to look at the viability of polling districts, places and stations. Whilst it is acknowledged that there could be an increase in the cost of the venues hired, especially when a temporary polling station is required, this is not something to be considered as part of this review when determining any changes.
- (v) **Impact on Resources (human)** – It is acknowledged that during an election, Council staff will be required to support the needs of the democratic process.
- (vi) **Impact on the Environment** – None identified.
- (vii) **Impact on Strengthening Communities** – This review supports the electorate of Maldon by ensuring they can carry out their democratic right to vote in the most accessible way possible.

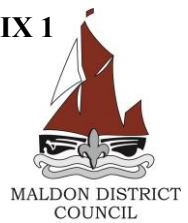
### Background Papers:

The Electoral Registration and Administration Act 2013;  
Representation of the People Act 1983, Schedule 1A;  
Reviews of Polling Districts, Polling Places and Polling Stations Guidance; The Electoral Commission;  
Consultation documents;  
Profiles of polling places;  
Comments received as part of the consultation.

### Enquiries to:

Shelley Abel, Democratic Services Officer, shelley.abel@maldon.gov.uk

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## Review of Polling Districts, Polling Places, and Polling Stations

**NOTICE IS HEREBY GIVEN** that Maldon District Council is carrying out a review of polling districts, polling places, and polling stations within the Maldon District. The Council has a duty to provide a polling place in each polling district and has a duty to keep these under review.

The Council is required to consult the (Acting) Returning Officer on the existing polling arrangements and any proposals for amending these arrangements. At the time of publication of this notice, the Council has no specific changes to be made to the boundaries of the Polling Districts, however changes are being considered to the Polling Places for Maldon East, Little Braxted, and Mayland. These proposals for change have been published on the Council website with a hard copy available at the Council Offices and are to be consulted on as part of the review.

Any comments or proposals subsequently made by the (Acting) Returning Officer will be published and consulted on as part of this review.

The Council now invites comments on the existing polling arrangements and any proposed changes. Any elector or interested group may submit comments or proposals; where relevant, and if possible, any alternative places that may be used as polling places should be suggested. The Council is required to seek comments from people or interested groups who have experience in relation to access to premises or facilities for persons who have a range of different forms of disability.

The Closing date for the receipt of comments or proposals, which should be made in writing to the address given below or emailed to [elections@maldon.gov.uk](mailto:elections@maldon.gov.uk) is **1 November 2019**. Any queries on this Notice or the review itself should be similarly addressed.

All comments and proposals submitted will be considered by the Council and will be decided by the Council at its meeting on **21 November 2019**. All comments and proposals received will be available for inspection at the conclusion of the review.

### Notes:

1. A 'Polling District' is an area created by the division of a constituency, ward or division into smaller parts, within which a polling place can be determined which is convenient to electors.
2. A 'Polling Place' is a building or area in which stations will be selected by the Returning Officer.
3. A 'Polling Station' is the room or building where the poll takes place.
4. Details of the existing polling arrangements, including the location and information on individual polling stations can be viewed at the Council Offices or via the Council website: [www.maldon.gov.uk](http://www.maldon.gov.uk)
5. The Council is mindful of the need to ensure that Polling Stations are conveniently located and accessible. Where any premises currently used as a Polling Station is known to have accessibility issues, ramps will be provided on each occasion a poll is held so as to assist voters in accessing these polling stations.

Paul Dodson  
(Acting) Returning Officer  
Director of Strategy, Performance and Governance

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Reference	District(s)	District Name	Polling Place	Proposed Changes	Parliamentary Constituency	Elector Count 09/09/2019	Elector Count 2014	Change since last review
30	H	Althorne	Althorne Parish Hall, Summerhill, CM3 6BY	No proposed changes	Maldon	1067	992	75
31	J	Asheldham	Asheldham and Dengie Parish Room, Manor Road, CM0 7UH	No proposed changes	Maldon	134	125	9
32	K	Bradwell-on-Sea	Bradwell on Sea Village Hall, South Street, CM0 7QJ	No proposed changes	Maldon	679	685	-6
33, 34	L	Burnham-on-Crouch (North)	Ormiston Rivers Academy, Southminster Road, CM0 8QB	No proposed changes	Maldon	3180	2297	883
35, 36	M	Burnham-on-Crouch (South)	Town Council Offices, Chapel Road, CM0 8JA	No proposed changes	Maldon	3363	3205	158
37	N	Cold Norton	Cold Norton Village Hall, Cherry Blossom Lane, CM3 6JQ	No proposed changes	Maldon	937	882	55
31	O	Dengie	Asheldham and Dengie Parish Room, Manor Road, CM0 7UH	No proposed changes	Maldon	99	104	-5
38	P(W)	Goldhanger	Goldhanger Village Hall, Head Street, CM9 8AY	No proposed changes	Witham	597	524	73
39	Q(W)	Great Braxted	Great Braxted Pavilion, Tiptree Road, CM8 3EF	No proposed changes	Witham	280	261	19
40	R(W)	Great Totham (North)	Great Totham United Reformed Church Hall, Chapel Road, CM9 8DA	No proposed changes	Witham	682	668	14
41	S(W)	Great Totham (South)	Great Totham Village Hall, Maldon Road, CM9 8NH	No proposed changes	Witham	1737	1682	55
25	E	Heybridge (East)	Heybridge Primary School, Rowan Drive, CM9 4TU	No proposed changes	Maldon	2819	2678	141
27, 28	F	Heybridge (West)	Plantation Hall, Colchester Road, CM9 4AL	No proposed changes	Maldon	3265	3067	198
29	G	Heybridge Basin	St George's Church, Basin Road, CM9 4RJ	No proposed changes	Maldon	507	533	-26
42	U	Latchingdon	Latchingdon Parish Hall, Burnham Road, CM3 6EX	No proposed changes	Maldon	1018	938	80
44	W(W)	Little Braxted	The Braxted Bakery, Homefield House, Witham Road, CM8 3ET	No proposed changes	Witham	135	120	15
45	X(W)	Little Totham	Little Totham Evangelical Church Hall, The Street, CM9 8JQ	No proposed changes	Witham	336	329	7
22	C	Maldon (East)	Maldon Stadium (formerly Maldon & Tiptree FC), Park Drive, CM9 5XX	No proposed changes	Maldon	1922	1633	289
1, 2	A	Maldon (North)	United Reformed Church Hall, Market Hill, CM9 4QA	No proposed changes	Maldon	3446	3289	157
20, 21	B	Maldon (South)	Scout Building, Brickhouse Farm Community Centre, Poulton Close,	No proposed changes	Maldon	3092	3001	91
23, 24	D	Maldon (West)	West Maldon Community Centre, Sunbury Way (Off Keeble Park),	No proposed changes	Maldon	3188	3053	135
46	Y	Mayland	Henry Samuel Hall, Steeple Road, CM3 6EG	No proposed changes	Maldon	2014	1934	80
43	V	Mayland (Maylandsea)	Lawling Park Hall, Katonia Avenue, CM3 6AD	No proposed changes	Maldon	1132	1086	46
47	Z	Mundon	Mundon Victory Hall, Main Road, CM9 6NU	No proposed changes	Maldon	322	288	34
3	AA	North Fambridge	North Fambridge Village Hall, Ferry Road, CM3 6LS	No proposed changes	Maldon	723	664	59
4	AB	Purleigh	Purleigh Village Pavilion, Howe Green Road, CM3 6PX	No proposed changes	Maldon	1015	1002	13

Reference	District(s)	District Name	Polling Place	Proposed Changes	Parliamentary Constituency	Elector Count 09/09/2019	Elector Count 2014	Change since last review
6, 7	AD	Southminster	Southminster Community Hall, King George V Playing Field, Station	No proposed changes	Maldon	3470	3158	312
5	AC	St Lawrence	St Lawrence Church Centre, 30 Main Road, CM0 7NA	No proposed changes	Maldon	1151	1098	53
8	AE	Steeple	Steeple Village Hall, Garden Fields, CM0 7JY	No proposed changes	Maldon	386	388	-2
9	AF	Stow Maries	Smythe Hall, Church Lane, CM3 6SL	No proposed changes	Maldon	172	174	-2
10	AG	Tillingham	Tillingham Village Hall, Vicarage Lane, CM0 7TW	No proposed changes	Maldon	876	849	27
12	AHB(W)	Tollesbury (East)	The Centre, East Street, CM9 8QD	No proposed changes	Witham	1637	1584	53
11	AHA(W)	Tollesbury (West)	The Centre, East Street, CM9 8QD	No proposed changes	Witham	568	507	61
13	AJ(W)	Tolleshunt D'Arcy	Tolleshunt D'Arcy Village Hall, Tollesbury Road, CM9 8UB	No proposed changes	Witham	863	842	21
14	AK(W)	Tolleshunt Knights	Tolleshunt Knights Village Hall, Top Road, CM9 8ET	No proposed changes	Witham	895	847	48
15	AL(W)	Tolleshunt Major	St Nicholas Village Hall (formerly Church Rooms), Tolleshunt D'Arcy	No proposed changes	Witham	543	564	-21
16	AM(W)	Ulting, Langford	Langford and Ulting Village Hall, Maldon Road, CM9 4SS	No proposed changes	Witham	122	132	-10
	T(W)	Ulting, Langford	Langford and Ulting Village Hall, Maldon Road, CM9 4SS	No proposed changes	Witham	163	123	40
17	AN(W)	Wickhma Bishops	Wickham Bishops Village Hall, Church Road, CM8 3JZ	No proposed changes	Witham	1580	1550	30
19	AP(W)	Woodham Mortimer	Woodham Walter Village Hall, Rectory Road, CM9 6RE	No proposed changes	Witham	473	462	11
18	AOA(W)	Woodham Mortimer (Hazeleigh)	Woodham Mortimer & Hazeleigh Village Hall, Post Office Road, CM9	No proposed changes	Witham	94	88	6
18	AOB(W)	Woodham Mortimer (Hazeleigh)	Woodham Mortimer & Hazeleigh Village Hall, Post Office Road, CM9	No proposed changes	Witham	440	419	21
						51122	47825	3297

District Name	District(s)	Polling Place	Returning Officer's Recommendations	Parlimentary Constituency	Properties	Electorate 09/09/2019	Electorate 2014	Change since 2014
Althorne	H	Althorne Parish Hall, Summerhill, CM3 6BY	No proposed changes	Maldon	70	1067	992	75
Asheldham	J	Asheldham and Dengie Parish Room, Manor Road, CM0 7UH	No proposed changes	Maldon	391	134	125	9
Bradwell-on-Sea	K	Bradwell on Sea Village Hall, South Street, CM0 7QJ	No proposed changes	Maldon	2127	679	685	-6
Burnham-on-Crouch (North)	L	Ormiston Rivers Academy, Southminster Road, CM0 8QB	<p><b>Alternative sought:</b> During the consultation period the council received correspondence from polling station staff advising that the polling station was considered unsuitable. Following close of consultation officers have approached alternatives within the parish to determine wither a more viable alternative is available.</p> <p><b>Alternatives Suggested:</b> <b>Burnham Ramblers FC</b> Officers have approached Burnham Ramblers FC to determine whether the site could be used as an alternative polling place. Burnham Ramblers FC have advised that they were able to provide a room for a poling station, however, as this was located on the first floor of the building and access via stairs could prove problematic to electors with mobiity issues due to the lack of a lift/stairlift.</p> <p><b>St Mary's Primary School.</b> In conversations with the school, they confirmed that it could be possible to use the school hall as a polling station, however parking during school hours would be limited. It was noted that as their hall is situated centrally within the building, with students using the hall at lunchtimes and as access to adjacent classrooms. It was probable that, in order to accomidate a polling station, the school would need to close on the day of poll and this would require approval from their Board of Governors. It is noted that this could prove problematic in the event of a snap election.</p> <p><b>Feedback received through consultation</b> - officers have been advised that conditions for the hall are uncomfortable, abultions are not within a close proximity, and that staff and students had attempted to access the hall on several occasions.</p> <p><b>Recommendations:</b> Taking into consideration the aforementioned points, the Returning Officer recommends that Ormiston Rivers Academy remain as the polling place for the Burnham-on-Crouch North District.</p>	Maldon	462	3180	2297	883
Burnham-on-Crouch (South)	M	Town Council Offices, Chapel Road, CM0 8JA	No proposed changes	Maldon	53	3363	3205	158
Cold Norton	N	Cold Norton Village Hall, Cherry Blossom Lane, CM3 6JQ	No proposed changes	Maldon	337	937	882	55
Dengie	O	Asheldham and Dengie Parish Room, Manor Road, CM0 7UH	No proposed changes	Maldon	2140	99	104	-5
Goldhanger	P(W)	Goldhanger Village Hall, Head Street, CM9 8AY	No proposed changes	Witham	164	597	524	73
Great Braxted	Q(W)	Great Braxted Pavilion, Tiptree Road, CM8 3EF	No proposed changes	Witham	369	280	261	19
Great Totham (North)	R(W)	Great Totham United Reformed Church Hall, Chapel Road, CM9 8DA	No proposed changes <b>Feedback received through consultation</b> - A Maldon District Councillor – advised that the location was considered suitable.	Witham	904	682	668	14
Great Totham (South)	S(W)	Great Totham Village Hall, Maldon Road, CM9 8NH	No proposed changes	Witham	81	1737	1682	55

District Name	District(s)	Polling Place	Returning Officer's Recommendations	Parlimentary Constituency	Properties	Electorate 09/09/2019	Electorate 2014	Change since 2014
Heybridge (East)	E	Heybridge Primary School, Rowan Drive, CM9 4TU	No proposed changes	Maldon	1994	2819	2678	141
Heybridge (West)	F	Plantation Hall, Colchester Road, CM9 4AL	No proposed changes	Maldon	274	3265	3067	198
Heybridge Basin	G	St George's Church, Basin Road, CM9 4RJ	No proposed changes	Maldon	623	507	533	-26
Langford	T(W)	Langford and Ulting Village Hall, Maldon Road, CM9 4SS	No proposed changes	Witham	852	163	123	40
Latchingdon	U	Latchingdon Parish Hall, Burnham Road, CM3 6EX	No proposed changes	Maldon	582	1018	938	80
Little Braxted	W(W)	The Braxted Bakery, Homefield House, Witham Road, CM8 3ET	<p><b>Alternative sought:</b> MDC has previously received comments suggesting that the current Polling Station is not suitable for its required use. Officers have visited the site, and neighbouring stations, to consider whether The Braxted Bakery is suitable for use as a Polling Station and, if not, whether there is a viable alternative within/near the boundary of the Polling District.</p> <p><b>Little Braxted Bakery:-</b> Access to the station is separate to the cafe and via a small ramp to a door wide enough to accommodate a wheelchair. The exit for the polling station is through the same door. While there is directional lighting, it is noted that previously additional lighting has been provided for the later part of previous polls whilst during the day it is mitigated by natural light to the space. The room can be heated, and essential facilities are situated inside the cafe adjacent to the polling station. There is ample parking on site for both staff and electors, however there are no links to public transport. Although the Polling Station is smaller than those at neighbouring wards the room is of a sufficient size to accommodate the requirements for a small polling station and the electorate within this Polling District. We have been advised that the venue prioritise for snap/short notice elections over any pre-existing bookings.</p> <p><b>Alternatives suggested:</b> <b>Great Braxted Pavilion, Tiptree Road, CM8 3EF</b> - distance from current Polling Place, 1.7 miles (car). Access is up a ramp to the front to the polling place and through two doors to the polling station. The ramp and doors are wide enough to accommodate a wheelchair, and there is a handrail along one side of the ramp. Lighting inside the polling station is from halogen lights and considered sufficient to meet the needs of the station, and there is enough space to accommodate two small stations. There is a divider which can be pulled across the centre of the room to divide the space into two. If necessary, the space could be used to accommodate two small polling stations, however it is suggested that this would not be ideal as the electorate would need to use the same entrance/exit for each which could be problematic for controlling the flow of people. There is heating and essential facilities inside the building. The polling station has sufficient parking to comfortably accommodate ten cars, which could possibly be increased to upwards of 15 with careful parking, however there are no links to public transport. We have been advised that the venue prioritise for snap/short notice elections over any pre-existing bookings.</p> <p><b>Wickham Bishops Village Hall, Church Road, CM8 3JZ</b> - distance 1.3 miles (in car) Access to the Polling place is via two sets of double doors at the side of the building, which lead into a fair sized hall. There are no ramps into the polling station as access is on level ground and suitable for wheelchair users. There is sufficient lighting within the hall and there is ample space to accommodate two small polling stations. Although there is no divider across the centre of the room stations could be set up at opposing sides to prevent any possible confusion from the electorate. There is heating, and essential facilities are situated near the entrance to the polling place. The polling place has ample parking for staff and the electorate in addition to designated parking bays. There is nearby public transport, with a bus service which runs frequently. We have been advised that the venue prioritise for snap/short notice elections over any pre-existing bookings.</p> <p><b>Feedback received through consultation</b> - Comments received advised that The Braxted Bakery was easy to find, had good parking facilities, and was known to residents within the polling district.</p> <p><b>Recommendation:-</b> It is noted that no suitable alternative has been identified within the polling district, therefore, were the consultation to identify that an alternative polling place was desired, it is suggested that a suitable alternative be wickham Bishops Village Hall due to the size of the Polling Place, amenities, and proximity to Little Braxted. It is acknowledged that, unlike Great Braxted Pavilion, the Wickham Bishops Village Hall is situated within the same ward as the Little Braxted Bakery - the Wickham Bishops and Woodham Ward. The Braxted Bakery is of a sufficient size to meet the requirements of a polling place for the electorate of Little Braxted and, taking into consideration the aforementioned points, it is recommended that the polling place remains at Little Braxted Bakery.</p>	Witham	59	135	120	15
Little Totham	X(W)	Little Totham Evangelical Church Hall, The Street, CM9 8JQ	No proposed changes	Witham	190	336	329	7

District Name	District(s)	Polling Place	Returning Officer's Recommendations	Parlimetary Constituency	Properties	Electorate 09/09/2019	Electorate 2014	Change since 2014
Maldon (East)	C	Maldon Stadium (formerly Maldon & Tiptree FC), Park Drive, CM9 5XX	<p><b>Alternative sought:</b> Whilst the Stadium meets the requirements of a Polling Station, it is noted that the Stadium will not prioritise the need to use the venue as a Polling Station over a pre-existing booking.</p> <p><b>Alternative Suggested:</b> Blackwater Leisure Centre The site has been used as an alternative Polling Place when Maldon Stadium is not available for use. This has involved the hire of a temporary polling station sited outside of the leisure centre, with adequate signage and notices to advise the electorate of the change in venue. Following an officer visit to the site, it is proposed that the dance studio at the leisure centre is used. In addition to having adequate facilities, Blackwater Leisure Centre has also confirmed that they would prioritise the use of the studio as a polling station over pre-existing bookings to ensure continuity for the electorate in the event of ‘snap’ or ‘unforeseen’ polls, (i.e. the EU Parliamentary Election). There is sufficient parking at the polling place which is free of charge, and there are nearby public transport links. The dance studio is located at the rear of the proposed polling place, this means access to the studio would need to be either through the leisure centre or via the glass doors at the rear of the leisure centre which lead directly into the dance studio. With reference to the latter, the elector would need to make their way around to the rear of the building by following the footpath which runs along the edge of the leisure centre. There is external lighting which follows the route, which would easily be navigated by an elector with sufficient signage. The studio is considered large enough to accommodate two polling stations should the need arise, however to ensure privacy it is reasonable to consider that the mirrored wall in the studio will require covering to protect the anonymity of the vote.</p> <p><b>Feedback received through consultation</b> - Maldon Town Council have considered the recommendation to move the polling place to Blackwater Leisure Centre and have no concerns with the proposal.</p> <p><b>Recommendations:-</b> with reference to the aforementioned points, it is considered that there should be continuity for the electorate. Therefore, due to ongoing availability, it is recommended that the polling place for Maldon (East) is moved from Maldon Stadium to Blackwater Leisure Centre.</p>	Maldon	1920	1922	1633	289
Maldon (North)	A	United Reformed Church Hall, Market Hill, CM9 4QA	No proposed changes	Maldon	2394	3446	3289	157
Maldon (South)	B	Scout Building, Brickhouse Farm Community Centre, Poulton Close, CM9 6NG	No proposed changes	Maldon	1111	3092	3001	91
Maldon (West)	D	West Maldon Community Centre, Sunbury Way (Off Keeble Park), CM9 6YH	No proposed changes	Maldon	1546	3188	3053	135
Mayland	Y	Henry Samuel Hall, Steeple Road, CM3 6EG	<p><b>Alternative Sought:</b> Henry Samuel Hall will be undergoing renovations and have suggested that the Council use Lawling Park Hall as an alternative.</p> <p><b>Feedback received through consultation</b> - we have been advised that a number of complaints were made regarding the suitability of the hall and concerns regarding access to the polling place.</p> <p><b>Alternative Suggested</b> - Lawling Park Hall, Katonia Avenue, CM3 6AD - distance from current polling place, 1.2 miles (car). It is noted that although this is not situated within the polling district, the polling place has been identified for use until the renovations at Henry Samuel Hall have been completed.</p> <p><b>Recommendation:-</b> Following completion of the renovations it is recommended that an Officer visit the site to determine whether it is suitable for use. Until such time, Lawling Park Hall be used as the polling place for Mayland.</p>	Maldon	1035	2014	1934	80
Mayland (Maylandsea)	V	Lawling Park Hall, Katonia Avenue, CM3 6AD	No proposed changes	Maldon	544	1132	1086	46
Mundon	Z	Mundon Victory Hall, Main Road, CM9 6NU	No proposed changes	Maldon	145	322	288	34
North Fambridge	AA	North Fambridge Village Hall, Ferry Road, CM3 6LS	No proposed changes	Maldon	439	723	664	59
Purleigh	AB	Purleigh Village Pavilion, Howe Green Road, CM3 6PX	No proposed changes	Maldon	538	1015	1002	13
Southminster	AD	Southminster Community Hall, King George V Playing Field, Station Road, CM0 7EW	No proposed changes	Maldon	2012	3470	3158	312



District Name	District(s)	Polling Place	Returning Officer's Recommendations	Parlimentary Constituency	Properties	Electorate 09/09/2019	Electorate 2014	Change since 2014
St Lawrence	AC	St Lawrence Church Centre, 30 Main Road, CM0 7NA	No proposed changes	Maldon	657	1151	1098	53
Steeple	AE	Steeple Village Hall, Garden Fields, CM0 7JY	No proposed changes	Maldon	227	386	388	-2
Stow Maries	AF	Smythe Hall, Church Lane, CM3 6SL	No proposed changes	Maldon	91	172	174	-2
Tillingham	AG	Tillingham Village Hall, Vicarage Lane, CM0 7TW	No proposed changes	Maldon	484	876	849	27
Tollesbury (East)	AHB(W)	The Centre, East Street, CM9 8QD	No proposed changes	Witham	911	1637	1584	53
Tollesbury (West)	AHA(W)	The Centre, East Street, CM9 8QD	No proposed changes	Witham	331	568	507	61
Tolleshunt D'Arcy	AJ(W)	Tolleshunt D'Arcy Village Hall, Tollesbury Road, CM9 8UB	No proposed changes	Witham	463	863	842	21
Tolleshunt Knights	AK(W)	Tolleshunt Knights Village Hall, Top Road, CM9 8ET	No proposed changes	Witham	431	895	847	48
Tolleshunt Major	AL(W)	St Nicholas Village Hall (formerly Church Rooms), Tolleshunt D'Arcy Road, CM9 8LN	<b>Reason for Review</b> Following the completion of building work at the site, a visit has been conducted. It is considered that whilst parking at the site is very limited (x4 cars, including that of staff working at the Polling Station), the size of the hall is sufficient, and the venue has adequate facilities. It is acknowledged that access via public transport is non-existent, however the majority of the electorate are able to park on the road or walk to the Polling Place. If required there is a second room at the Village Hall which could facilitate a second polling station, however, in order for sufficient space to be created alternative storage for the furnishings would need to be sought.  <b>Recommendation:</b> taking into consideration the aforementioned points, St Nicholas Village Hall continues to be considered a suitable polling place.	Witham	284	543	564	-21
Ulting	AM(W)	Langford and Ulting Village Hall, Maldon Road, CM9 4SS	No proposed changes  <b>Feedback received through consultation</b> - A Maldon District Councillor – advised that the location was considered suitable.	Witham	64	122	132	-10
Wickhma Bishops	AN(W)	Wickham Bishops Village Hall, Church Road, CM8 3JZ	No proposed changes	Witham	46	1580	1550	30
Woodham Mortimer (Hazeleigh)	AOA(W)	Woodham Mortimer & Hazeleigh Village Hall, Post Office Road, CM9 6SX	No proposed changes	Witham	214	94	88	6
Woodham Mortimer (Hazeleigh)	AOB(W)	Woodham Mortimer & Hazeleigh Village Hall, Post Office Road, CM9 6SX	No proposed changes	Witham	265	440	419	21
Woodham Walter	AP(W)	Woodham Walter Village Hall, Rectory Road, CM9 6RE	No proposed changes	Witham	1601	473	462	11
					29425	51122	47825	3297





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

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**to  
COUNCIL  
21 NOVEMBER 2019**

### **SUPERFAST ESSEX UPDATE**

#### **1. PURPOSE OF THE REPORT**

- 1.1 To present to the Council an update on Superfast Broadband and status of the outstanding deployment investment payment owed to Superfast Essex.

#### **2. RECOMMENDATION**

That the £45,000 monies outstanding be paid to Superfast Essex as per the resolution of the Council at its Statutory Annual meeting in May 2016.

#### **3. SUMMARY OF KEY ISSUES**

##### **3.1 Background on Superfast Essex**

- 3.1.1 Superfast Essex is the County's broadband improvement programme, co-ordinated by Essex County Council, and part of the Governments national Superfast Britain programme. The overall objective is to enable as many homes and businesses as possible to access superfast broadband to enable economic growth and enhance residents' quality of life.
- 3.1.2 Superfast Essex, which delivers the Superfast Essex Broadband Programme, operates under the BDUK Framework, a single-supplier framework set up by the Department for Culture, Media and Sports (DCMS).
- 3.1.3 To determine the areas eligible for investment and to ensure that the public funding is spent only to supplement the planned commercial roll out of high-speed broadband, Essex County Council (ECC) requests all known broadband network operators, including BT and Virgin Media as well as wireless and other broadband technology operators, to submit a list of postcodes that their network covers in Essex. Providers need to evidence that their network meets the European Union (EU) guidelines for Next Generation Access (NGA) broadband, which is kind of the EU code for superfast broadband. Suppliers are asked to provide the number of premises for each post code:
- that are currently capable of receiving superfast broadband via the supplier's service;

- where the supplier plans to make superfast broadband available within three years.
- 3.1.4 Under EU State Aid regulations, any areas where there is no existing NGA coverage and none planned within the next three years can be declared as areas of Market Failure, and are therefore eligible for public subsidy. Put in other words, these Market Failure areas are the post codes where Superfast Essex is legally allowed to invest. In State Aid jargon, these post codes are also known as “NGA White” post codes.
- 3.2 **Details of the agreement for funding between Maldon District Council (MDC) and ECC**
- 3.2.1 In 2014 Maldon District Council agreed in principle to provide funding of £90,994 to Phase 2a of the Superfast Essex programme, following a resolution of the Finance and Corporate Services Committee in its meeting of 29 July 2014 (Minute No. 301 refers). However, this was subsequently renegotiated with Essex County Council.
- 3.2.2 Phase 2a was to bring the number of connected premises up to 92% of premises in the District, if a contribution was made by Maldon District Council and to be significantly enhanced by the BDUK funding and supplier funding. Approximately 930 premises were identified to be connected under this next phase. A table showing the premises that would benefit specifically as a result of the MDC funding, as agreed at that time, is presented in **APPENDIX 1**.
- 3.2.3 Following renegotiation with Essex County Council in April 2016, Maldon District Council agreed to contribute £45,000, paid over three years of the duration of Phase 2a, as part of the Essex wide programme. This agreement was formalised by Maldon District Council through both the Planning & Licensing and Finance & Corporate Services Committees in April 2016, and at the Statutory Annual meeting of the Council in May 2016.

### **Minute 1185 – Superfast Broadband in the Maldon District**

#### **RESOLVED**

- (vii) that a capital contribution of £45,000 (paid over three years of the duration of phase 2a (i.e. Phase 2a for the whole of the Essex wide programme) that is required for funding Phase 2a of the Essex Superfast Broadband Programme, be agreed.

#### **RESOLVED**

- (viii) that subject to the above decisions, the Minutes of the meeting of the Finance and Corporate Services Committee held on 19 April 2016, be adopted.
- 3.2.4 This contribution has not yet been transferred to Essex County Council and a meeting was subsequently arranged with Essex County Council in June 2018 to establish progress and to seek clarity on the trigger points for payment of the agreed funding. This led to a further report to Council in November 2018.

3.2.5 Concerns about rollout and speeds, specifically in rural areas were discussed by members of the Council in November 2018, and at that Council a further resolution was agreed:

### 3.2.6 **RESOLVED**

- i) that the Council agrees to a contribution of £45,000 to fund faster rollout of superfast broadband by Essex County Council but subject to:
  - a) the delivery of superfast broadband availability by 31 December 2019 to all premises notified to Maldon District Council by Essex County Council in recent communications;
  - b) Maldon District reaching the 94% coverage level indicated by Essex County Council by 31 December 2020;
  - c) 30mb/s speeds (or 24 mb/s for relevant early stage premises already completed) actually being delivered in all premises where coverage has been committed and service taken up - to be assessed by random sampling of some premises and any other information provided to the council by end users.
- ii) that the Director of Resources in consultation with the Chairman of Finance and Corporate Services Committee and the Chairman or Vice-Chairman of the Planning and Licensing Committee be given delegated authority to agree a contract with Essex County Council incorporating the above service commitments and such other operational terms as appropriate.

3.2.7 An SLA agreement was drafted but NOT signed by both parties and furthermore not implemented, Superfast Essex contended that the conditions were unreasonable and inconsistent with the original agreement for the £45,000 contribution.

### 3.3 **Delivery to date**

3.3.1 Superfast Essex Phase 2a delivery has progressed and is on course to be completed ahead of time by December this year and is set to reach more premises than planned. Indeed, under Phase 2a Superfast Essex have already enabled 4,369 premises in Maldon District to access superfast broadband (124 more than the original target) with a further 586 still to be completed during this year. Based on the interactive map on the SFE website, these include the 930 premises identified in **APPENDIX 1**.

3.3.2 The Superfast Essex Coverage Report: August 2019, included as **APPENDIX 2**, states that current Superfast broadband service is available to 26,474 premises in Maldon District. This includes residential and commercial properties, a coverage of some 91%. In total a further 1,605 premises are planned to be completed in this phase.

3.3.3 The total target coverage by 2021 (commercial and residential) was previously forecasted at 94%, this is now forecasted at a higher percentage of 96.2% surpassing the original coverage target for December 2020. This will leave 1106 premises unserved in the District.

3.3.4 These figures are taken from the official superfast Essex coverage figures, which are submitted to BDUK, as part of the monitoring of the national roll-out of superfast broadband. BT delivery under the BDUK contracts is subject to a rigorous milestone delivery assurance process.

- Superfast Essex receive detailed engineering reports, network diagrams, test reports, available speed reports and subscriber take-up reports among other documentation.
- This is reviewed and assured by the ECC team and in parallel by the central BDUK team. Only when ECC are satisfied with the evidence do they issue the milestone achievement certificates, which then form the basis of payment claims - which are also comprehensively assured in a similar way.

3.4 Whilst coverage levels in Maldon District are currently at 91%, according to Superfast Essex figures, reports received from residents and businesses indicate that expected broadband speeds may not be experienced in the field. We are more likely to hear from dissatisfied residents and businesses, so these views may not be representative, but we are aware of a number of potential reasons for the perception that delivery of broadband in rural areas is not meeting expectations.

3.5 Coverage figures provided by Superfast Essex do not guarantee that full speeds are being experienced across the area technically covered. Superfast broadband is provided by FTTC technology with fibre optic cables to specific points (cabinets, colloquially referred to as green boxes). Connections from cabinets to homes and businesses are provided by conventional copper wires. Broadband speeds drop significantly when transmitted over copper wire and the effect is magnified over greater distances. The cabinets also have a maximum capacity, so not all customers may be connected if the demand outstrips the available supply. Finally, the customers have to opt in to the faster broadband service and this may be provided at additional cost, so not all customers take up the available faster service.

3.6 The actual take-up of superfast broadband provision by Internet Service Providers is also monitored, although this is separate to the roll-out figures. In effect Superfast Essex provide the infrastructure and Internet service providers then provide services to individual properties. The target take-up for the programme is 50%.

3.7 To maintain milestone payments for the above delivery programme Essex County Council now urgently requests payment of the remaining agreed Maldon contribution of £45,000.

## **4. CONCLUSION**

4.1 The Superfast Essex Programme has reported short term target delivery figures which are met, and longer term roll out figures that are on track and likely to be surpassed, this includes the 930 premises originally identified to benefit from this funding.

- It is the responsibility of the end user to conduct speed tests if they believe they are not receiving the speeds expected, not the role of the Council. These contracts are between the service provider and the user.
  - If an end user is unhappy with both the speeds and service they are receiving, they are within their rights to report it to their broadband service provider.
  - Without an SLA being in place, the Council is not able to hold Superfast Essex to specific service related conditions, over and above the roll-out to 4,245 premises (including the 930 identified), which has now been exceeded.
- 4.2 Payment of the outstanding amount is now stated as essential by Superfast Essex Programme to allow the project to continue.
- 4.3 Whilst there may be capacity issues in the network as take-up increases, it is evident from the roll-out figures (assured by BDUK) that the coverage by number of properties as agreed at the outset of the MDC / Superfast Essex agreement has been reached.

## 5. IMPLICATIONS

- (i) **Impact on Customers** – Refusal of MDC to pay may impact on the further roll-out of the programme to residences in the District, however it should also be noted that there may be ongoing issues in achieving the full speeds quoted for all properties in the roll-out area.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – The Council is at risk of Essex County Council taking legal action against the Council for non-payment. The Council has entered into an agreement to match funding in 2014 and if the Council now refuses to make payment then given the value of the agreement, there is a potential for legal action to be taken.
- (iv) **Impact on Resources (financial)** – If payment is not made and legal action is pursued there would be additional legal costs in defending the claim with a risk if any defence was unsuccessful of paying the legal costs of Essex County Council in addition to our own.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

### Background Papers:

November 2018 Council Report and Minutes.

### Enquiries to:

Paul Dodson, Director of Strategy, Performance and Governance, (Tel: 01621 854477).

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The following premises in Maldon District are to benefit from Phase 2A

Ward	Parish / Town	Streets to be connected
Althorne (15)	Althorne (6)	Bridgemarsh Lane
		Chestnut Farm Drive
		Fambridge Road
		Green Lane
		Station Road
		Sunningdale Road
	Latchingdon (9)	Buchanan Way
		Burnham Road
		Heritage Way
		Lawlinge Road
		Lower Burnham Road
		Snoreham Gardens
		St Michaels Close
		Steeple Road
		The Street
Althorne and Mayland (1)	Mayland (1)	Steeple Road
Mayland (2)	Steeple (2)	Maldon Road
		The Street
Purleigh (28)	Cold Norton (6)	Burnham Avenue
		Latchingdon Road
		Lower Burnham Road
		Purleigh Grove
		Station Road
		Victoria Road
	North Fambridge (3)	Church Road
		Rectory Road
		Rookery Lane
Purleigh (28) continued	Purleigh (16)	Callowood Croft
		Chapel Lane
		Chelmsford Road
		Church Hill
		Fairfields
		Fambridge Road
		Hawthornes
		Howe Green Road
		Mill Hill
		Mill Lane

Ward	Parish / Town	Streets to be connected
		Pump Lane
		The Glebe
		The Street
		Thornhill
		Walton Hall Lane
		Westerings
	Stow Maries (3)	Church Lane
		The Street
		Woodham Road
Southminster (6)	Southminster (6)	Buttercup Way
		Lavender Drive
		Primrose Walk
		Rose Drive
		Smyatts Close
		The Brambles
Wickham Bishops and Woodham (2)	Hazeleigh (2)	Burnham Road
		Lodge Road

# ***SUPERFAST ESSEX STEERING BOARD***

***CR1, County Hall  
5<sup>th</sup> September 2019***



# Steering Board Membership

Representing	Name, Position	Apologies/Alternative Attendee
ECC	<b>CLlr Lesley Wagland (Chairperson)</b>	
	CLlr Tony Ball , Cabinet Member for Economic Development	<b>Apologies</b>
	<b>Connie Kerbst, Superfast Essex Senior Programme Manager</b>	
	<b>Ian Frost, Superfast Essex Contract Manager</b>	
	Sharon Harrington, Corporate and Customer Services	<b>Apologies</b>
	Dominic Collins, Director for Commissioning, Economic Growth and Communities	<b>Apologies</b>
	Lucy Dickinson, Superfast Essex Communications Manager	<b>Charlotte Maltby, Superfast Essex Communications</b>
Tendring	<b>CLlr Carlo Guglielmi</b>	
	Tom Gardiner, Head of Regeneration	Christian Bone, Economic Development <b>Apologies</b>
Epping Forest	<b>CLlr Alan Lion, Portfolio Holder, Technology &amp; Support Services</b>	
	Derek Macnab, Director of Neighbourhoods & Deputy Chief Executive	
Braintree	CLlr Kevin Bowers / <b>CLlr Tom Cunningham / CLlr Andrew Hensman</b>	
	<b>Danielle Putt, Economic Development</b>	
Maldon	CLlr Maddie Thompson	<b>Apologies</b>
	Paul Dodson, Director of Planning & Regulatory Services	<b>Georgina Button, Head of Strategy, Policy and Communications</b>
Uttlesford	<b>CLlr James De Vries</b>	
	Roger Harborough, Director of IT Services	<b>Simon Jackson, Economic Development</b>
Basildon	CLlr Adele Brown, Infrastructure & Inclusive Growth Committee / <b>CLlr Allan Davies</b>	
	Kevin Wright, Economic Development	
University of Essex	Richard Murphy, Director of IT Services	
Anglia Ruskin University	Rob Spalding, Head of Infrastructure	
BDUK	Rianna McDonald	<b>Apologies</b>

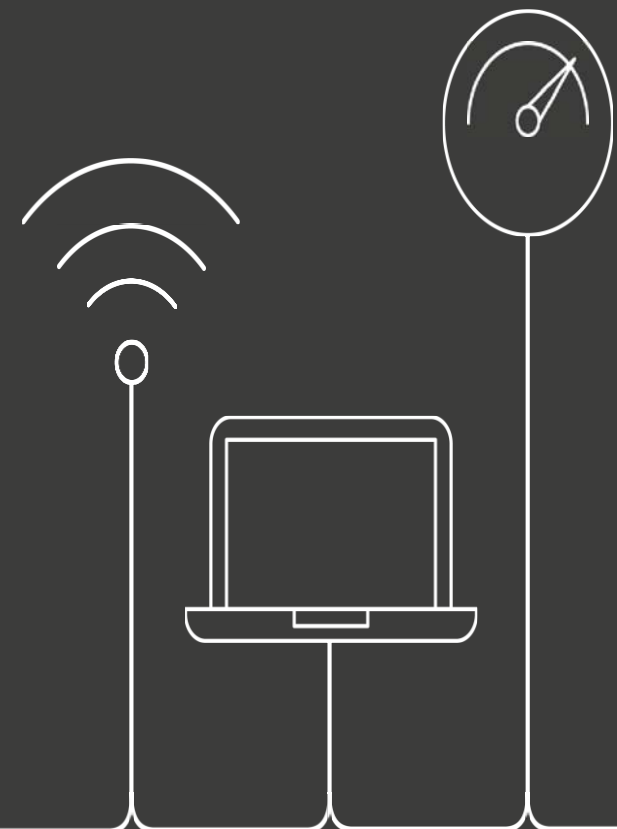
# Agenda

1. Introductions – Cllr Lesley Wagland
2. Introduction to Gigaclear – Nathan Rundle
3. Minutes and Actions – Lois Harris
3. Delivery Update – Ian Frost
4. Stakeholders & Communications – Charlotte Maltby
5. Around the table updates
6. AOB and Close

# **SUPERFAST ESSEX STEERING BOARD**

**NATHAN RUNDLE, DELIVERY  
DIRECTOR**

**THURSDAY 5 SEPTEMBER 2019**





## GIGACLEAR

Founded in 2010, Gigaclear Networks is responsible for the UK's largest rural Fibre-to-the-Premises (FTTP) broadband network with a specific emphasis on delivering ultrafast, gigabit-speed connectivity to rural communities.

### Where our funding comes from

Our majority shareholder is Infracapital, one of Europe's largest infrastructure investment funds. We build new networks using commercial investment funds or in the hardest to reach areas with the help of the BDUK rural broadband programme and Local Body subsidies, which assist with the funding of the most rural builds.

SO FAR, WE HAVE PROVIDED  
FULL FIBRE CONNECTIONS TO  
OVER

**70,000 RURAL  
PROPERTIES**



**24 BDUK  
PROJECTS**

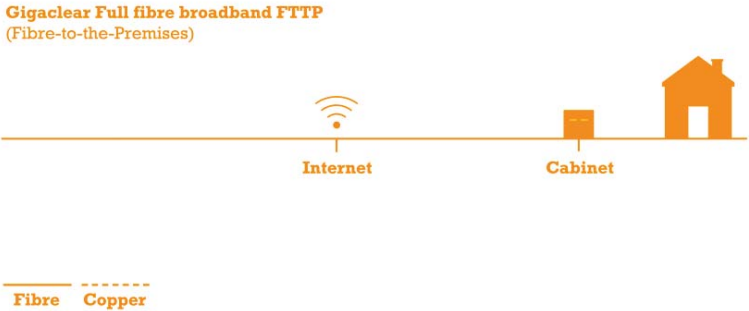
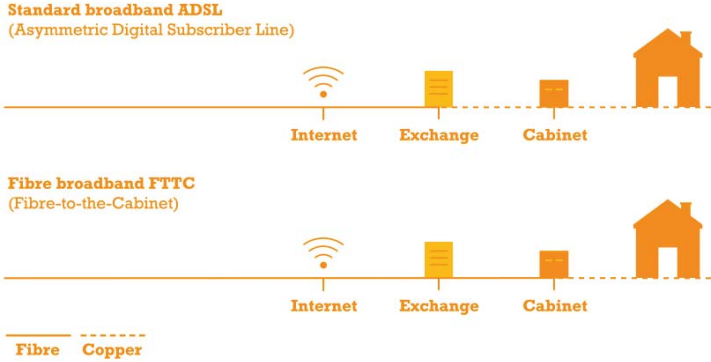
## Who can use our network

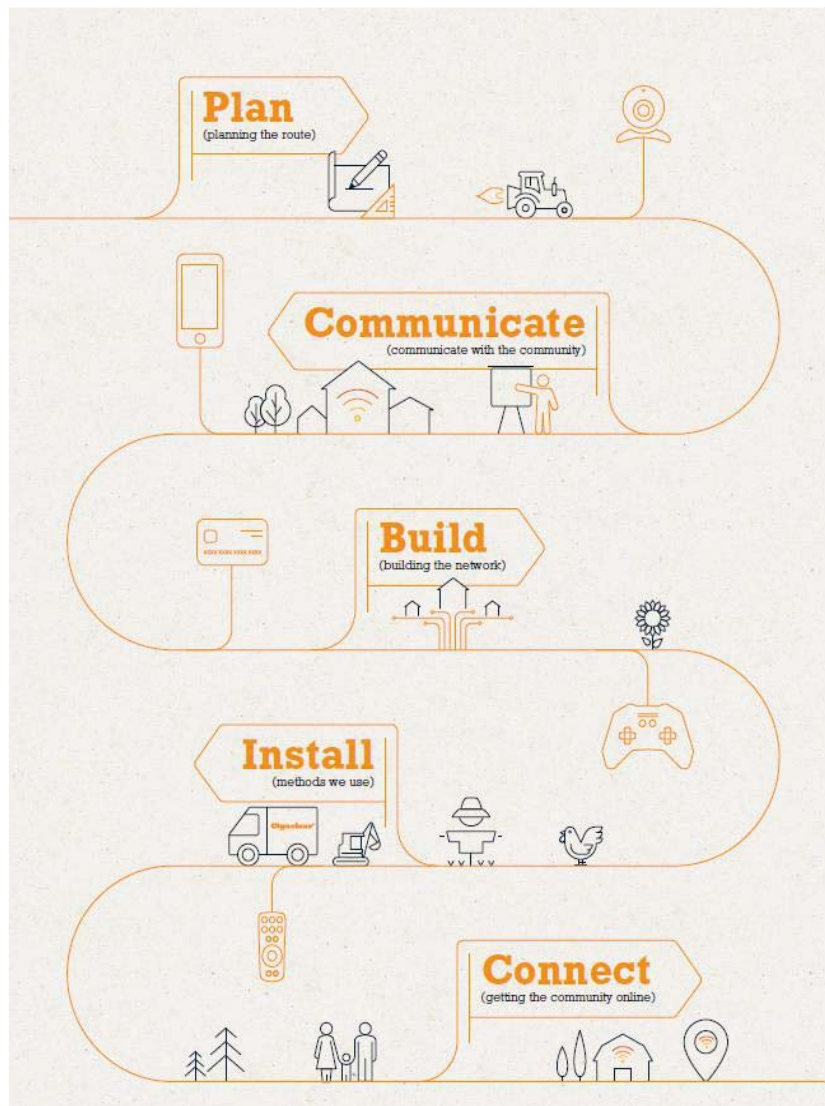
We build fully open access networks meaning any Internet Service Provider (ISP) can sell over our network should they choose to. Giving businesses and homeowners quality of service and freedom of choice. The list of ISPs available on our network can be found at [gigaclear.net/retailserviceproviders](https://gigaclear.net/retailserviceproviders)

SO FAR, WE HAVE  
PARTNERED WITH



**17 INTERNET  
SERVICE PROVIDERS**





The installation of our network is carried out in line with statutory regulations and to the satisfaction of the local highways authority including the following guidelines:



Excavation of trench for duct



Fibre-optic cable is blown into multi-duct



Trench back-filled, usually on the same day



Trench reinstated leaving minimal 'scarring' to the surface  
(in some cases, temporary reinstatement is required until the network is completed)

## HOW FULL FIBRE BROADBAND CAN FUTURE-PROOF YOUR HOMES AND BUSINESSES

Rural communities have previously been at a distinct disadvantage when it comes to accessing digital services, but we know that when an ultrafast network is installed in a rural community, everybody benefits. **Here's how:**



### Families

Get everyone online at the same time, without your internet connection grinding to a halt. No buffering when you stream music, movies or gaming and no competition over who gets to go online first.



### Gamers

Forget fear of missing out and unleash your full gaming potential without interruption. Miles ahead of the UK average, with a high-quality fibre broadband connection that has all the speed you need.



### Community improvement

Full fibre broadband delivers benefits to your whole community, including pubs, libraries, surgeries, clinics and particularly schools, minimising interruptions so online resources can be fully utilised.



### Rain or shine

No more peak time crashes or outages caused by storms. Every house, regardless of proximity to the cabinet, can enjoy the same ultrafast speeds all day, every day.



### Home workers

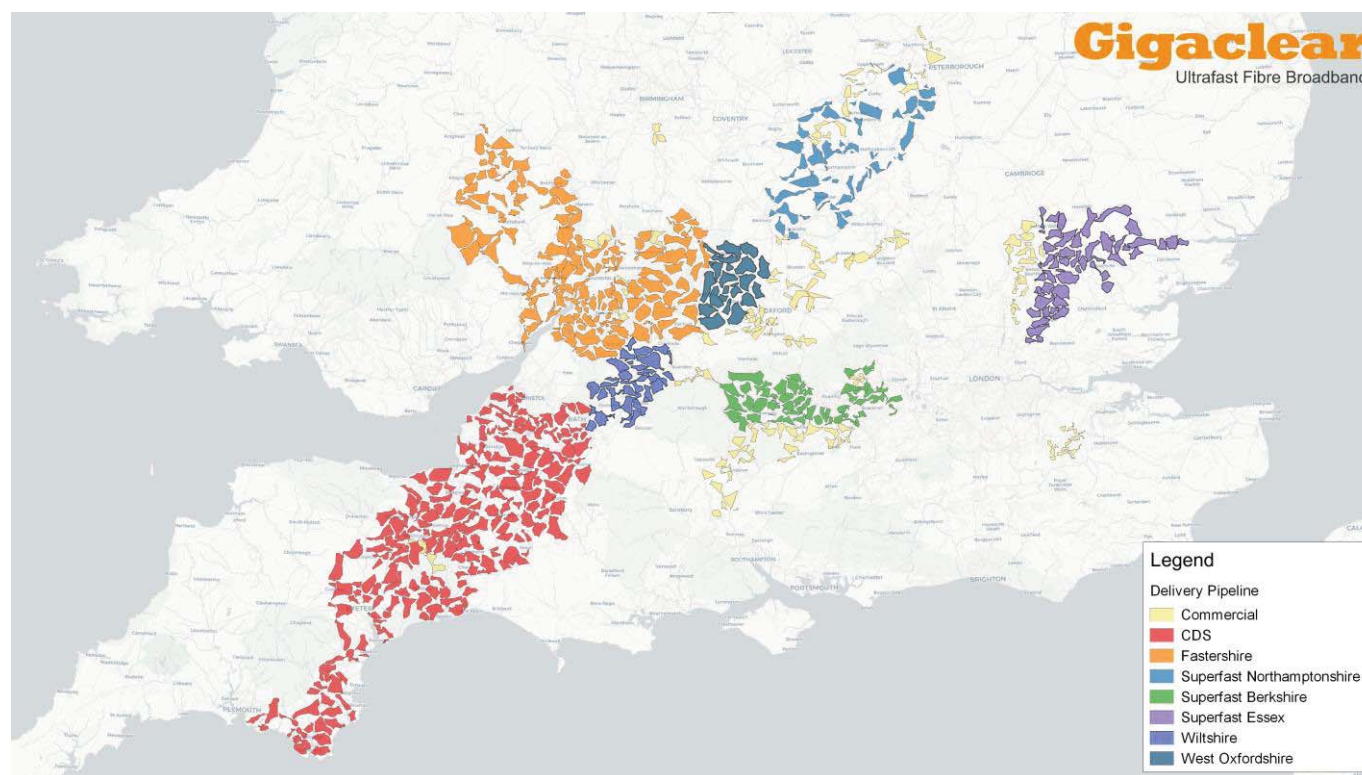
Build your own empire or simply enjoy a day working from the comfort of your own home with corporate-quality speed and reliability. Easy access to cloud services and video conferencing makes communicating remotely more reliable.



### Local businesses

Your local business is now on the same digital playing field as your biggest competition. Online productivity tools and video conferencing help uncover new opportunities to serve customers. Businesses can rest assured they are no longer left behind when it comes to operating in the online world.

## Our national footprint



# Gigaclear investing in Essex

Gigaclear has been awarded 4 Superfast Essex BDUK contracts and currently has 2 additional commercial investment areas in build:

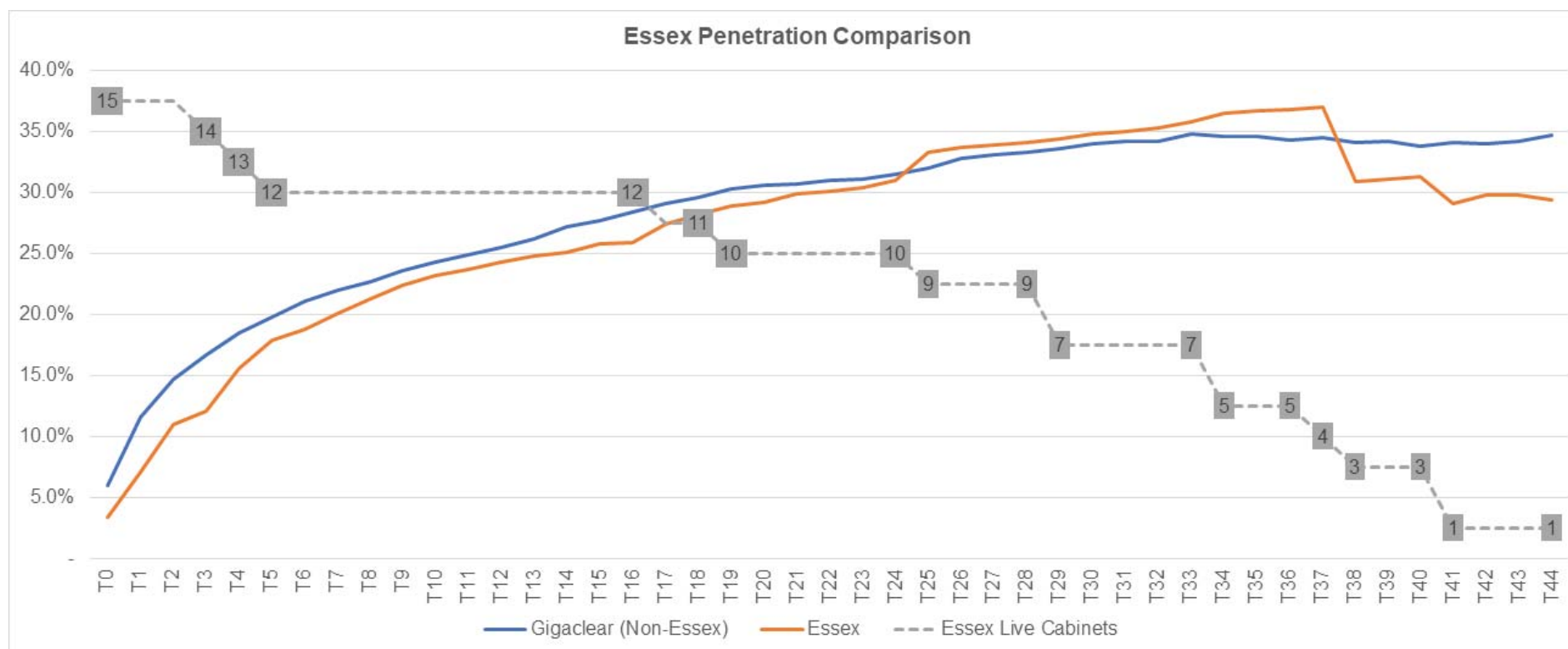
Gigaclear plans to invest additionally across Essex once our current projects are stabilised

Project	Full Fibre Properties	Superfast Essex Investment	Gigaclear Investment
Phase 2 RCP	4,352	£1.056M	£5.85M
Phase 3 Lot 1	9,137	£1.705M	£11.12M
Phase 3 Lot 2	7,571	£0.745M	£10.77M
Phase 4a Lot 1	8,351	£0.821M	£14.8M
'Old' Commercial	3,867	-	£4M
Totals	33,278	£4.33M	£46.54M



# Take up by comparison

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# DELIVERY CHALLENGES

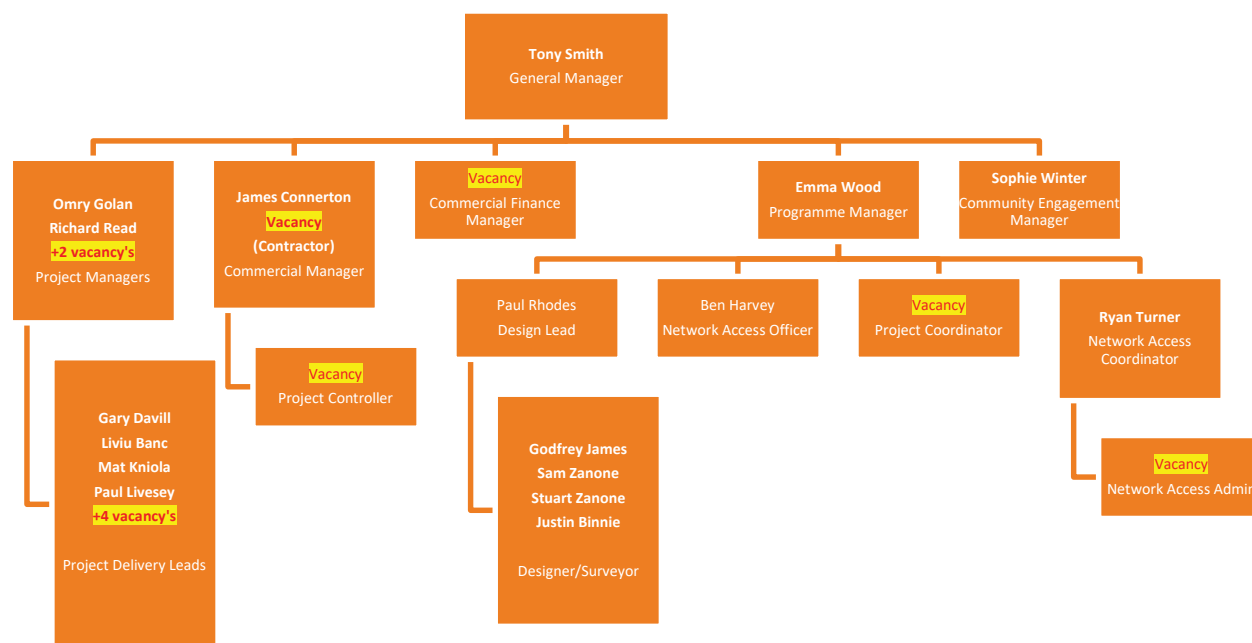
## Principal delay reasons:

1. Insufficient local delivery oversight and management
  2. Lack of planning and project management
  3. Underestimate of the wayleaves burden
  4. Challenging civils contractor choices and contracts
- 

## Principal changes:

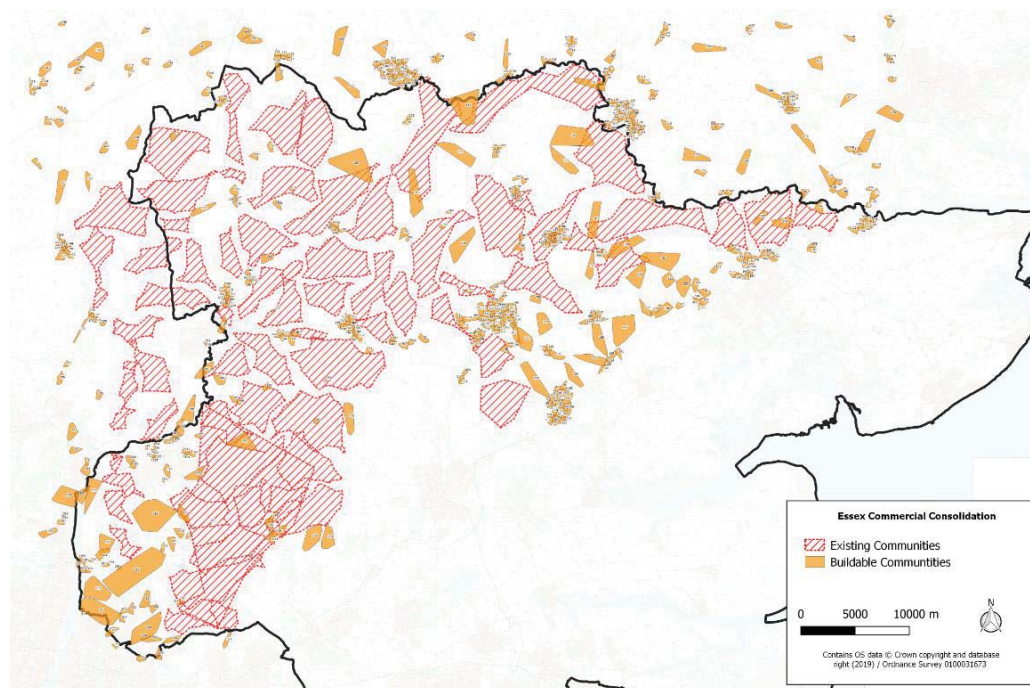
1. Restructuring Gigaclear to be regionally oriented with only supporting functions out of Abingdon HQ
2. Recruiting significant resources in each region including new General Manager for Essex region and a localised wayleaves team
  - I. Last year we had 4 staff members in Essex
  - II. In January this grew to 10 people
  - III. We are now recruiting to increase the size of our regional team to 27 staff to fully regionalise the team to support the delivery process
3. New contracts for civils contractors – surety of payments and work rates
4. Redesigning build areas for cost, build and coverage efficiencies

# Gigaclear East



Regional teams decentralises build-critical business functions & decisions enabling each region to be more productive by working closer physically and organisationally to the places, contractors and stakeholders they manage and serve.

# Potential for further investment in Essex



Gigaclear has potential to build an additional 120,000-150,000 commercial premises in or adjacent to the current build areas with an additional investment of approximately £150M. Some will optimise the design and cost for the current contract areas.

# Communications

- **Network Build Care** - Our Network Build Care team are dedicated to responding to community and residential enquiries and issues and can be contacted by phone or email. (Details below)
- **Community Engagement** - Dedicated Community Engagement Managers for all build areas. Liaising with local councils and communities to provide face-to-face contact and to help escalate any concerns.
- **Central Marketing Team** – Ensuring written communications are delivered effectively through letters, the Gigaclear website, social media and by preparing information leaflets and booklets.

**Our Network Build Care team are here to help**

**01865 591137**

**[networkbuildcare@gigaclear.com](mailto:networkbuildcare@gigaclear.com)**

# Previous Meeting Actions

Item no.	Action	Update
	<b>Programme Delivery Update</b>	
2.0	<u>Essex Design Guide</u> Superfast Essex to set an agenda in the next Steering Board regarding the Essex Design Guide and developers installing fibre broadband as standard when building new homes.	Closed. CK has reviewed the Essex Design Guide. The document is generally appropriate. A few small tweaks have been proposed to bring it fully up to date – these are with the document owners for action/advise on how to proceed.
3.7	<u>Superfast Essex Delivery Update</u> Superfast Essex to invite the Gigaclear team along to the next Steering board in September.	Closed. They are attending this meeting.
3.34	<u>Service Take Up</u> Superfast Essex to ask Gigaclear if there is a similar pattern with take up in other counties.	Closed. Gigaclear to present information on this at the meeting.
4.3	<u>Communications Update</u> Superfast Essex to explore the idea of holding an event in Brentwood. This could possibly be a Gigabit Broadband Voucher Scheme tailored event with Brentwood Borough Council	Closed. Superfast Essex exhibited at Brentwood Business Partnership event on Tuesday 3 <sup>rd</sup> September and is exhibiting and presenting at Brentwood Business Showcase on 31st October.
2.5	<u>Superfast Essex Delivery Update</u> Changes to funding timescales following Gigaclear delivery delays: Ian to provide an update on the financial processes at the next meeting.	Ongoing. Waiting on an update from BDUK on 2020 deadline.
2.27	<u>FTTP Data Issues</u> BDUK asked to draft a letter from Cllr Wagland to send to Openreach asking for an update on the FTTP issues.	Closed. Waiting for the timescale Change Requests to be agreed, funding agreements will then be updated.

# *Delivery Update*

*Ian Frost*





# Superfast Essex Delivery Update



- ✓ 130,000 premises enabled (August 19)
- ✓ Phase 4b contracts now signed
- ✓ Delivery focused on full fibre

- ❖ 12 active delivery contracts to manage
- ❖ Much more civils work and wayleaves
- ❖ Deployment is slower and more costly

## Openreach

- Phase 2 - 1 Quarter ahead of plan, expect to complete by Dec 2019
- Phase 3 - behind schedule, but completion target currently remains March 2020
- Phase 4 - delivery commenced ahead of schedule

## Gigaclear

- Delivery programme now expected to complete by the end of 2021
- Many Gigaclear areas will be completed during the next 18 months
- Commercial programme associated with Superfast Essex is 50% of the rollout

# Superfast Essex Delivery Contracts



APPENDIX 2

Phase	Operator	District Area	Local Authority Contributions	Build start date	Completion date
1	Openreach	Essex-wide (plus Southend & Thurrock)	-	April 2014	Jun 2016
2a	Openreach	Essex-wide (not Epping Forest)	Braintree, Maldon, Tendring	Underway (contract signed Mar 2015)	Dec 2019
2b	Gigaclear	Epping Forest	Epping Forest	Autumn 2015	May 2018
3.1	Gigaclear	Uttlesford	Uttlesford	Underway (contract signed Jun 2017)	Dec 2021
3.2	Gigaclear	Braintree, Colchester	-	Underway (contract signed Jun 2017)	Dec 2021
3.3	Openreach	Tendring	Tendring	Underway (contract signed Nov 2017)	Mar 2020
3.4	Openreach	Castle Point, Maldon, Colchester, Rochford	-	Underway (contract signed Jun 2017)	Dec 2019
4a.1	Gigaclear	Epping Forest	Epping Forest	July 2019 (contract signed Jul 2018)	Dec 2021
4a.2	Openreach	Basildon	Basildon	October 2019 (contract signed Jul 2018)	Sep 2020
4a.3	Openreach	Braintree	Braintree	October 2019 (contract signed Jul 2018)	Sep 2020
4b.4	Openreach	Brentwood, Chelmsford, Harlow, Uttlesford	-	July 2020 (contract signed Jul 2019)	Mar 2021
4b.5	Openreach	Castle Point, Colchester, Maldon, Rochford, Tendring	-	July 2020 (contract signed Jul 2019)	Mar 2021
4b.6	Openreach	Thurrock	-	October 2020 (contract signed Jul 2019)	Dec 2020

# Superfast Essex Investment Programme



APPENDIX 2

*The Superfast Essex programme is now a large public investment programme worth £92 million with a private sector contribution that makes up over half of the total expenditure:*

£38.9 million of public sector investment composed of:

- £12 million of ECC capital investment
- £ 2.3 million of capital investment by Essex districts and boroughs
- £14.3 million of DCMS grant
- £5 million of DEFRA broadband grant
- £5.3 million subsidy claw-back (gainshare)

plus £53 million of private sector contribution

# Delivery Progress: August 19



APPENDIX 2

	Superfast Essex Delivery Progress			Superfast Essex Phase	
Local Authority Area	Delivery since last Board (29.05.19)	% Complete (pink) and Planned (green)	Total premises expected to be reached by 2021*	Openreach	Gigaclear
Basildon	355	75%	6,912	1, 2a, 4a	
Braintree	149	79%	25,686	1, 2a, 4a	3
Brentwood	367	87%	9,111	1, 2a, 4b	
Castle Point	39	80%	3,449	1, 2a, 3, 4b	
Chelmsford	218	86%	14,803	1, 2a, 4b	
Colchester	166	86%	16,482	1, 2a, 3, 4b	3
Epping Forest	86	78%	10,363	1	2b, 4a
Harlow	1	91%	539	1, 2a, 4b	
Maldon	371	91%	17,227	1, 2a, 3, 4b	
Rochford	217	75%	7,325	1, 2a, 3	
Southend-On-Sea	-1	95%	914	1	
Tendring	1,065	80%	24,942	1, 2a, 3, 4b	
Thurrock	45	70%	1,857	1, 4b	
Uttlesford	-59	76%	18,871	1, 2a, 4b	3
All Essex	3,019		158,481		

Status 12<sup>th</sup> August 2019 - Epoch version 68

- Only premises listed in the Royal Mail and local council address data which are classified as existing and current are included.
- Southend is showing as having a negative build because all Superfast Essex delivery was completed here in Phase 1 and a premises now deemed non-current has been removed.
- Uttlesford is showing as having a negative build because of assumptions made in the Openreach data regarding completed work prior to official reports being received – some premises did not achieve superfast speeds; and some premises expected to be upgraded were not. Gigaclear delivery should have reduced this gap, however Gigaclear work is delayed.
- Only one status is reported for each premises (where Superfast Essex work is complete/planned and another operator claim is present, the Superfast Essex claim is reported).
- Phase 2a is contracted at postcode level. Until a premises is completed and quarterly reporting received a delivery estimate is made.
- All work is subject to change due to changes to other operator coverage, descopes due to high-cost structures or engineering difficulties.
- Contractual reports from BT and Gigaclear have altered district coverage.

# Superfast Coverage Forecast: August 19



APPENDIX 2

Status 12 August 2019 - Epoch version 68

Local Authority Area	Commercial Coverage	Superfast Essex Coverage		Total Coverage Forecast by 2021		
	Existing + Planned (inc Under Review)	Complete	Planned	Number of served premises*	Percentage (%) of served premises*	Number of non-served premises*
Basildon	73,140	5,152	1,760	80,052	97.3%	2,191
Braintree	40,430	20,302	5,384	66,116	96.8%	2,151
Brentwood	24,389	7,932	1,179	33,500	95.0%	1,760
Castle Point	35,593	2,747	702	39,042	99.3%	261
Chelmsford	61,602	12,657	2,146	76,405	94.7%	4,302
Colchester	65,613	14,110	2,372	82,095	96.6%	2,875
Epping Forest	48,760	8,114	2,249	59,123	98.9%	643
Harlow	37,573	493	46	38,112	96.4%	1,415
Maldon	10,852	15,622	1,605	28,079	96.2%	1,106
Rochford	29,080	5,516	1,809	36,405	97.4%	970
Southend-On-Sea	76,977	871	43	77,891	94.9%	4,181
Tendring	45,961	19,950	4,992	70,903	97.9%	1,506
Thurrock	65,531	1,291	566	67,388	95.7%	3,026
Uttlesford	18,676	14,366	4,505	37,547	96.7%	1,297
<b>Essex</b>	<b>634,177</b>	<b>129,123</b>	<b>29,358</b>	<b>792,658</b>	<b>96.6%</b>	<b>27,684</b>

# Coverage Forecast – August 19



## Status 12 August 2019 - Epoch version 68

- *Only premises listed in the Royal Mail and local council address data which are classified as existing and current are included.*
- *Only one status is reported for each premises (where Superfast Essex work is complete/planned and another operator claim is present, the Superfast Essex claim is reported).*
- *Phase 2a is contracted at postcode level. Until a premises is completed and quarterly reporting received a delivery estimate is made.*
- *All work is subject to change due to changes to other operator coverage, descopes due to high-cost structures or engineering difficulties.*
- Contractual reports from BT and Gigaclear have altered district coverage.
- \*New build/regeneration premises are assumed to be able to receive a superfast service if the centre of the premises is within 200m of the centre of a nearby premises which either has or is planned to have a superfast service.
- 182 premises not allocated to a district and excluded from this table.
- 260 premises have been removed from the baseline dataset and 1,503 new build/regeneration premises have been added.
- Coverage forecast for 2021 assumes no change in address data between now and 2021.



# **Stakeholders & Communications**

**Charlotte Maltby**





# Service Take-up

*Objective is to achieve 50% take-up two years after deployment completes*

Openreach contract and solution	Take up % for May 2019	Take up % for Jun 2019	Take up % for Jul 2019	50% target to be reached by
Phase 1 FTTC	64.17%	N/A	65.39%	Jul 2018 ✓
Phase 2a FTTC	48.15%	N/A	50.80%	Dec 2021 ✓
Phase 3 Lot 4 FTTC	35.63%	N/A	24.51%	Dec 2021
Phase 1 FTTP	7.32%	N/A	7.32%	Jul 2018
Phase 2a FTTP	19.39%	N/A	20.93%	Dec 2021
Phase 3 Lot 4 FTTP	5.07%	N/A	6.59%	Dec 2021

Gigaclear	Take up % for May 2019	Take up % for Jun 2019	Take up % for Jul 2019	50% target to be reached by
Phase 2b	30%	30.5%	30.8%	May 2020



- Take up overall is continuing to increase
- Take up for Phase 2a & 3 will fluctuate as work is ongoing
  - Phase 2a FTTC appears to be increasing and target has been achieved which is positive!
  - Phase 3 FTTC has decreased because of 13 new structures which have not accumulated much service uptake yet
- Phase 1 FTTP had only one structure in Phase 1 (Grays Thurrock P62)

# District Level Take-up Summary

District	Contract		Structure			Status
	Operator	Phase	Total Live	Average Age (months)	Average Take-up %	
Basildon	Openreach	1	3	15	54%	C4
Basildon	Openreach	2	6	7	30%	B3
Braintree	Openreach	1	24	26	67%	D4
Braintree	Openreach	2	57	4	42%	A3
Epping Forest	Openreach	1	6	29	80%	D4
Epping Forest	Gigaclear	2	12	30	31%	D3
Epping Forest	Openreach	2	5	13	33%	C3
Maldon	Openreach	1	10	14	63%	C4
Maldon	Openreach	2	13	5	40%	A3
Maldon	Openreach	3	11	1	20%	A2
Tendring	Openreach	1	28	29	66%	D4
Tendring	Openreach	2	33	11	49%	B3
Tendring	Openreach	3	11	1	1%	A1
Uttlesford	Openreach	1	18	18	72%	C4
Uttlesford	Gigaclear	3	3	4	0%	A1
Uttlesford	Openreach	2	50	6	52%	B4

- All data is taken from the Openreach and Gigaclear take-up reports for **May 2019**.
- Openreach data has been aggregated from Ward to District level.
- Openreach data is based on all premises on the structure not just intervention area premises.
- Gigaclear data is based on intervention area premises only.
- Gigaclear premises are allocated to a district spatially based on their physical location in relation to district boundaries, this will shift with address updates.
- The take-up matrix is an indicative measure created by Superfast Essex as a guide to show progress towards the internal take-up target of 50%, two years after contractual deployment completes.
- Take up for new cabinets is shown in data one month after first reported.

Take-up Status Key					
Age/Take-up		0 - <15 %	15 - <30 %	30 - <50 %	50% +
		1	2	3	4
0-<6 months	A	A1	A2	A3	A4
6-<12 Months	B	B1	B2	B3	B4
12-<24 Months	C	C1	C2	C3	C4
24+ Months	D	D1	D2	D3	D4

# Communications Update

➡ We are **CONNECTED BRITAIN SUPERFAST AWARD WINNERS!** 😊

➡ **Phase 4b announced (Jul/Aug)**

- New plans published on interactive map
- Media coverage in local and trade media
- Photo taken at Peterborough Open Street Training Centre

**3,000 homes and businesses set for superfast internet**  
Maldon part of next phase in £5m upgrade



➡ **Gigabit Broadband Voucher Scheme**

- 68 connected & 278 in pipeline (inc Southend and Thurrock) as of 7<sup>th</sup> Aug
- Positive event in Rochford (Jul)
- Events confirmed in Braintree (Sep), Southend (Sep) and Brentwood (Oct)
- Seven districts not yet held focused GBVS events (inc Epping Forest & Uttlesford)



APPENDIX 2

➡ **Shops & Showtime campaign**

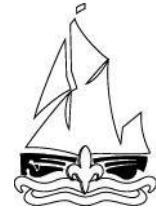
- New 30sec animation shown in Braintree cinema for 2wks in August
- Super Sam vs new 'villain' Buffer Bob
- Targeted Facebook ads planned
- Leaflets and posters issued in 4 community shopping parade areas:
  - Doddinghurst - Budgens
  - Clacton – Town Square & Morrisons
  - Ongar - Nisa
  - Coggeshall – market & Co-op

➡ **Community & Business events**

- **Member Development Session – Jul**
- **Broadband Champion Session – Jul**
- Essex Food and Drink Fest – Jul
- Essex Dog Day – Aug
- Brentwood Business Briefing – Sep
- **Southend Business Briefing – Sep**
- **Braintree Business Support Roadshow - Sep**
- Basildon Business Expo - Oct
- **Brentwood Business Showcase – Oct**

# ***Around the Table Updates*** ***and*** ***Any Other Business***

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

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**to  
COUNCIL  
21 NOVEMBER 2019**

**A12 CHELMSFORD TO A120 WIDENING SCHEME – OCTOBER 2019 UPDATE**

**1. PURPOSE OF THE REPORT**

- 1.1 Highways England have made the Preferred Route Announcement (PRA) for the A12 Chelmsford to A120 widening scheme, for the section between Boreham and Kelvedon (Junctions 19-23). In addition, Highways England are consulting on four additional route options for the Kelvedon to Marks Tey section of the widening scheme (Junctions 23-25), in addition to the options consulted upon in 2017.
- 1.2 The purpose of this report is to notify Members of the PRA and to seek their views on the Council's draft response to the J23-25 route options public consultation. The consultation on the additional route options closes on 1 December 2019. This report is being presented to the Council, as the next scheduled Strategy and Resources Committee is after the closing date for the consultation.

**2. RECOMMENDATION**

That Members agree the proposed response to the public consultation for A12 Junctions 23-25, as set out in section 3.4.1 of this report.

**3. SUMMARY OF KEY ISSUES**

**3.1 Background**

- 3.1.1 In 2017 Highways England consulted on four route options for the A12 Chelmsford to A120 widening scheme:
1. Online widening
  2. Online widening with two bypasses (Rivenhall and Marks Tey)
  3. Online widening with one bypass at Rivenhall
  4. Online widening with one bypass at Marks Tey
- 3.1.2 This Council, via the Planning and Licensing Committee, responded to that consultation (2 March 2017, Minute No.1058 refers). The consultation asked which of the four route options was preferred and whether any improvements were needed at each of the junctions. The Council supported:

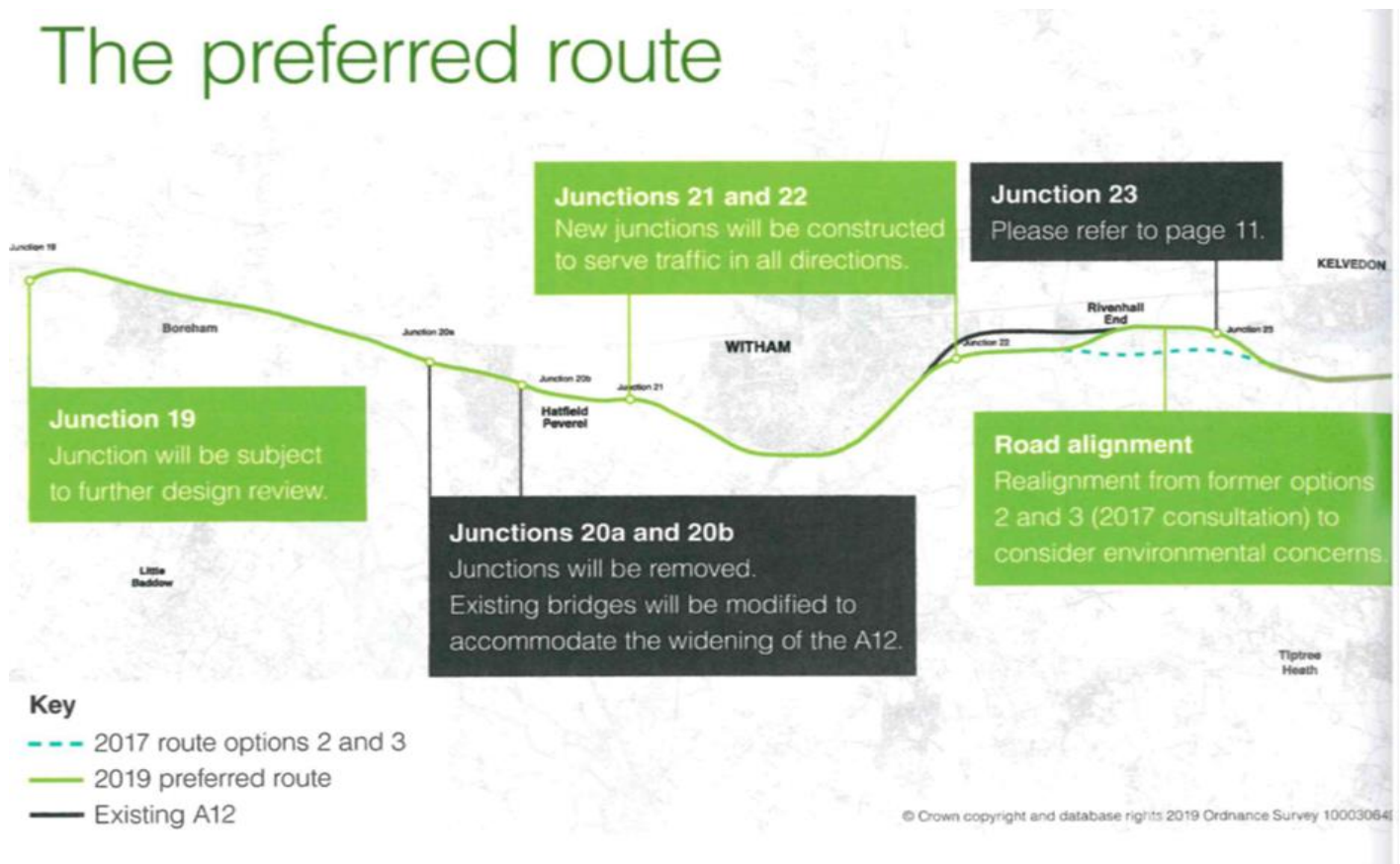


- Option 2, providing bypasses at Rivenhall, and between Feering and Marks Tey.
- Closing both junctions at Hatfield Peverel (J20a and J20b) and replacing them with an all directions junction to the east of the village.
- Improvement to J24 (Feering, Colchester bound access only), to provide an all directions junction
- For the other junctions, the Council welcomed any junction improvements that would improve the efficiency of the junctions and minimise disruption to the A12 and approach roads.

### 3.2 Preferred Route Announcement J19-J23

- 3.2.1 The Preferred Route widens the existing A12 corridor between junctions 19 and 23 to three lanes in each direction where required and creates a three-lane bypass in each direction at Rivenhall End. This decision takes into account the feedback we received on junctions, and the overwhelming support for creating a bypass at Rivenhall End, received in the 2017 consultation, as well as concerns expressed about a Rivenhall End bypass being close to a scheduled monument.

## The preferred route



Note: The PRA map has been scanned from the HE brochure.

- 3.2.2 It also includes the following changes and improvements to junctions:

- Junction 19 (Boreham) will be subject to further design review;
- Bridges across the existing A12 at Hatfield Peverel will be modified to accommodate the widening of the A12;



- Junctions 20a and 20b will be removed;
- a New junction 21 will be constructed and become an ‘all movements’ junction serving traffic from all directions;
- a New junction 22 will be constructed and become an ‘all movements’ junction serving traffic from all directions;
- the removal of junction 23 is being considered, instead new access roads would be provided from Kelvedon to junction 22;
- passive provision could be made for a potential future link to the A120 improvement proposed by Essex County Council, should it be funded through a future Road Investment Strategy.

3.2.3 The preferred route boundary must now be disclosed on Land Charges searches for properties within 200m of the boundary, and any development proposal that could prejudice the scheme is to be referred to Highways England. A GIS map layer has been provided to enable the Land Charges and Development Management staff to fulfil these legal requirements.

### 3.3 **Public Consultation on additional route options for Kelvedon to Marks Tey (J23 to J25)**

3.3.1 In 2017, Highways England held a consultation to widen the A12 from Chelmsford to the junction with the A120, presenting four options for the stretch of road running from junctions 19 to 25 (see paragraph 3.1.1 above). Since then, the local authorities of Colchester, Braintree and Tendring have been pursuing a joint Local Plan which has proposed several garden communities. The joint Local Plan is currently subject to a public examination. The Planning Inspector has asked for more evidence from the councils to back up their joint Local Plan. For Highways England a key piece of evidence is to show how the A12 between junctions 24 and 25 could be moved to consider the Colchester Braintree Borders Garden Community if it were to go ahead.

3.3.2 If the garden community does go ahead, it is likely to impact on the routes that were presented in the 2017 consultation, specifically on the section between junction 24 (Kelvedon North) and junction 25 (Marks Tey interchange). Highways England has therefore been reconsidering the possible road routes between these junctions. Also, a fourth lane in each direction between junctions 23 (Kelvedon South) and 24 (Kelvedon North) may be required.

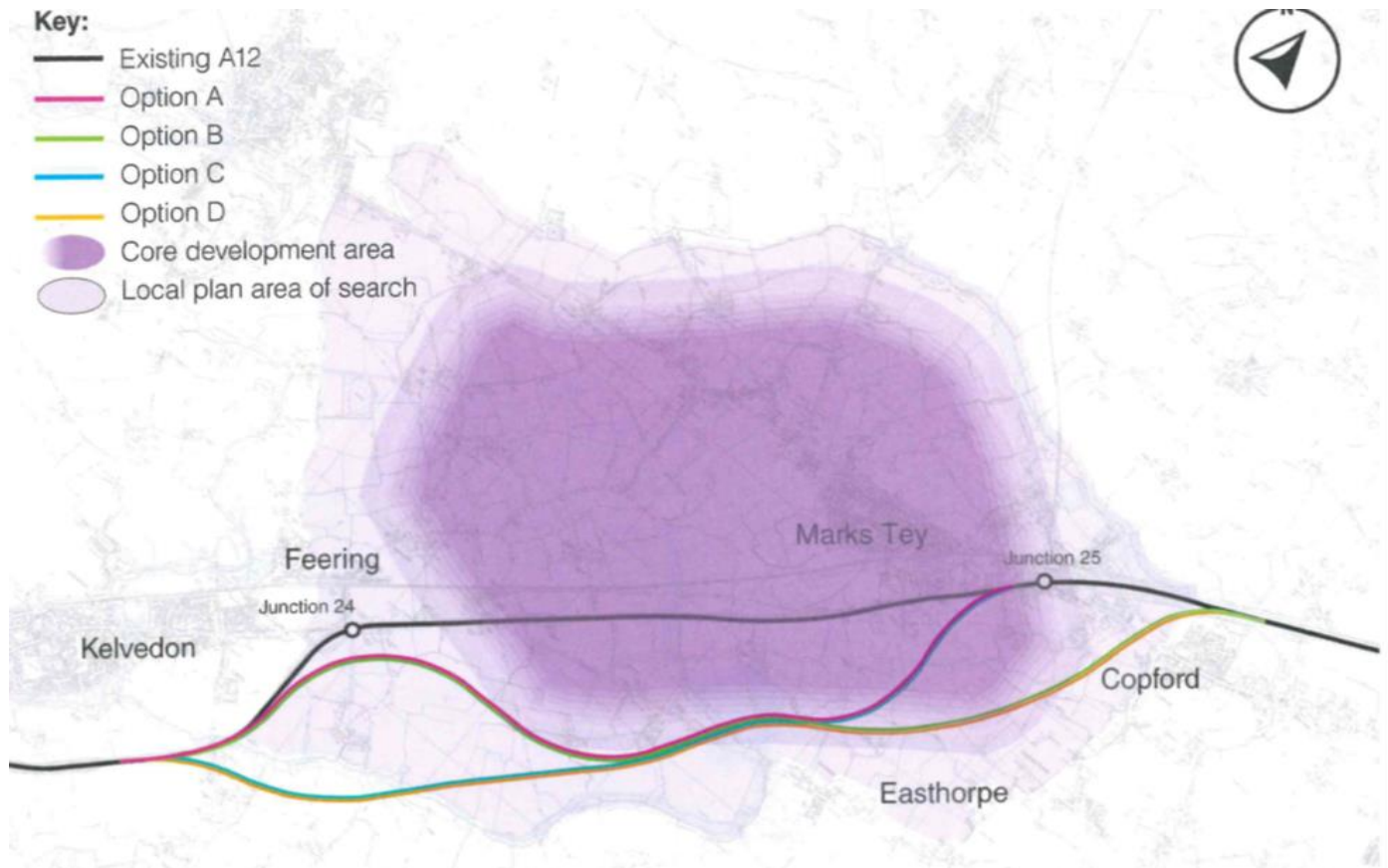
3.3.3 Highways England are now considering alternative route options for the A12 between junctions 23 and 25, which take into account the possible planned garden community. This current public consultation is on these options only. Whether the route between junctions 23 and 25 follows one of these new options, or one of those from the 2017 consultation, will depend on whether the garden community goes ahead.

3.3.4 Once there is a clear decision on whether the garden community goes ahead, Highways England will make a further preferred route announcement on the route of the A12 between junctions 23 and 25. The preferred route will take into account the Local Plan Inspector’s decision and feedback from the 2017 and 2019 public consultations. After that, Highways England will progress the whole of the A12

Chelmsford to A120 widening between junctions 19 and 25 through the remaining stages of development, planning consent and construction as a single project.

- 3.3.5 Each of the options would result in improved reliability and safety on that section of the A12, however, there is not one clear option that is better than any of the others in terms of improved travel times, or road safety or impact on the environment and local communities.

#### The four route options:



Note: diagram scanned from the consultation brochure

#### 3.4 Proposed Consultation response

- 3.4.1 In the previous consultation the Council supported the route that would provide two bypasses at Rivenhall and between Feering and Marks Tey. These additional options still bypass the J24 - J25 section of the A12 but take a route further south than the 2017 route option. None of the options will directly impact communities in the District. As such it would be inappropriate for the Council to comment on the merits of individual options. Instead, it is proposed that the Council's response continues to support the concept of bypassing the old A12 between Feering and Marks Tey, but that it provides a neutral response in terms of route preference.

### 3.5 What happens next

- 3.5.1 Highways England will continue to develop designs for the J19 - J23 section of the road in more detail and will carry out more surveys and investigations. The PRA for J23 - J25 is expected to be made in summer 2020. Following that, the statutory consultation on the detailed designs for the overall project will be held.
- 3.5.2 The A12 Chelmsford to A120 widening project is a Nationally Significant Infrastructure Project. This means that permission to construct the road is decided through the Development Consent Order (DCO) process. The DCO application will be made to the Planning Inspectorate, who will examine the application, and make a recommendation to the Secretary of State for Transport, who will decide whether the project will go ahead. Highways England intends to submit the application in 2021 and if approved, construction could start in 2023.

## 4. CONCLUSION

- 4.1 The A12 Chelmsford to A120 widening scheme has moved forward. The preferred route announcement has been made for the section between Boreham and Kelvedon. In addition, there is a consultation on additional route options for Kelvedon to Marks Tey. Although the proposals are only indicative at this stage, the improvements proposed for the A12 in this consultation aim to improve its long-term capacity, traffic flow and safety. There will be a further public consultation on the detailed design of the whole route in 2020 before Highways England applies for the Development Consent Order in 2021.

## 5. IMPACT ON STRATEGIC THEMES

- 5.1 The A12 widening scheme will have a positive impact on the strategic themes of Place and Prosperity through providing new infrastructure which will benefit both residents and businesses in the District.

## 6. IMPLICATIONS

- (i) **Impact on Customers** – The aim of the A12 widening scheme is to increase the road's capacity to improve its long-term safety and reliability. This will improve journey times and journey safety for both district residents and businesses using the A12.
- (ii) **Impact on Equalities** – There should be no negative impacts on equalities from this scheme.
- (iii) **Impact on Risk** – The completed scheme should reduce business risks through reducing congestion on the A12. The improvements should improve the safety of the road and junctions for all users.
- (iv) **Impact on Resources (financial)** – None.

- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – As with any road widening project there will be environmental impacts.
- (vii) **Impact on Strengthening Communities** – N/A.

Background Papers:

Highways England A12 Chelmsford to A120 widening scheme brochures, available at <https://highwaysengland.citizenspace.com/he/a12-chelmsford-to-a120-widening-scheme-23-to-25/>

Enquiries to: Leonie Alpin, Specialist - Local Plan, (Tel: 01621 876278).



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

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**to  
COUNCIL  
21 NOVEMBER 2019**

### **ADOPTION OF FREEMAN / FREEWOMAN SCHEME**

#### **1. PURPOSE OF THE REPORT**

- 1.1 To update Members on progress relating to a Freeman / Freewoman scheme of the District of Maldon and agree recommendations to progress this activity.

#### **2. RECOMMENDATIONS**

- (i) that the Council approves the adoption of a Freeman / Freewoman Scheme for the District of Maldon encompassing the Alderman Scheme and includes revenue provision in the sum of £500 within 2020 / 21 estimates;
- (ii) that subject to (i) above, the Council agrees the terms of reference for the Freeman and Freewoman Working Group (the Working Group) as set out within **APPENDIX 2**;
- (iii) that subject to (i) above, the Council agrees the change to the Membership of the Working Group as set out within **APPENDIX 2**;
- (iv) that subject to (i) above; the Council approves the nomination form and guidance notes as recommended by the Working Group as set out within **APPENDIX 3**;
- (v) that subject to (i) above; that the Working Group is given authority to meet and consider nominations as and when necessary and make recommendations to the Council for consideration;
- (vi) that subject to (i) above; that Council presents future recipients of the Award with a certificate as recommended by the Working Group and agrees to the use of the Council official Seal in this connection.

#### **3. SUMMARY OF KEY ISSUES**

- 3.1 The Council recognises the important contribution made within the community by volunteers who give up freely many thousands of hours supporting community activity in the district and beyond. Whilst this scheme cannot identify every individual person contributing this scheme will highlight an outstanding contribution made by an individual.

- 3.2 The Council at its meeting on 25 July 2019 agreed to consider the establishment of a scheme for the conferring of the honorary titles of Alderman, Alderwoman, Freeman and Freewoman of the District (Minute No. 291 refers). The following as agreed;

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

- 3.3 The Working Group at its inaugural meeting of 27 August 2019 agreed to recommend that Council focus on the Freeman / Freewoman Scheme. Minutes of the meeting are attached at **APPENDIX 1**. The Working Group considers that the Freeman's Scheme would encompass the Alderman Scheme which applies to past Members only. The Local Government Act 1972 S249, in regard to the Freeman Scheme, states that Council can admit people of distinction and/or persons who have rendered eminent services to that place or area.
- 3.4 The Working Group has had one further meeting and has produced a Terms of Reference for the Working Group detailed at **APPENDIX 2** and a nomination form and guidance notes attached at **APPENDIX 3** as the route by which nominations are received.
- 3.5 The Working Group considers that it would be appropriate for the Council to present recipients of the Award with a framed certificate and small token such as a medal. The Council is requested to give consent for the Council Seal to be used on the certificate.
- 3.6 It is estimated the cost of implementing a scheme will be £500 per annum (pa) and a growth item will be included with the 2020 / 21 budget cycle.

#### **4. CONCLUSION**

- 4.1 The Working Group has met and considers that it would be appropriate for Council to adopt a Freeman / Freewoman of the District Scheme.

#### **5. IMPACT ON STRATEGIC THEMES**

- 5.1 The Council's recognition of exceptional contribution by an individual supports its Community Thematic Strategy of working with communities to support our health and wellbeing priorities.

#### **6. IMPLICATIONS**

- (i) **Impact on Customers** – None.
- (ii) **Impact on Equalities** – None.



- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – Notional budget of £500.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to:

Paul Dodson, Director of Strategy, Performance and Governance, (Tel: 01621 854477).

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**Meeting of the Alderman & Freeman Scheme Working Group**  
**Tuesday 27 August 2019**  
**2.00 p.m. Leader's Briefing Room**

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**Present:** Cllr R G Boyce, MBE, Chairman (RGB)  
 Cllr A S Fluker (ASF)  
 Cllr M Helm (MH)  
 Cllr S White (SW)  
 Cllr S Nunn (SN)  
 Simon Quelch (SQ)  
 Susan Hylands (notes)

## **1. Welcome and Introductions**

RGB welcomed Members to the meeting and advised that the purpose of the Working Group is to introduce the concept of appointing honorary Aldermen/Women and Freeman/Women to the District. Council has agreed to consider both schemes. RGB would like to focus on the Freeman Scheme.

## **2. Statutory Framework**

SQ tabled the statutory framework and provided an overview. The Local Government Act 1972 S2.49 in regard to the Freeman Scheme states that Council can admit people of distinction and/or persons who have rendered eminent services to that place or area. To confer the title two thirds of Council Members need to be present and voting at a Council meeting. SN provided detail on the experience of Maldon Town Council which runs a Freeman Scheme. A Committee considers recommendations; to date of six recommendations only one has gone forward to Council and been awarded. The meeting debated the process; it was considered that the expectation would be Council would approve any nominations that were put forward by a Sub-Committee and that only nominations recommended by the Sub-Committee would be put forward. Once nominations were recommended the agreement of the nominee would be sought prior to submitting to Council to avoid the possibility of a nominee refusing the award.

### ***Recommendation:***

- i. Nomination to be made to the Sub-Committee***
- ii. Sub-Committee to consider nomination.***
- iii. If unanimous positive outcome, nominee to be contacted prior to recommendation to Council to confirm they would accept the award, with the caveat given that the award is subject to ratification by Council.***
- iv. Sub-Committee to report to Council on positive recommendations only.***
- v. Council to consider in P&C (Council must comprise two thirds of Members present & voting)***
- vi. If Council agrees recommendation by a two thirds majority then recipient is invited to the next meeting to receive the award in public.***

The meeting discussed the process for receiving nominations and reviewed the process followed by Maldon Town Council. It was considered that the criteria of 25 years to reflect eminent services was restrictive although the Terms of Reference should emphasise that the award is by exception.

### ***Recommendation:***

- i. Criteria of MTC to be amended to remove the 25 year criteria and then adopted.**
- ii. District Councillors can accept nominations and put to the Sub Committee.**
- iii. Nominations can also be made by voluntary groups.**

The composition of the Sub-Committee was discussed. It was suggested the membership comprise the Chairman and Leader of MDC, four Members of the District Council and two representatives from the voluntary sector appointed by the Sub-Committee. The ToR will be agreed by Council and a discussion ensued around whether the Sub-Committee could appoint its own members from the voluntary sector. After discussion SQ confirmed that this question could be overcome. Some suggestions were made for possible representatives to join the Sub-Committee i.e. lead volunteer from Stow Maries, Women's Institute etc.

**Recommendation: That the Working Group comprises six members; four Councillors including the Chairman & Leader and the WG will appoint its own two voluntary sector members on an annual basis.**

The meeting moved to discussing the Alderman Scheme. This applies to past Members only and is usually time constrained, the feeling of the Working Group was that the focus should be on the Freeman Scheme. The Council resolution was for the Working Group to consider both schemes and produce a criteria for assessment. The meeting discussed and agreed to report to Council that their recommendation was that the Freeman Scheme could include past Councillors and as such there is no need to consider the Alderman Scheme separately.

**Recommendation: That the Council focus on the Freeman/Woman Scheme and does not pursue the setting up of the Alderman Scheme as it is believed that the Freeman's Scheme would encompass this.**

### **3. Initial Discussion on the Criteria for Nominating Alderman/Freeman**

Covered in main by the discussions outlined above. The meeting reiterated that the award is by exception and occasional. There is a need to consider what the award amounts to. There is no power conferred. There would be an expectation that Freemen would be able invited to attend civic events and Statutory Annual and Christmas meetings of Council.

### **4. Initial Discussion on the Nature of the Award**

SQ provided an overview of the legislation. The meeting reviewed the awards made by the Town Council and considered possibilities. It was thought that a framed certificate and other appropriate token such as a medal could be issued in addition to the invitation to civic events. A notional budget provision will need to be identified. The report will require some identification of cost and the consent of Council will be required to use the Council seal on any certificate.

### **5. Frequency/Date of Next Meeting**

Next meeting date to be agreed subsequent to the notes being circulated. Terms of Reference to be agreed at the next meeting.

**Freeman/Woman Working Group October 2019**

**Draft Terms of Reference**

**Draft Constitution and Terms of Reference**

**Constitution**

1. The Freeman / Woman Working Group (WG) shall consist of six members of the Council to include the Chairman of the Council, Leader of the Council and Leader of the Opposition plus two members appointed from the Voluntary Sector.
2. The Councillor element of membership of the Freeman/Woman Scheme Working Group shall be appointed by the Council.
3. The Voluntary Sector will be approached prior to each meeting of the WG to provide nominations for two members.
4. The Council shall keep under review the constitution and membership of the Freeman/Woman Working Group.
5. Meetings of the Freeman/Woman Scheme WG will be called as and when the need arises and will be supported by the Monitoring Officer or a person appointed by them.
6. Notes will be taken at meetings of the Freeman/Woman Scheme WG.
7. The Freeman/Woman Scheme WG is a working group of the Council and will report to the Council as and when required.

**Terms of Reference**

1. To review nominations made to the Freeman/Woman Scheme and make positive recommendations to Council for final approval as appropriate.

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## Honorary Title of Freeman/woman of the District of Maldon

(For further information, please see guidance notes at the end of this document)

### Nomination Form.

Name of Petitioner: .....

Organisation: .....

Address: .....

.....

Telephone number: .....

E-mail address: .....

Relationship to the Nominee (if any): .....

### Nominee details

Name of Nominee: .....

Address: .....

.....

Resident of Maldon District since: .....

Occupation/former if retired: .....

Petitioners summary of evidence to support application:

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**Detail of supporting evidence for application**  
(See Guidance Notes)

Organisation: .....

Dates served between: From..... to .....

Position(s) held: .....

.....

.....

Detail of the benefit of the service personally provided by the nominee:

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.....

**Person able to confirm details from that organisation.**

Name: .....

Position:.....

Address:.....

Telephone number: .....

E-mail: .....

**Detail of supporting evidence for application**

Organisation: .....

Dates served between:                      From..... to .....

Position(s) held: .....

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Detail of the benefit of the service personally provided by the nominee:

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.....

**Person able to confirm details from that organisation**

Name: .....

Position:.....

Address:.....

Telephone number: .....

E-mail: .....

**Detail of supporting evidence for application**

Organisation: .....

Dates served between:                      From..... to .....

Position(s) held: .....

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Detail of the benefit of the service personally provided by the nominee:

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.....

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**Person able to confirm details from that organisation**

Name: .....

Position:.....

Address:.....

Telephone number: .....

E-mail: .....

### Detail of supporting evidence for application

Organisation: .....

Dates served between: From..... to .....

Position(s) held: .....

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Detail of the benefit of the service personally provided by the nominee.

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.....

### Person able to confirm details from that organisation

Name: .....

Position:.....

Address: .....

Telephone number: .....

E-mail: .....

To the best of your knowledge has the nominee been previously honoured for any of the below areas on service.

Yes / No (circle)

If yes, which area and by whom .....

Any other information you consider will strengthen the nominee's application:

.....

.....

.....

.....

.....

For official use only

Date received: .....

Date circulated to Working Party: .....

Successful Nominee contacted (date):.....

Accepted or declined:.....

Date for Council meeting: .....

Nominee confirms attendance at conferment meeting: .....

Freedom scroll prepared:.....

**Guidance notes for Petitioner Organisation**

Please read these notes before commencing a nomination.

1. Maldon District Council will, in special circumstances, where the criteria is fully met, award to an individual the title of “Honorary Freeman/woman of the District of Maldon”. These honours will not necessarily be awarded annually but only on exceptional occasions. **Nomination alone in no way implies that the Honour will be granted.**
2. A nominee will have given extensive and distinguished service to the community of the District of Maldon that goes beyond purely the occupational but will include service to organisations or groups of a largely voluntary nature. The nominee must have made an outstanding contribution to the District such that the nominee’s collective efforts can be seen to stand above the contributions made by most other people.
3. The contribution maybe of a social, cultural, educational or welfare and must involve one or more of the following factors:
  - (a) Significant contribution of the person's time in serving members of the community;
  - (b) The promotion, achievement and or delivery of community services in which a real personal role and contribution is made.
4. There is no qualifying period of service required but often this will have been given over several years, though shorter periods are not a bar for nomination. Although four sections are included in this application for evidence this does not imply that they must all be used.
5. Any person representing an organisation can make a nomination. It follows that to be a representative of the organisation that organisation must agree with the nomination. Nominations can also be made by individuals.
6. Nominations must be made in writing to the .....on the approved form.
7. The submission should detail the services provided by the individual to the community and can include other useful background information to support the nomination.

Maldon District Council will process data in line with our privacy notices which are available on the Council’s website at <https://www.maldon.gov.uk/terms>

8. Maldon District Council retain absolute discretion in respect to granting this civic honour and there is no right of appeal.
9. Nominations that are unsuccessful maybe updated and re-submitted after the expiry of two years.



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

**to  
COUNCIL  
21 NOVEMBER 2019**

### **APPOINTMENT OF REPRESENTATIVES ON LIAISON COMMITTEES / PANELS**

#### **1. PURPOSE OF THE REPORT**

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

#### **2. RECOMMENDATION**

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

#### **3. SUMMARY OF KEY ISSUES**

- 3.1 Following the recent changes to the Committee structure, agreed by the Council, it is necessary to review the representatives appointed to service on Liaison Committees / Panels. A review has been undertaken and Liaison Committees / Panels aligned from the old Programme Committees to the new main Committees.
- 3.2 Members are therefore asked to nominate representatives to serve on the following Liaison Committees / Panels, for the ensuing municipal year.

<b>Body</b>	<b>Current Representative(s)</b>	<b>Change proposed from October 2019</b>
Member representative for Heritage and Design	Chairman of the Planning and Licensing Committee (or their substitute)	Chairman of the Council (or their substitute)
Sense of Place Board (Minute 704 – 17/12/15)	Chairman of the Planning and Licensing Committee	Chairman of the Strategy and Resources Committee (or their substitute)

Background Papers: None.

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

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