

## Document Control Sheet

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| <b>Document title</b>                     | Place Thematic Strategy  |
| <b>Summary of purpose</b>                 | To evidence how the Council will achieve the outcomes set out in the Corporate Plan and aligned to this theme. |
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|   |  |
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## 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.



MALDON DISTRICT  
COUNCIL

# Place Thematic Strategy (DRAFT)

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# Place Thematic Strategy

1 **Our vision** for Place is two-fold:

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

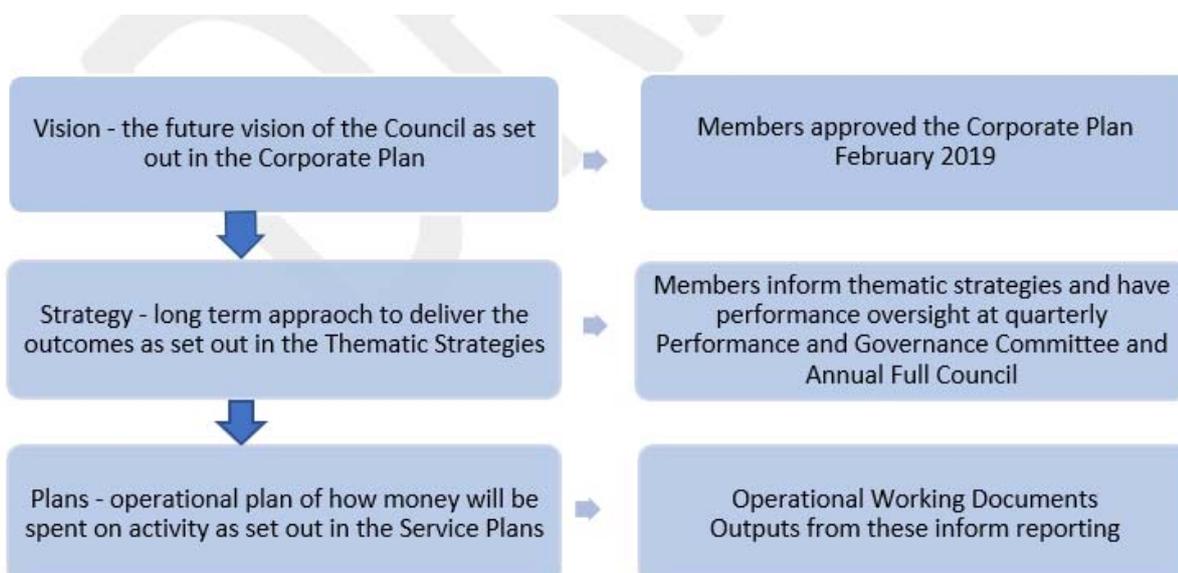
It is important as a Council that we focus our time and effort in priority areas which support our vision.

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

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

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

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



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



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

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

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

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

## 2 Purpose

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

### The environment

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

### Growth and infrastructure

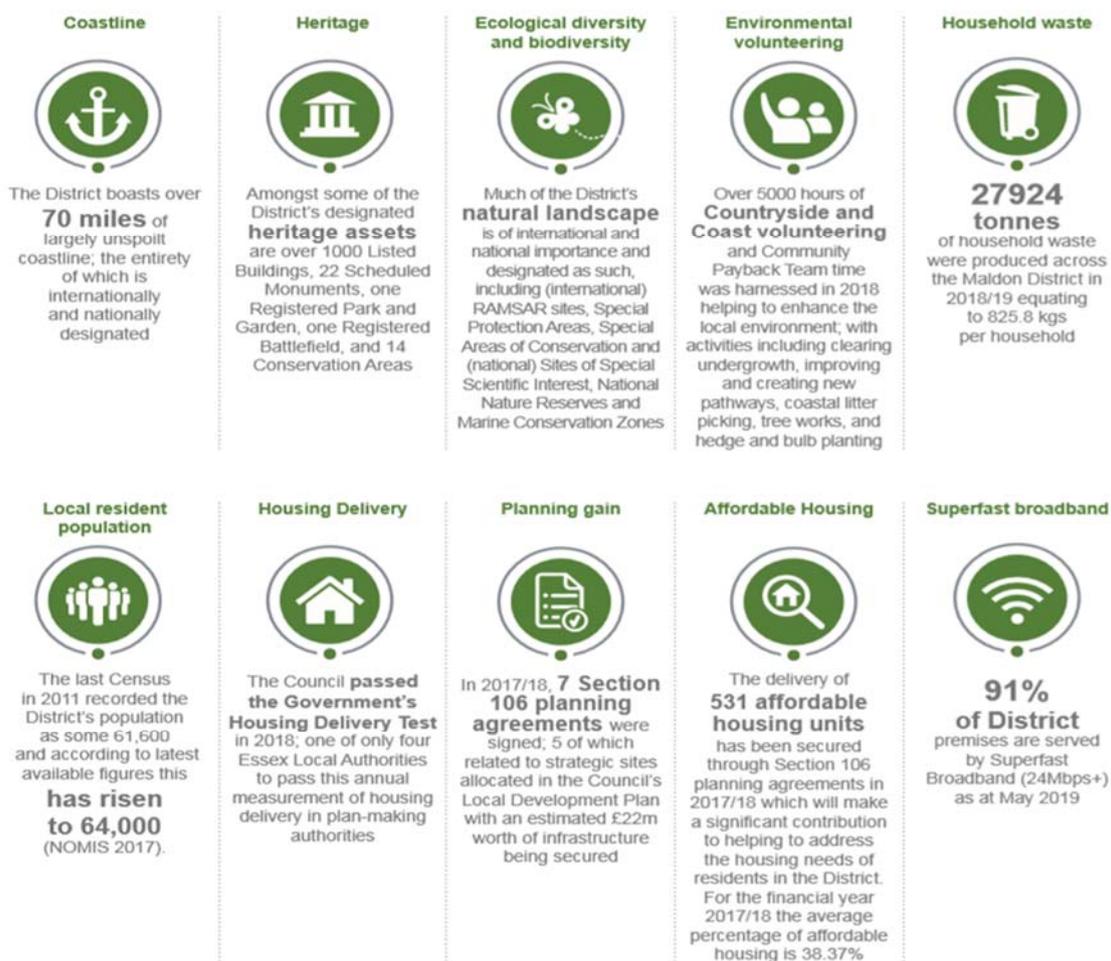
- A 5-year housing land supply maintained
- Strategic sites delivered in accordance with the Local Development Plan
- Affordable Housing targets in the Local Development Plan achieved
- Section 106 planning agreements effectively discharged
- Partnerships are developed to maintain coastal defences
-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

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

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

### 3 What we know today

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



## 4 Getting our priorities right

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

| Strengths  | Weaknesses  |
|--|---|
| <ul style="list-style-type: none"> <li>➤ An approved Local Development Plan (2014-2029) - Secretary of State / 31 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 Stansted and 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 to landfill compared to Essex and nationally</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>➤ 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 attract high level service investment</li> <li>➤ Limited District rail connectivity: Crouch Valley line serving south of District into London but no direct rail connection to largest centre of population of Maldon/Heybridge</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 - 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>➤ External funding - No dedicated Council resource available to identify and secure such sources</li> </ul> |

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

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

## 5 Where do we want to be?

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

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

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

|   | Corporate outcome         | Priority Measure   | Current Performance 2018/19                        | Target 2019/20  | Will this be delivered in partnership? |
|---|---------------------------|--|--|---|--|
| IMPACT: A protected and improved environment for residents and visitors | A clean and tidy District | <b>PL1:</b> No. of fly tipping incidents on publicly owned land and % investigated and removed from within 24 hours (standard set with Contractor) | 468 incidents and 94% investigation & removal rate | 95%   | Yes                                    |
|   |                           | <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? |
|---|---|--|-----------------------------|--|--|
| IMPACT: A protected and improved environment for residents and visitors | 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)                         |

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

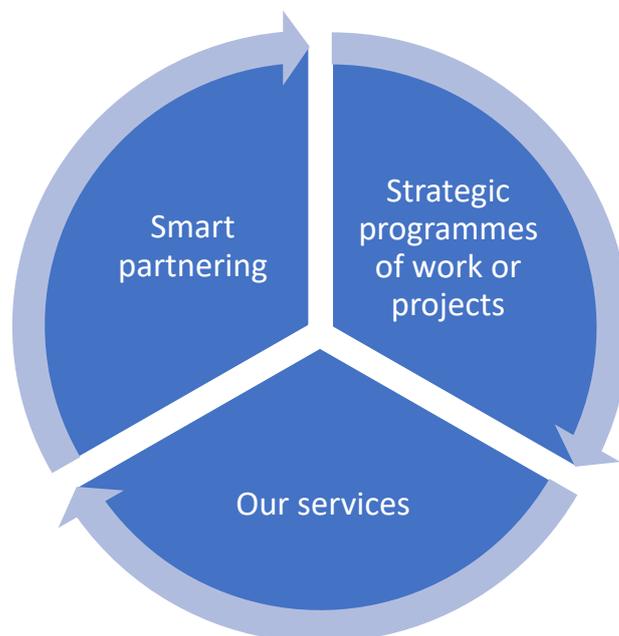
|  | Corporate outcome | Priority Measure  | Current Performance 2018/19 | Target 2019/20                                      | Will this be delivered in partnership? |
|--|-------------------|---|-----------------------------|---|--|
| IMPACT: A protected and improved environment for residents and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

|   | Corporate outcome   | Priority Measure   | Current Performance 2018/19              | Target 2019/20   | Will this be delivered in partnership? |
|---|---|--|--|--|--|
| IMPACT: Sustainable growth and new infrastructure | A 5-year housing land supply maintained                                 | <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 | 100%   | 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                                    |

|   | Corporate outcome   | Priority Measure   | Current Performance 2018/19 | Target 2019/20   | Will this be delivered in partnership? |
|---|---|--|-----------------------------|--|--|
| IMPACT: Sustainable growth and new infrastructure | Affordable Housing targets in the Local Development Plan achieved | <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 available plus deployment planned by March 2020                                      | Yes                                    |

## 6 How we will achieve our targets

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



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

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

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

## Smart Partnering

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

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

| Strategic Partner                    | Role of / relationship with Partner  | Partner offer (Secure or offer funding / influence our ability to do more / deliver work jointly or for us) |           |          |
|--------------------------------------|--|---|-----------|----------|
|                                      |  | Funding   | Influence | Delivery |
| <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. | X   | X         | X        |
| <b>Appleton Contracts Ltd.</b>       | Street scene contractors and garden waste processing contractors.  |   |           | X        |
| <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 RAMS Project.  |   | X         | X        |

| Strategic Partner                      | Role of / relationship with Partner   | Partner offer (Secure or offer funding / influence our ability to do more / deliver work jointly or for us) |           |          |
|--|---|---|-----------|----------|
|  |   | Funding   | Influence | Delivery |
| <b>CHP Chelmer Housing Partnership</b> | Provides general needs and temporary accommodation and is a development partner.  |   |           | <b>X</b> |
| <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.  | <b>X</b>  | <b>X</b>  | <b>X</b> |
| <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*). E.g. under the Flood & Water Management Act 2010, ECC is identified as the lead Local Flood Authority, with responsibility for developing, maintaining and applying a strategy for local flood risk management in its area and for maintaining a register of flood risk assets. It also has lead responsibility for managing the risk of flooding from surface water, groundwater and ordinary watercourses. | <b>X</b>  | <b>X</b>  | <b>X</b> |
| <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.  |   | <b>X</b>  | <b>X</b> |
| <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.   |   | <b>X</b>  |          |

| Strategic Partner                                      | Role of / relationship with Partner   | Partner offer (Secure or offer funding / influence our ability to do more / deliver work jointly or for us) |           |          |
|--|---|---|-----------|----------|
|  |   | Funding   | Influence | Delivery |
| <b>Gateway Home-choice to Choice Based Lettings</b>    | Partnership for delivering statutory housing duties   | X   |           | X        |
| <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. | X   |           | X        |
| <b>Highways England</b>                                | Formerly the Highways Agency, a Central Government-owned company charged with operating, maintaining and improving England's motorways and major A roads. Locally, any potential A12 extension and regional strategic road matters are within its remit.  | X   | X         |          |
| <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.   | X   | X         | X        |
| <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.   |   | X         | X        |
| <b>Moat Housing</b>                                    | Housing Association providing general needs, sheltered and temporary accommodation.   | X   | X         | X        |
| <b>Natural England</b>                                 | Provides advice on planning policy, countryside matters, green infrastructure, RAMS, strategic policy and is a development management consultee.  |   | X         |          |

**APPENDIX A**

| Strategic Partner                                       | Role of / relationship with Partner  | Partner offer (Secure or offer funding / influence our ability to do more / deliver work jointly or for us) |           |          |
|---|--|---|-----------|----------|
|   |  | Funding   | Influence | Delivery |
| <b>Residents</b>  | Provide their insight, feedback, responses to Council activities and driving initiatives in partnership which are important to their local area                                      |   | X         | X        |
| <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.               |   | X         |          |
| <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. | X   | X         | X        |
| <b>Suez</b>   | Waste collection contractors   |   |           | X        |

**Strategic Partnerships**

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

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

## APPENDIX A

| Corporate outcome    | Strategic partnership                        | Role of the partnership   | Partnership offering<br>(Secure or offer funding / influence our ability to do more / deliver work jointly or for us) |           |          |
|----------------------|--|---|---|-----------|----------|
|                      |  |   | Funding   | Influence | Delivery |
| Improved air quality | <b>Essex Air Quality and Pollution Group</b> | Partnership group including officers from 14 Essex Local Authorities and Essex Highways representatives. Group discusses up and coming issues, shares good practice, joint procurement projects including Air Quality Tube suppliers and analysis providers.  |   | <b>X</b>  | <b>X</b> |
|                      | <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 at a current potential schemes list. | <b>X</b>  | <b>X</b>  |          |

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| Corporate outcome  | Strategic partnership  | Role of the partnership  | Partnership offering<br>(Secure or offer funding / influence our ability to do more / deliver work jointly or for us) |           |          |
|--|--|--|---|-----------|----------|
|  |  |  | Funding   | Influence | Delivery |
| Partnership working to protect our countryside and coastline | <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.      | X   | X         | X        |
|  | <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. |   | X         |          |
|  | <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 inform the benefit of the Anglian Region.   |   | X         |          |
|  | <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 e.g. enhancing the attractiveness and accessibility of public areas, providing increased community facilities, promoting the visitor economy, and encouraging sustainable uses of heritage/cultural assets   |   | X         | X        |

## APPENDIX A

| Corporate outcome | Strategic partnership  | Role of the partnership  | Partnership offering<br>(Secure or offer funding / influence our ability to do more / deliver work jointly or for us) |           |          |
|-------------------|--|--|---|-----------|----------|
|                   |  |  | Funding   | Influence | Delivery |
|                   | <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.   | <b>X</b>  | <b>X</b>  |          |
|                   | <b>New Nuclear Local Authority Group (NNLAG)</b>   | NNLAG's primary aim is to share knowledge, information and best practice regarding new nuclear, and to provide a mechanism for local authorities, as elected representatives of local areas, to discuss and make representations directly to Government regarding the development of new nuclear and of nuclear-related connection/transmission projects.  |   | <b>X</b>  |          |
|                   | <b>Essex coast RAMS -<br/>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; thus, protecting the Habitats (European) sites on the Essex coast from adverse effect on site integrity. A detailed programme has been drawn up of strategic mitigation measures which are to be funded by developer contributions from residential development schemes. |   | <b>X</b>  | <b>X</b> |

**APPENDIX A**

| Corporate outcome   | Strategic partnership                             | Role of the partnership   | Partnership offering<br>(Secure or offer funding / influence our ability to do more / deliver work jointly or for us) |           |          |
|---|---|---|---|-----------|----------|
|   |   |   | Funding   | Influence | Delivery |
| Sound and tested environmentally friendly initiatives delivered   | <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. | <b>X</b>  |           |          |
|   | <b>Essex Air Quality &amp; Pollution Group</b>    | As above  |   | <b>X</b>  | <b>X</b> |
|   | <b>NNLAG</b>                                      | As above  |   | <b>X</b>  |          |
|   | <b>Registered Housing Providers</b>               | 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.              |   |           | <b>X</b> |
| Affordable housing targets in the Local Development Plan achieved | <b>Registered Housing Providers</b>               | As above  | <b>X</b>  |           | <b>X</b> |
| Section 106 planning agreements effectively discharged            | <b>Maldon Infrastructure Delivery Partnership</b> | As above  |   |           | <b>X</b> |
|   | <b>Registered Housing Providers</b>               | As above  |   |           | <b>X</b> |

## APPENDIX A

| Corporate outcome  | Strategic partnership   | Role of the partnership  | Partnership offering<br>(Secure or offer funding / influence our ability to do more / deliver work jointly or for us) |           |          |
|--|---|--|---|-----------|----------|
|  |   |  | Funding   | Influence | Delivery |
| Partnerships are developed to maintain coastal defences    | <b>Essex Flood Partnership Board</b>                                    | As above   | X   | X         | X        |
|  | <b>Maldon District Strategic Flood Projects &amp; Maintenance Group</b> | As above   | X   | X         | X        |
| Improved access to Superfast Broadband across the District | <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. |   |           | X        |

## 7 Strategic Programmes and Projects

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

### **Strategic Programmes – Place**

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

| Programme title and overview   | Relevant Corporate outcome/s  |
|--|---|
| <p><b>Central Area Master Plan 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 are (focussed on the main employment site allocation in the District; Maldon Central (based on the retail function of the High Street, and the Leisure Quarter.</p>   | <p>Strategic sites delivered in accordance with the Local Development Plan</p> <p>Sound and tested environmentally friendly initiatives delivered</p> |
| <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 with be conducted by the developer with various stakeholders, including the business community, local authorities, councillors and residents.</p> <p>Following consultation, the developer will prepare to submit their application for development consent to the UK Planning Inspectorate, before a decision is made by the Secretary of State. The Programme will look to mitigate the impact, and maximise the benefits, from the development of a new nuclear power station at Bradwell include developing projects for associated development opportunities if/as Bradwell B comes forward.</p> | <p>Sound and tested environmentally friendly initiatives delivered</p>  |

### Strategic Projects – Place

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

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

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

### Strategies and Policies

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

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

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

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

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



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



## Appendix 1: Acronyms and Glossary

| Acronym &/or term         | Glossary   |
|---------------------------|--|
| <b>Affordable housing</b> | <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:</b> meets all of the following conditions:</p> <p>(a) the rent is set in accordance with the Government’s rent policy for Social Rent or Affordable Rent, or is at least 20% below local market rents (including service charges where applicable);</p> <p>(b) the landlord is a registered provider, except where it is included as part of a Build to Rent scheme (in which case the landlord need not be a registered provider); and</p> <p>(c) it includes provisions to remain at an affordable price for future eligible households, or for the subsidy to be recycled for alternative affordable housing provision. For Build to Rent schemes affordable housing for rent is expected to be the normal form of affordable housing provision (and, in this context, is known as Affordable Private Rent).</p> <p><b>b) Starter homes:</b> 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><b>c) Discounted market sales housing:</b> 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><b>d) Other affordable routes to home ownership:</b> is housing provided for sale that provides a route to ownership for those who could not achieve home ownership through the market. It includes shared ownership, relevant equity loans, other low-cost homes for sale (at a price equivalent to at least 20% below local market value) and rent to buy (which includes a period of intermediate rent). Where public grant funding is provided, there should be provisions for the homes to remain at an affordable price for future eligible households, or for any receipts to be recycled for alternative affordable housing provision or refunded to Government or the relevant authority specified in the funding agreement.</p> <p><i>National Planning Policy Framework [19 Feb. 2019] Glossary</i></p> |

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

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

## APPENDIX 2:

## Why are the corporate outcomes that we have identified important?

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

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

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