

Document Control Sheet

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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.

Community Thematic Strategy (draft)

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Community Thematic Strategy

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

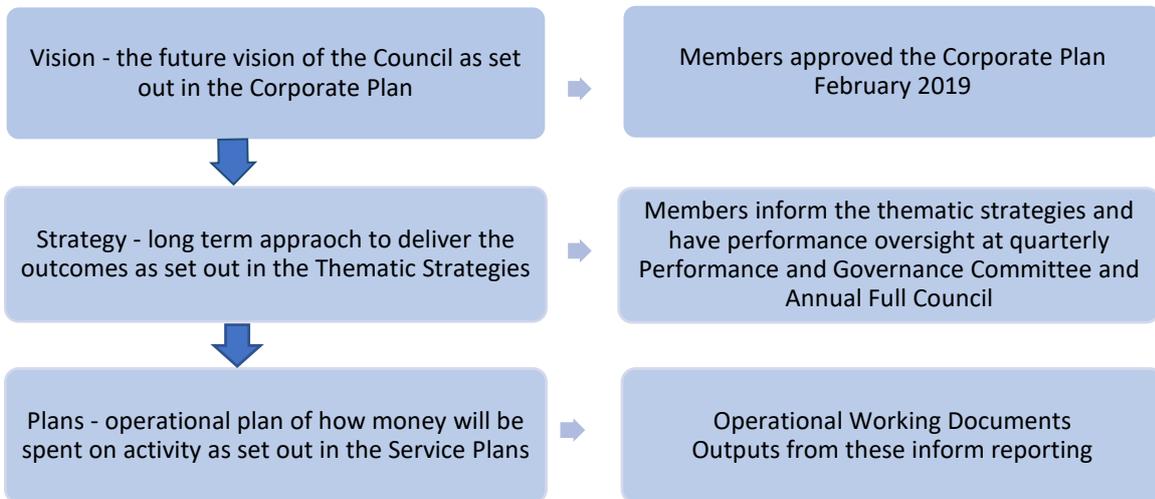
It's important as a Council we focus our time and effort in priority areas which support our communities, the health and wellbeing of our residents, and to provide safe and clean places to live in and enjoy.

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

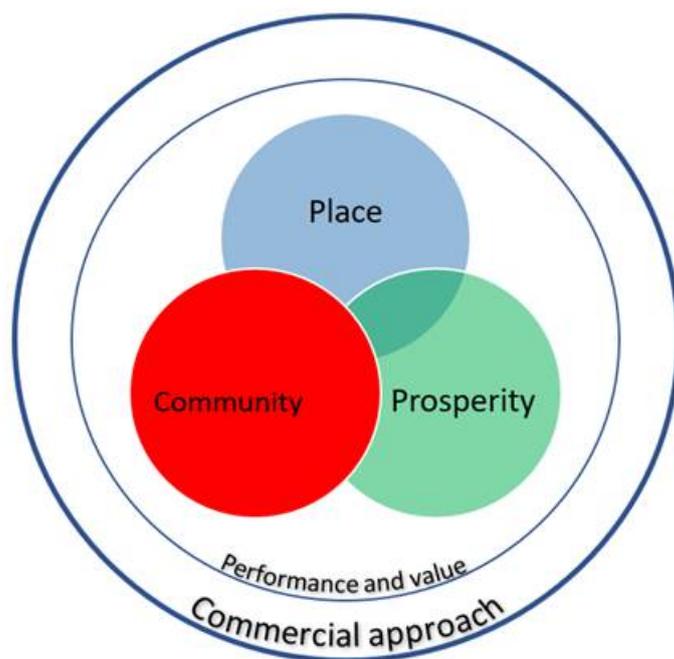
The positive impacts that we want to make in relation to this vision is explained in more detail by our three priority strategic themes; namely **Community, Place and Prosperity**.

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

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



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



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

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

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

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

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

Purpose:

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

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

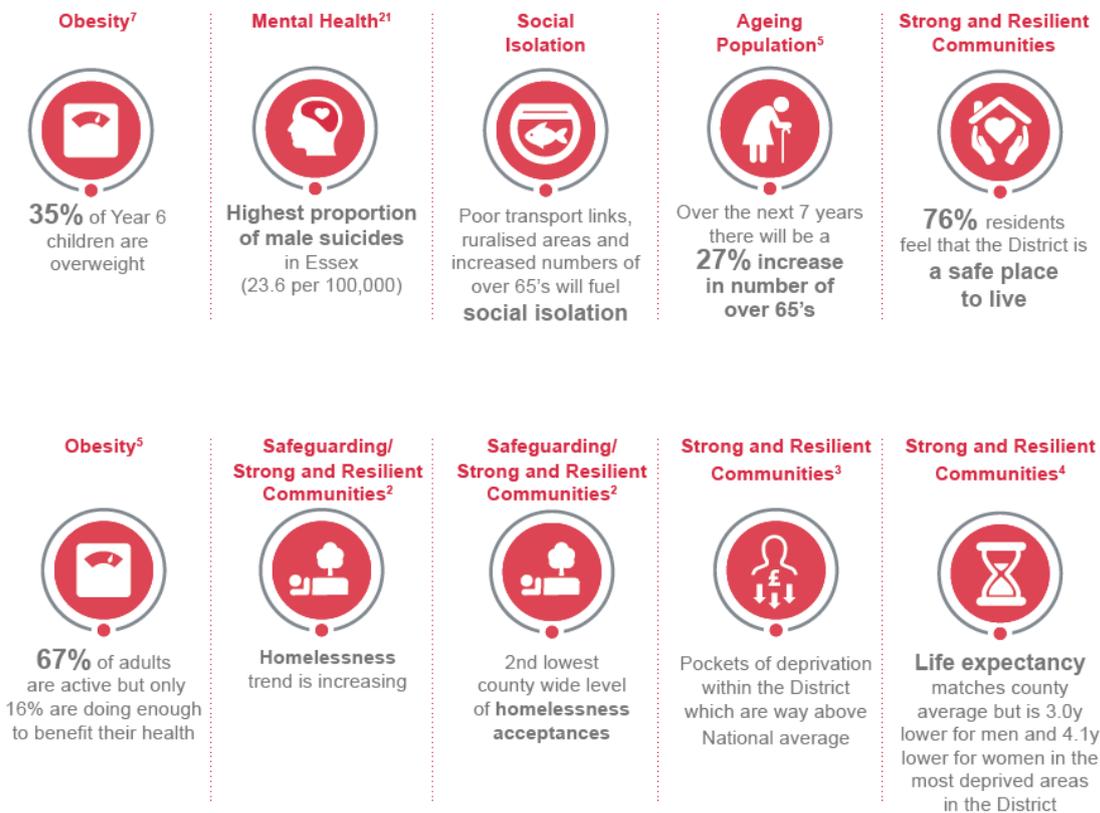
This strategy document will help deliver the Council’s Corporate Plan by means of:

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

What we know today

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

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



Getting our priorities right

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

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

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

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

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

⁴ Local Authority Health Profiles, Health Inequalities, Maldon District (2018), https://fingertips.phe.org.uk/profile/health-profiles/area-search-results/E1000012?place_name=Maldon&search_type=place-name

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

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

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

⁸ Percentage of adults (aged 18+) classified as overweight or obese, Public Health England, Fingertips, <https://fingertips.phe.org.uk/profile/health-profiles/data#page/1/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/data#page/1/gid/1938132694/pat/6/par/E12000006/ati/101/are/E07000074/iid/93014/age/298/sex/4>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Where do we want to be?

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

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

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

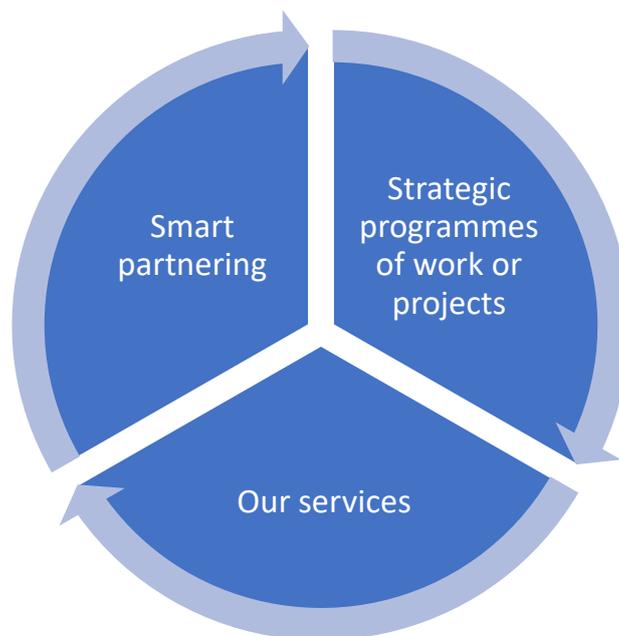
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Working with communities and partners to support our health and wellbeing priority: <u>older people's health</u>	C8. No. of health drop-ins for older people's groups provided	0	1 per quarter	Yes
	C9. % of known Maldon District dementia friendly groups/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

How we will achieve our targets

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

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



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

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

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

Community Smart Partnering

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

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

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

Smart Partnering

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

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

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Working with communities and partners to support our health and wellbeing priority: <u>Mental Health</u>	Maldon Advisory Board	<ul style="list-style-type: none"> - Working with the Essex Child and Family Wellbeing Service and partners to advise and make recommendations on the running of the family hub which has shared MDC priorities of obesity, mental health and safeguarding. 		X	
	Mid-Essex CCG Communications Group	<ul style="list-style-type: none"> - Provides co-ordination of important Primary Care information, health-related events and initiatives which are coming up in the future and how we can promote, where appropriate, to the residents of the District 		X	X
Working with communities and partners to support our health and wellbeing priority: <u>Social Isolation and Loneliness</u>	Maldon District Digital Inclusion Group	<ul style="list-style-type: none"> - Supporting people in Maldon District to have increased digital confidence and competence 			X
	Social Isolation and Loneliness Forum	<ul style="list-style-type: none"> - Essex County Council has been working actively with leaders across Essex to transform the way in which the system tackles isolation and loneliness. 			X
Working with communities and partners to support our health and wellbeing priority: older people's health	livewell group (will apply to four health priorities)	<ul style="list-style-type: none"> - The livewell group is an opportunity for all organisations within the District who contribute to health and wellbeing to gather together, share good practice, understand County-wide movements and join up work. This is the equivalent of a health and wellbeing board but is not decision making. 		X	

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Partnership working to safeguard vulnerable adults, children and families	Community Safety Hub Steering Group	<ul style="list-style-type: none"> - To coordinate and share information that will support and maintain Community Safety Hubs' across Essex. 	X		X
	Domestic Homicide Review Steering Group	<ul style="list-style-type: none"> - A Domestic Homicide Review (DHR) is carried out when someone has been killed because of domestic violence. MDC and other professional organisations need to understand what happened in each homicide and to identify what needs to change to reduce the risk of future tragedies. 			
	Essex Safeguarding Adult's Board	<ul style="list-style-type: none"> - The Essex Safeguarding Adult's Board (ESAB) is a statutory organisation that is committed to protecting an adult's right to live in safety, free from abuse and neglect. 		X	
	Essex Safeguarding Children's Board	<ul style="list-style-type: none"> - The Essex Safeguarding Children's Board (ESCB) is a statutory multi agency organisation which brings together agencies who work to safeguard and promote the welfare of children and young people in Essex. 		X	
	Essex Young People's Partnership	<ul style="list-style-type: none"> - The Essex Young People's Partnership (EYPP) is an innovative accommodation and support service delivered by Nacro and Family Mosaic. How to support a young person who may not have had the best start in life and might lack the foundation of a secure family home to move forward positively and achieve their aspirations. 		X	
	MACE (Missing and Child Exploitation Meetings) Part 1 & 2	<ul style="list-style-type: none"> - MACE monitors and reviews multi-agency activity and responses to known and potential Child Sexual Exploitation and other forms of child exploitation and trafficking across Essex within the 4 quadrants. 		X	
	Mid Essex Children's Partnership Board	<ul style="list-style-type: none"> - The duty of the board as defined by section 10 of the Children Act (2004) is to improve wellbeing of children in relation to: their physical and mental health and emotional wellbeing; their protection from harm and neglect; their education, training and recreation; the contribution made by them to society; and their social and economic wellbeing. 			X

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
Effective engagement to support strong and resilient communities	ASB Youth Forum	<ul style="list-style-type: none"> - Act as a point of early intervention for young people who are behaving badly or are on cusp of offending. Case managing young people with a multi-agency approach and put measures in place to support them and improve behaviour. Which follows on from the duty of ASB case co-ordination and work with other agencies supporting this. 			X
	Bradwell Local Liaison Panel	<ul style="list-style-type: none"> - To inform the community of activities on site and of the site operator. Acting as a conduit for two-way information provision and flow. A clearing house for community concerns through independent interpretation of information that carry confidence and trust of the community. 			
	Chelmsford and Maldon Independent Advisory Group	<ul style="list-style-type: none"> - Group of communities (different religious backgrounds and races) who assist with monitoring community tensions to address and prevent crime. 		X	
	Civilian Military Partnership Board	<ul style="list-style-type: none"> - The Essex Civilian Military Partnership Board offers strategic direction to local responses to the county's shared community covenant commitments. 		X	
	Community Rail Partnerships (Crouch Valley Line)	<ul style="list-style-type: none"> - Enabling, empowering, and engaging with existing Community Rail Partnerships to help them grow the rail market and make local lines and stations a stronger part of their local communities. 	X		X
	Community Safety Partnership	<ul style="list-style-type: none"> - Ensuring the coordination of responsible authorities to work together with other local agencies, organisations and people, to develop and deliver strategies to tackle crime and disorder and help create safer communities. These statutory partnerships are known as Community Safety Partnerships (CSP). 	X	X	X
	Essex Assembly	<ul style="list-style-type: none"> - Bringing together a wide range of leaders across the public sector, universities, the voluntary and community sector and business to discuss how we can all work together to deliver our shared Vision for Essex 		X	

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
	Essex Faith Covenant	<ul style="list-style-type: none"> - Faith Covenant for Essex is for Christians, Muslims, Hindus, Jews, Buddhists, Pagans and leaders from the public sector to pool resources to strengthen community cohesion and tackle isolation and loneliness. Promoting tolerance and understanding of different faiths and working collaboratively, the Essex Faith Covenant aims to make a real difference and build much more resilient and inclusive communities. 		X	
	Essex Homeless Officers Group	<ul style="list-style-type: none"> - The Essex Homeless Officers Liaison Group (EHOG) sits below the Essex Housing Officers Group for Chief Officers. The Group will progress areas of work that is referred from the Chief Officers. Equally the Liaison Group will seek guidance if required from Chief Officers on any key work objective being undertaken. A key objective of the group is to consider both operational and strategic issues that could impact on work within their respective homeless services and to share good practice and innovation. 			X
	Essex Housing Officers Group	<ul style="list-style-type: none"> - Made up of all local housing authorities in Essex (including Unitaries). There are several projects which are agreed and reviewed through this group, although MDC and every other authority retains their own decision making and accountability. 		X	
	Essex Prevent Multi-Agency Group	<ul style="list-style-type: none"> - Prevent is the multi-agency set of arrangements aimed at preventing individuals and groups from engaging in violent extremism. The Essex Prevent Multi-Agency Group provides strategic oversight, direction and co-ordination of the activities that deliver Prevent work. 		X	
	Essex Rural Partnership (ERP)	<ul style="list-style-type: none"> - This is facilitated by the RCCE. ERP has its own strategy and is a high-level strategic partnership focussing on aspects of rural life in Essex across community, voluntary, statutory and economic bodies. 	X	X	
	Maldon and Burnham Action Group	<ul style="list-style-type: none"> - Multi-agency case management tackling ASB and will work predominantly with RSL's. 		X	
	Maldon Youth Strategy Group	<ul style="list-style-type: none"> - Partnership of local organisations representing the Maldon District led by ECC Youth Service. Delivery of interventions and support for organisations dealing with young people. 	X	X	X

Corporate outcome	Smart partnership	Role of partnership	Funding	Influence	Joint Delivery
	Parish Clerk's Forum	<ul style="list-style-type: none"> - Facilitated by MDC to foster good relationships between Parish Councils and Maldon District Council and sharing knowledge and information 		X	
	Police, Fire and Crime Panel	<ul style="list-style-type: none"> - Scrutiny of the Police and Crime Plan and Fire and Rescue Plan. Scrutiny of the Annual Report for the police and the Fire and Rescue Statement. Scrutiny of the appointment of the OPFCC Chief Executive, OPFCC Chief Financial Officer, Deputy PFCC and Essex County Fire and Rescue Service Chief Financial Officer. To review the fire and rescue precept and policing precept proposed by the PFCC with the power of veto. Deal with non-criminal complaints against the DPFCC and PFCC. 		X	
	Responsible Authorities Group	<ul style="list-style-type: none"> - Strategic group for the Community Safety Partnership. The group are jointly responsible for addressing crime and disorder, substance misuse and the reduction of re-offending in Maldon District. 			X
	Safer Essex Roads Partnership	<ul style="list-style-type: none"> - The partnership's purpose is to reduce death and serious injury on Essex roads to zero. This involves partnership working of the local authority areas of Essex, Southend-on-Sea Borough Council and Thurrock Council. 			

Strategic projects – Community:

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

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

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

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

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

Our Services:

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

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

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

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

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

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

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



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

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

Glossary of terms or abbreviations

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

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