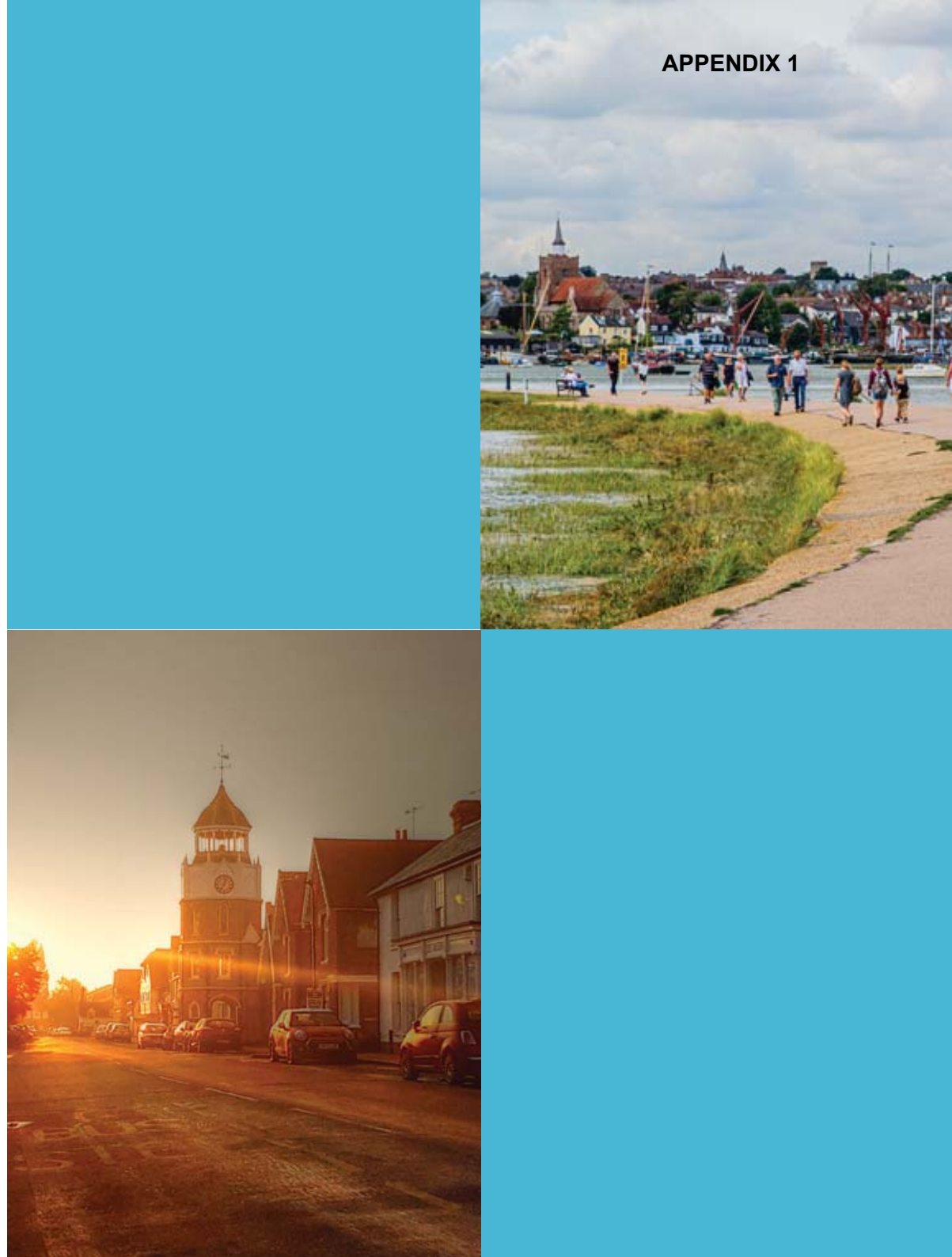


MALDON DISTRICT

CORPORATE PLAN 2023-2027

"Where Quality of Life Matters"

maldon.gov.uk/corporateplan





"WHERE QUALITY OF LIFE MATTERS"

BURNHAM-ON-CROUCH - AERIAL ESSEX

Corporate Plan 2023-2027

APPENDIX 1



Foreword

We want to look forward and wish to focus everyone's thoughts on the challenges we all face due to the increased cost of living, the additional financial pressures on this authority and on all public services. With these pressures must come opportunity and a renewed focus.

We can't just simply blame everything on lack of funds. We must ensure our approaches, behaviours, and governance act as positive enablers and not as barriers that prevent us from doing the right thing. We often forget to look back and recognise that we do things now for less money, with better outcomes.

This Corporate Plan puts quality of life at the heart of everything we do. Our six priorities all focus on improving services and outcomes and will help to promote the district as a great place to work, live and enjoy.

As a small local authority being commercially driven and prioritising what can be delivered will always present tough decisions that must be balanced against budgets, demand for services, and capacity to deliver. Through our One Team approach we continue to strive to do more than the minimum.

We are proud of the One Maldon District local partnership, our climate action work, and our focused plans to support our local businesses and tourism. We look forward to seeing what we can achieve with our communities and businesses in the years ahead.

To really add value, we must first ensure that our core services are being delivered effectively and efficiently, and that we continue to focus on our finances, delivering a balanced budget for the coming years. We continue to seek opportunities with other authorities and local partner agencies to identify where services can be shared, something that is becoming common practice for all financially pressured local authorities.

We are passionate about improving quality of life and social value. Achieving this will be through our fantastic partnership working, the joined-up way we deliver our services and by taking every opportunity to build social value into everything we do.

In addition to this, we also want to put a spotlight on the Government selecting the district as a Priority 1 level area for Levelling Up. We are committed to delivering our £1 million UK Shared Prosperity Investment Plan and will continue our efforts to secure funding. All funding we successfully secure for the district is going to help bring forward investment and exciting projects that achieve greater outcomes for our people, place, and communities.

Leader of Maldon District Council
Corporate Leadership Team

Corporate Plan 2023-2027

APPENDIX 1



Our vision

To be a sustainable council, promoting growth and investment at every opportunity. To support our communities through excellent partnership working and to maintain and improve quality of life.

Our priorities

- Supporting our communities
- Enhancing and connecting our place
- Helping the economy to thrive
- Smarter finances
- A greener future
- Provide good quality services.

How we will deliver

We are committed to running a local authority that puts residents first, is a great place to work, providing quality services whilst working in partnership to support communities. To deliver this plan, we will build on good practice and continue to:

Focus on the needs of our residents

Make best use of resources

Adopt modern and efficient ways of working

Be digitally efficient

Deliver commercial projects and be commercially focused

Strengthen our partnership working to benefit the district

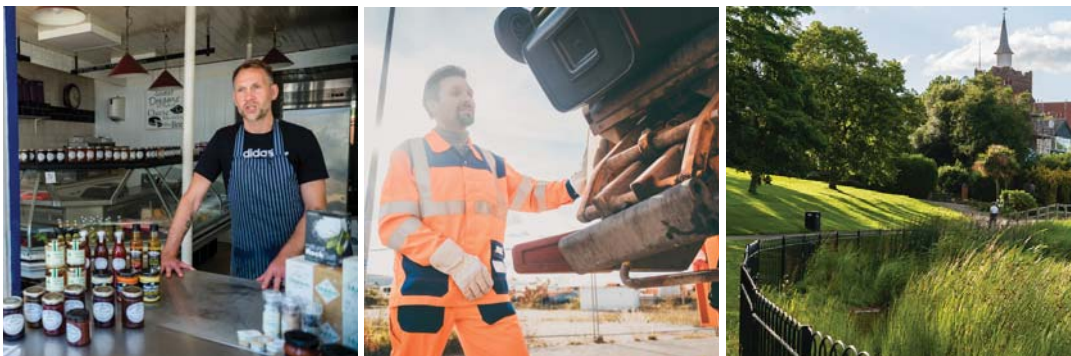
Strive to be modern and innovative

Champion our Core Values as they set our culture and behaviours and support the welfare of our Staff and Councillors

As a smaller local authority in the county, we will lobby for infrastructure and state our case

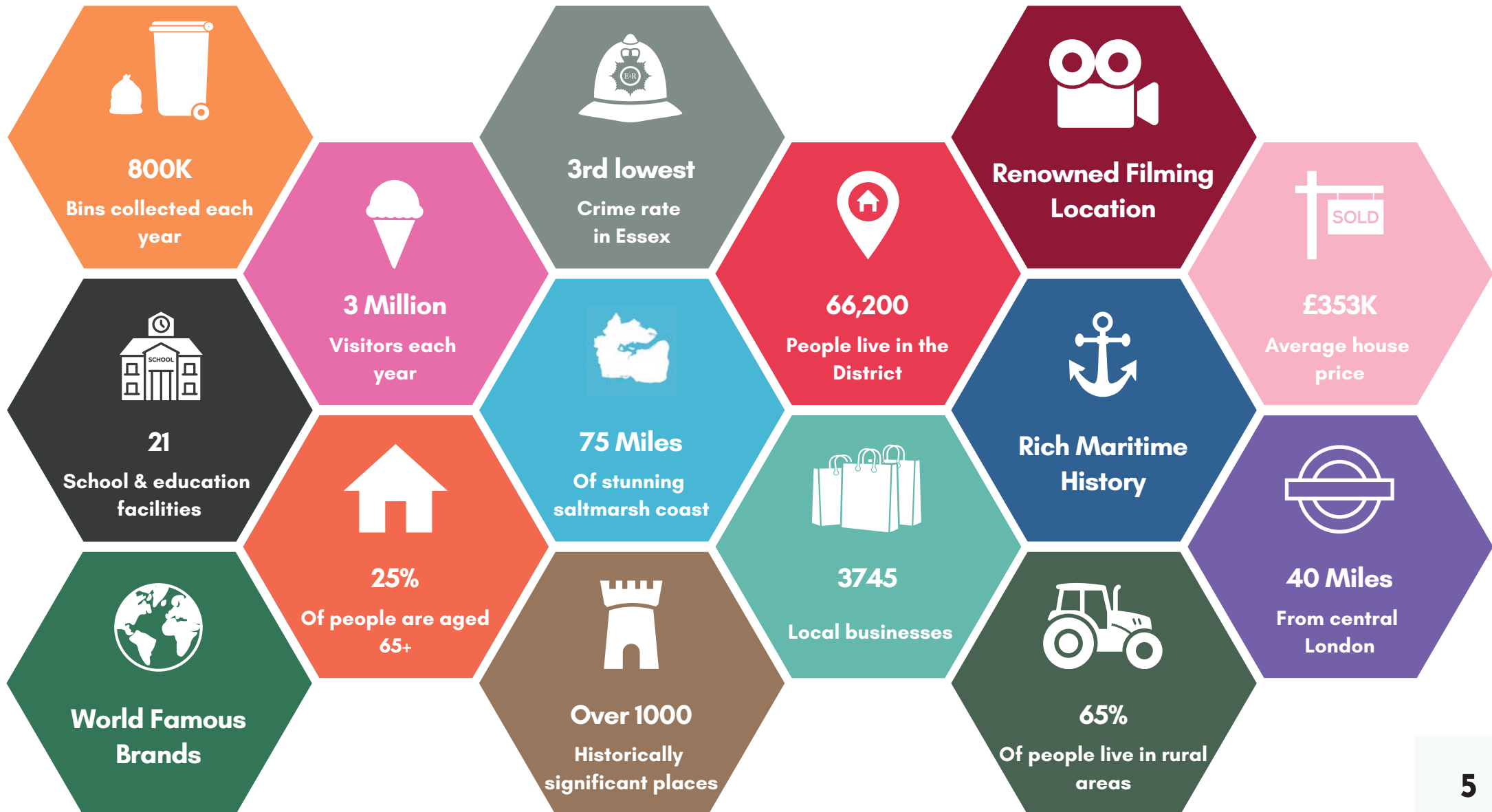
Bid for funding

Be more visible and promote the good work we do.



Our Maldon District

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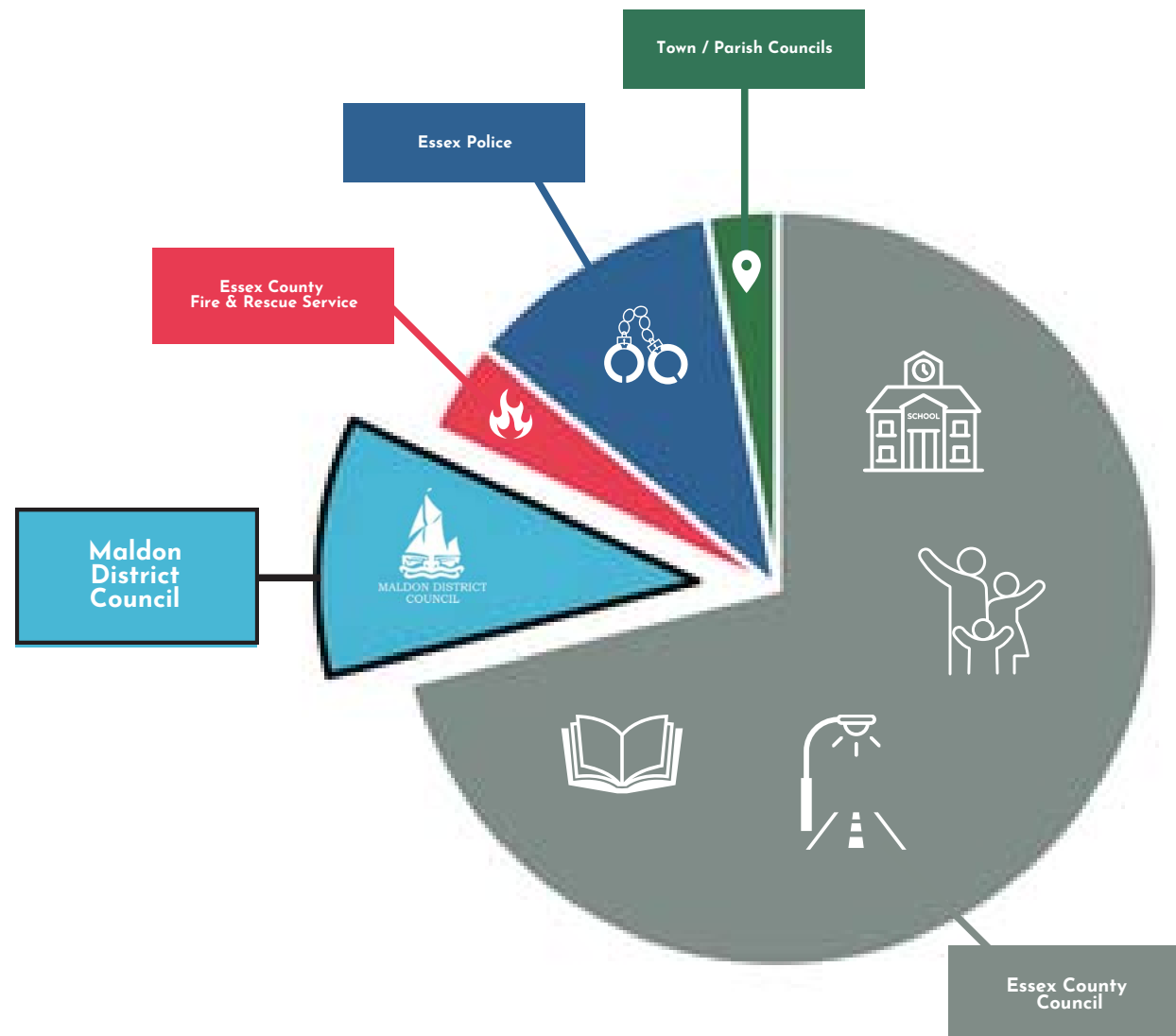


"WHERE QUALITY OF LIFE MATTERS"

TOLLESBURY - AERIAL ESSEX

How your Council Tax is spent

APPENDIX 1



For every pound that you pay in Council tax, just **11p** is given to **Maldon District Council** and pays for:

- Refuse collections
- Street cleansing
- Planning
- Leisure services
- Parks and community facilities.

The other **89p** is given to public services provided by **Essex County Council (ECC)**, **Essex Police**, **Essex County Fire & Rescue Service**, and **Parishes and Town Councils**.

The above information is based on 2022/2023 charges and will be updated when 2023/2024 data is published.

Challenges facing the District

APPENDIX 1



Infrastructure and Key Services

The district has the highest travel time in Essex to reach key services, including, GPs, hospitals, primary schools, and food stores.

Local transport links and public transport routes need improvement to connect the district and maintain equality of opportunity.



30 minute average travel time (Essex average is 21 minutes)

Health and Care

Many residents are in good health with life expectancy higher than the England average. However, the prevalence of certain health conditions, mental health, high levels of obesity and suicide rates highlights that we need to do more.

We will actively work with partners as part of the Mid Essex Alliance and One Maldon District to respond to these challenges.



26.0% of reception age children are obese

Economy and Housing

The District has the 4th highest workplace housing affordability ratio in Essex at 13.2 (Median house price in an area divided by median place-of-work income. Higher values mean the area is less affordable). The district needs more homes to meet the demand of our growing population and government targets, including affordable homes and temporary housing. The district also needs to have sufficient commercial land. All development in the district needs to balance protection of our countryside and natural environment, support regeneration and enable new houses to be well designed, carbon and energy efficient.



353K average house price

Resource Constraints

Following a decade of cuts to public funding, resources are expected to remain constrained throughout the timeframe of this plan. In times of crisis, local authorities are put under immense pressure to deliver 'last minute' and are at risk of burnout. As a small authority our resilience is constantly being stress tested. A one-off event can be a huge demand on capacity and resilience. Inflation has meant that Core Spending Power has reduced by over 20%, excluding Council Tax, in the last 8 years. Further 'one year' Local Government Settlements means future funding remains uncertain.



Core spending power down by 20%

Climate Emergency

The effects of climate change are one of the biggest challenges of our time. In 2021, we declared a Climate Emergency and committed to being a carbon neutral district by 2030.

Flooding in Essex is set to double by 2040, impacting 75,000 homes.

Our Home, Our Future' climate action strategy outlines the steps and measures we are taking to tackle this crisis and embed sustainability in everything we do.



54% of working age people commute by car

Crisis Response and Recovery

Our response to and recovery from crisis has created enormous challenges within the district. The Cost of Living crisis is ongoing and we are seeing an increase in demand for foodbanks and difficulties in paying bills. 360 residents were supported by the Emergency Storage Container between January 2022 - January 2023.

It has also accelerated economic, social, and organisational change that we must recognise and respond to when shaping our services to best help our communities.



29% of homes are at risk of fuel poverty

Digital Connectivity

Our district has the 4th lowest broadband speed in Essex. Average download speed of 68.4 Mbps.

We recognise that digital connectivity is essential to enable residents to fully participate in an increasingly digital society. Therefore, we will continue to work with our partners to make sure as many homes and businesses across the district have improved broadband speeds and we help deliver the Essex Digital Strategy to improve inclusion.



96.7% Superfast coverage (30Mbps)

Skills and Education

Our district has historically lower than average levels of achievement of NVQ level 2 and above qualifications.

The adult workforce is lower skilled, this is compounded by a lack of educational provision in the district.

The district has low levels of Key Stage 4 achieving 9-4 in English and Maths in 2019 (57.8%), the 4th lowest in Essex. The is below the regional and national average.



Low levels of KS4 9-4 in Maths & English (57.8%)



"WHERE QUALITY OF LIFE MATTERS"

BEELEIGH - MISCHA HALLER

Our Guiding Principles



We are committed to running an organisation that puts our customers first, delivers value for money, and works with our communities. We will underpin our work with our guiding principles to ensure we operate good standards and effective processes.



Finance & Income

We will effectively use our financial resources and approach to procurement and risk management to deliver value for money.

We will continue to seek funding, deliver commercial activities to generate income and maximise the potential of our assets to help achieve our priorities.



Technology

We will utilise modern and collaborative tools to efficiently work together, deliver accessible services and reduce our carbon footprint.



Performance

We will hold ourselves and our delivery partners to account for service performance, whilst delivering good project management.

We will improve our understanding of how the delivery of our services effect our ability to have positive relationships with our local businesses.



Governance

We will deliver robust corporate and political governance framework for sound decision-making.



Meaningful engagement

We will engage with our residents, businesses, delivery partners and staff to deliver our priorities and inform the work we do.

We will promote the good work we do.



Our workforce

We will provide a hybrid working environment offering work-life balance alongside opportunities to learn and develop to attract and retain talented staff.

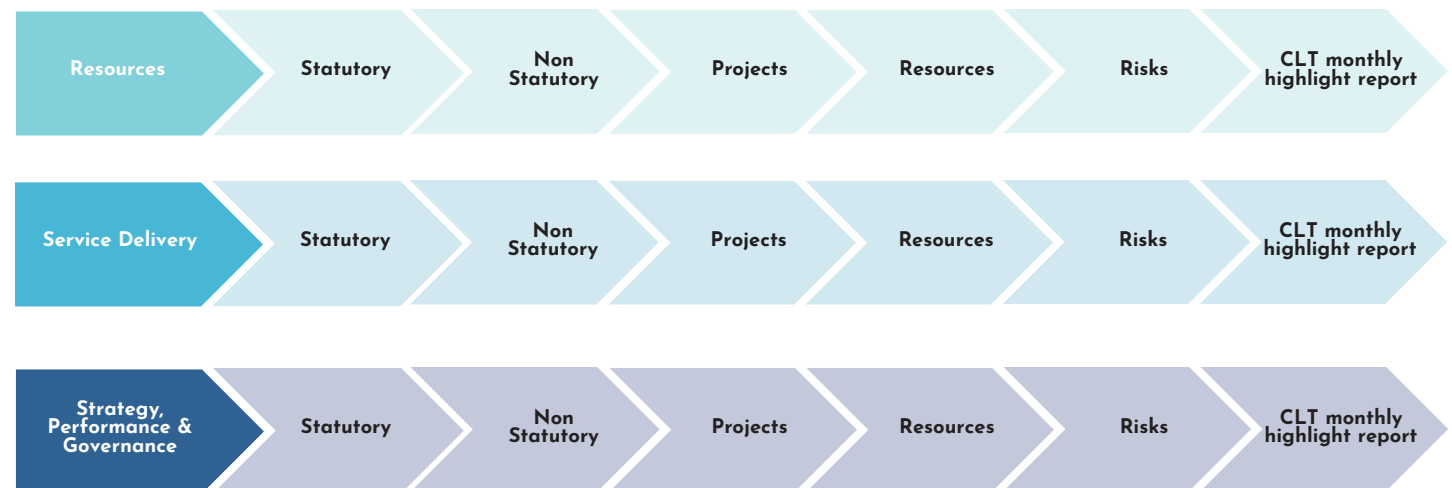
We will embed a positive and inclusive culture.

Strategy through to delivery



We will evidence that we are achieving our priorities by linking what we do through our golden thread and performance reporting framework. This enables our organisation to take our strategy through to delivery. Our Corporate Plan sets out our evidence-based priorities and our approach to delivery. Our annual Service plans set out the statutory, non-statutory activities and projects to be delivered in the reporting fiscal year. It also sets out the resources in place to deliver the work.

Each month, Service Plan highlight reports will be submitted to the Corporate Leadership Team to present progress and to set out opportunities, risks and challenges that could impact delivery and to seek decision making and guidance. The data and progress updates from Service Plans will inform our quarterly performance reporting. Quarterly performance reporting already adapts and monitors existing and new key performance indicators. We will ensure all staff have objectives (SMART objectives) that specifically sets out their work and these are aligned to the priorities in the Corporate Plan.





DELIVERING OUR PRIORITIES

"WHERE QUALITY OF LIFE MATTERS"

BLACKWATER ESTUARY - AERIAL ESSEX

Supporting our communities

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What we want to achieve

- Better quality of life
- Keep people safe
- Improve health, inclusion, happiness and reduce isolation
- Give our younger people a voice
- Improve access to services and housing
- Be a social value champion.

How we will do this

- Deliver One Maldon District, multi-agency partnership action plan
- Roll-out health and wellbeing initiatives, and alliance funding
- Provide opportunities for communities to come together and enable them to help themselves through an asset-based community development approach
- Launch a youth engagement initiative
- Develop a social value policy and demonstrate where it is making a difference
- Work with housing partners to find solutions in a time of housing shortage.



"WHERE QUALITY OF LIFE MATTERS"

GOLDHANGER - MISCHA HALLER

Enhancing and connecting our place

APPENDIX 1



What we want to achieve

- Make our assets work better for us
- Sustainable growth and development
- Promote civic pride in place and improve environmental quality
- Deliver housing need
- Improve ways to travel sustainably
- Levelling Up funding as Priority 1 authority
- Actively lobby for infrastructure
- Improved digital connectivity and inclusion.

How we will do this

- Utilise our assets to improve our place
- Help deliver a District Future Transport Strategy – Led by ECC
- Work with partners to deliver sustainable transport and active travel options
- Effective negotiation and use of developer contributions
- Deliver Green Infrastructure projects
- Deliver UK Shared Prosperity Fund Investment Plan
- Bid for Levelling Up funding
- Work in partnership with Digital Essex
- Through an updated Local Development Plan to deliver sustainable development.





"WHERE QUALITY OF LIFE MATTERS"

HEYBRIDGE BASIN - AERIAL ESSEX

Helping the economy to thrive

APPENDIX 1



What we want to achieve

- Attract new businesses to locate, grow and thrive across the district
- Promote the district as a quality and inclusive tourism destination
- Support growth, sustainability and skills generation
- Help high streets and rural businesses to adapt to challenges.



How we will do this

- The Supporting Local Business programme
- Place marketing and promotion of Investment Prospectus
- Offer grants, training, and support schemes to local businesses and residents
- Deliver UK Shared Prosperity Fund Investment plan
- Through the tourism group T23, we will identify opportunities for tourism.





"WHERE QUALITY OF LIFE MATTERS"

BRADWELL-ON-SEA - MISCHA HALLER

Smarter Finances

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What we want to achieve

- Set out a robust Medium Term Finance Strategy
- Deliver projects in the Commercial Strategy
- Seek out shared services opportunities
- Sustainable expenditure
- Make prudent investments
- Be digitally efficient
- Modern and effective procurement.

How we will do this

- Align resources to priorities
- Ensure revenue and capital remain balanced and stable over the next 4-year Corporate Plan period
- Ensure service plans highlight any finance opportunities or challenges
- Review individual service expenditure
- Maintain an up to date Medium Term Finance Strategy
- Rigorously manage risk
- Continue to have good governance arrangements in place
- Where possible, provide services without the use of reserves
- Enable the delivery of commercial projects to help achieve income generation.





"WHERE QUALITY OF LIFE MATTERS"

MAYLANDSEA - AERIAL ESSEX

A greener future

APPENDIX 1



What we want to achieve

- To show nature we care
- Help people kick the car habit
- Create less waste
- Be an authority that leads by example
- Develop a strong policy commitment to climate action.

How we will do this

- Delivery of Climate Action Annual Plan
- Help communities take-action
- Embed a Climate Action Culture as a Council
- Train staff and Members to become 'Carbon Literate'
- Generate a community of Climate Action Friends
- Support the ECC's Climate Action Commission
- Lobby for Electric Vehicle funding and support roll-out of ECC's Electric Vehicle Strategy
- Work with ECC to launch sustainable transport options
- Include green options when purchasing goods and services
- Commission a net zero roadmap.





"WHERE QUALITY OF LIFE MATTERS"

NORTH FAMBRIDGE - AERIAL ESSEX

Provide good quality services

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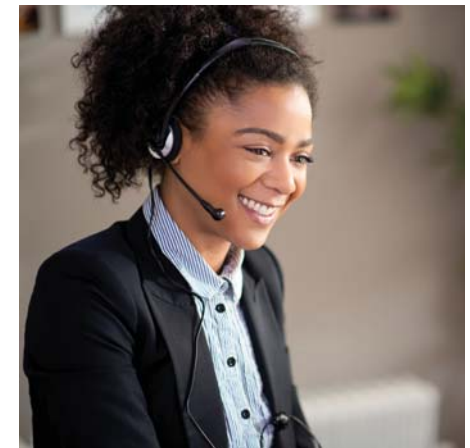


What we want to achieve

- An updated Customer Strategy
- Deliver accessible services
- Early intervention for our most vulnerable people
- To be inclusive and fair
- Get things right, first time
- Improved processes that improve efficiency
- Ensure value for money.

How we will do this

- Deliver our Customer Commitments
- Continuously listen and strive to improve
- Be digital first, but meet needs of all customers
- Give help and support to our residents by working well with our local partners
- Effective and efficient management of services and performance through our service plans and scorecards.





"WHERE QUALITY OF LIFE MATTERS"

ALTHORNE - AERIAL ESSEX

MALDON DISTRICT

CORPORATE PLAN 2023-2027

"Where Quality of Life Matters"



In partnership with One Maldon District

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