

Corporate Plan 2015/19

**2017/18
UPDATE**

Our vision

*Working in
partnership
to make the
Maldon District
a better place
to live, work
and enjoy*



MALDON DISTRICT
COUNCIL

AERIAL IMAGE: TON MCGANN

Foreword from

Councillor Miss Miriam Lewis, Leader of the Council and Fiona Marshall, Chief Executive

Welcome to the second annual update of Maldon District Council's approved Corporate Plan for the period 2015/19. Our Corporate Plan outlines our strategic direction, setting out our vision and priorities. It guides our planning and allocation of resources as we establish detailed operational plans year on year. This 2017/18 Update aims to give a clear sense of direction for the Council during the year ahead, reflecting any changes in District priorities alongside those of local government and public services more widely.

During a time of continuing public sector reform, 2016/17 has been another productive yet challenging year for the Council.

We continue to weather the storm of financial pressures that local authorities face through on-going robust and effective financial planning and management. The stark reality remains that by the end of this Parliament (2019/20) the level of core funding this Council receives from Central Government is likely to have reduced by more than half since 2015/16. The connectivity between our Corporate Plan ambitions and our Medium Term Financial Strategy and annual budget update are ever vital. We must ensure that all of the Council's main areas of focus and activity are planned, funded and reflect the Council's spending priorities, whilst being aligned to the approved Corporate Plan. It is imperative too that we operate as efficiently and effectively as possible. In the light of this, and future financial constraints, this year we will be developing and implementing our Transformation Strategy and delivering an income generation programme, as well as establishing a basket of 'shovel ready' projects which can be 'taken off the shelf' when appropriate external funding streams are launched.

In June we embarked on the most extensive change to the only Council service that directly affects every household in the District on a weekly basis. Our new alternate weekly collection of waste and recycling is now yielding fantastic results and residents must be commended for embracing this improved service.

2016/17 has been a demanding year in relation to the Maldon Local Development Plan, culminating in the Examination in Public in January from which we eagerly await the Inspector's findings. This Council remains thoroughly committed to working to adopt this pivotal plan which will provide certainty and clarity in planning future development and bring forward much needed infrastructure investment in the District.

APPENDIX 3

The Council welcomed the confirmation in September that the Government had decided to proceed with a new nuclear programme, including a prospective new nuclear power station at Bradwell. The further news in January from the Department of Business, Energy & Industrial Strategy (BEIS) that the nuclear regulators have been asked to begin the Generic Design Assessment (GDA) for the UK HPR1000 nuclear reactor which is intended to be built at Bradwell takes us a step closer to major investment in the District. A new nuclear power station at Bradwell will bring with it good quality employment, training opportunities for our young people and prosperity well into the future. Given this, the Council has identified a new key project to focus on in 2017/18 as being to develop and implement a Planning Performance Agreement to maximise benefits from such a strategic development.

Much partnership working continues on a range of housing initiatives to ensure a good supply of homes for all in the future. We continue to tackle the issue of empty homes and to maintain our excellent track record in preventing homelessness. We have secured, and are spending, a record amount of money on adapting homes for the elderly and disabled throughout the District. A key focus for 2017/18 is our joint working to provide affordable housing and meet the identified requirements for older persons' independent living in the District.

Putting our customers at the heart of everything we do underpins the roll out of our Customer Strategy. We have successfully established a community hub here in our Council Offices, with many partner organisations now co-located in one building to conveniently serve and support our residents; the most recent partner to join us being the Police.

Over the last year we have been very busy delivering the progressive Dengie Gateway Project. The Project has delivered a dynamic new visitor website and integrated social media. Residents and visitors have been making great use of the new Tourist Information Centre in Burnham-on-Crouch. The District's 75 miles of coast line will soon be known as the 'Saltmarsh Coast', along which walkers will see new signage and way-marking plus in five locations, identified as 'Saltmarsh Hubs' there will be increased visitor information provision. Promoting this special District as a destination of choice continues in 2017/18, with a number of key projects from a new Maldon District Marketing Plan scheduled to be delivered.

We recognise that we will continue to face significant challenges over the next few years and, undoubtedly, we will have to make some difficult decisions. However we will do so whilst endeavouring to maintain the good quality and cost effective services that we provide to our local communities. Our success will continue to be measured by how well we deliver the promises set out in this Plan as we aspire to make the Maldon District a better place to live, work and enjoy.

our goals . . . & HIGH LEVEL OUTCOMES



Strengthening communities to be safe, active & healthy

- HLO1 people feel safe from crime and anti-social behaviour
- HLO2 an active population with healthy lifestyles
- HLO3 safeguarded children and vulnerable adults
- HLO4 supporting an ageing population
- HLO5 supporting the voluntary sector to help strengthen communities

Protecting and shaping the District

- HLO6 sustainable growth and development in line with the Council's Local Development Plan and national guidance
- HLO7 protection and enhancement of the District's distinctive character, natural environment and heritage assets
- HLO8 achieving a high quality of design in development
- HLO9 mitigating flood risk
- HLO10 improved infrastructure to meet the needs of local communities
- HLO11 meeting housing needs
- HLO12 reduced waste, increased recycling
- HLO13 a clean local environment





Creating opportunities for economic growth & prosperity

HLO14 a vibrant local economy

HLO15 the Maldon District as a destination of choice

HLO16 raised aspirations and improved skills and training provision

HLO17 improved connectivity

Delivering good quality, cost effective & valued services

HLO18 an organisation that lives its core values

HLO19 an efficient and resourceful organisation providing value for money

HLO20 Council services reflecting the needs and aspirations of our communities

HLO21 a democratic structure which facilitates participation and local decision making

HLO22 effective and convenient access to public services

Focusing on key projects

HLO23 work with partners to deliver the new Maldon Health Hub

HLO24 develop and implement a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell

HLO25 embed the process (using the Corporate Projects Working Group) for the approval of externally funded corporate projects before submission to Council

HLO26 develop and implement an income generation programme

This document can be made available in larger print, Braille, audio or other languages if necessary.

how we will achieve our goals: **KEY CORPORATE ACTIVITIES**

Strengthening communities to be safe, active & healthy

- KCA1 implement projects from the Community Safety Partnership action plan to maintain the low levels of crime, support victims of anti-social behaviour and reduce the fear of crime (ONGOING)
- KCA2 implement with partners targeted projects that contribute to the local health and wellbeing needs: (a) obesity (b) old age frailty (c) educational attainment (ONGOING)
- KCA3 embed the Safeguarding Policy and Procedures across all Council services (MARCH 2018)
- KCA4 implement the Strengthening Communities Strategy projects such as providing at least three volunteer projects within the District's open spaces for either improved conservation or improved amenity of those areas (MARCH 2018)

Protecting and shaping the District

- KCA5 adopt the Local Development Plan documents for the Maldon District (MARCH 2018)
- KCA6 (a) work in partnership to deliver and ensure management and maintenance of strategic infrastructure (ONGOING)
(b) establish management plans with existing and new community groups regarding the management and maintenance of open spaces. For 2017/18: (i) Riverside Park, Burnham-on-Crouch (ii) cemeteries (ONGOING)
- KCA7 work with partners to seek funding / bring forward flood relief projects for identified surface and coastal flooding risk areas in the District (MARCH 2018)
- KCA8 adopt the Maldon District Design Guide (SEPTEMBER 2018)
- KCA9 co-ordinate work with housing associations and developers to provide affordable housing and meet the identified requirements for older persons' independent living within the District (ONGOING)

Creating opportunities for economic growth & prosperity

- KCA10 implement the agreed business engagement framework (MARCH 2018)
- KCA11 through partnership working with local businesses and agencies, implement the action plan for: (a) the Central Area Master Plan (b) the Leisure Quarter (c) Maldon Central (ONGOING)
- KCA12 promote the District as a destination of choice by: (a) defining and promoting new/existing employment land (ONGOING) (b) implementing key projects from the Maldon District Marketing Plan with partners to increase visitor numbers and visitor spend in the District (MARCH 2018)
- KCA13 develop and implement a strategy to meet the skills-need within the District (MARCH 2018)
- KCA14 work with partners on the Total Transport Pilot project (MARCH 2018)

Delivering good quality, cost effective & valued services

- KCA15 implement Workforce Development Plan projects for 2017/18: (a) monitor/review use of performance review system and transfer it onto Human Resources Information System (b) develop a recruitment strategy (c) introduce a Total Reward Policy (d) conduct a Council-wide skills audit (MARCH 2018)
- KCA16 implement the ICT projects for 2017/18: (a) implement the new telephony system (MARCH 2018) (b) upgrade the email system (AUGUST 2017)
- KCA17 deliver the Medium Term Financial Strategy to achieve a balanced budget (ONGOING)
- KCA18 Transformation: (a) agree the vision for the Council's Transformation Strategy (APRIL 2017) (b) agree a programme of transformation projects for implementation (JUNE 2017)

Focusing on key projects

- KCA19 work with partners to deliver the new Maldon Health Hub
- KCA20 develop and implement a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell
- KCA21 embed the process (using the Corporate Projects Working Group) for the approval of externally funded corporate projects before submission to Council
- KCA22 develop and implement an income generation programme

measuring our progress . . .

APPENDIX 3

Strengthening communities to be safe, active and healthy

- level of reported crime
- no. of households where living conditions were improved through Housing Act interventions

Protecting and shaping the District

- % of household & green waste sent for reuse, recycling & composting
- average no. of justified missed collections per collection day
- no. of fly tipping incidents
- no. of complaints received from the public regarding litter and dog fouling
- no. of fixed penalty notices issued relating to litter offences and dog fouling
- no. of flood alleviation schemes implemented in the District as a result of grant funding/partnership working
- % of planning appeal decisions allowed
- total no. of affordable homes delivered
- no. of long term (6 months+) empty homes returned to use
- no. of applicants who avoided homelessness following assistance from the Council's housing service

Creating opportunities for economic growth and prosperity

- claimant count (including Job Seekers' Allowance and Out of Work Universal Credit claimants)
- no. of employee jobs in the District
- no. of NEETS (young people not in education, employment or training) in the District
- no. of participants in apprenticeship schemes in the District
- visitor spend in the District
- no. of empty business premises in the District

Delivering good quality, cost effective and valued services

- average no. of days lost per full time equivalent due to staff sickness
- time taken to process housing benefit/council tax support applications
- % of council tax and business rates collected
- % of planning applications determined within target times

This Corporate Plan should be read in conjunction with our Annual Report and other performance related information that can be found at