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25 August 2026

APOLOGIES: Committee Services
Email: Committee.clerk@maldon.gov.uk

CHIEF EXECUTIVE
Doug Wilkinson

Dear Councillor

You are summoned to attend the meeting of the;

OVERVIEW AND SCRUTINY COMMITTEE

on **THURSDAY 3 SEPTEMBER 2026** at **7.30 pm**

in the **Council Chamber, Maldon District Council Offices, Princes Road, Maldon.**

Please Note: All meetings will continue to be live streamed on the Council's YouTube channel for those wishing to observe remotely. Public participants wishing to speak remotely at a meeting can continue to do so via Microsoft Teams.

To register your request to speak / attend in person please complete a Public Access form (to be submitted by 12noon on the working day before the Committee meeting). All requests will be considered on a first-come, first-served basis.

A copy of the agenda is attached.

Yours faithfully

Chief Executive

COMMITTEE MEMBERSHIP:

CHAIRPERSON	Councillor A S Fluker
VICE-CHAIRPERSON	Councillor L J Haywood
COUNCILLORS	J R Burrell-Cook M F L Durham A M Lay C P Morley R H Siddall N D Spenceley E L Stephens N J Swindle

Please note: Electronic copies of this agenda and its related papers are available via the Council's website www.maldon.gov.uk.

AGENDA
OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY 3 SEPTEMBER 2026

1. **Chairperson's Notices**

2. **Apologies for Absence**

3. **Minutes of the last meeting** (Pages 5 - 8)

   To confirm the Minutes of the meeting of the Overview and Scrutiny Committee held on 30 July 2026 (copy enclosed).

4. **Disclosure of Interest**

   To disclose the existence and nature of any Disclosable Pecuniary Interests, Other Registrable interests and Non-Registrable Interests relating to items of business on the agenda having regard to paragraph 9 and Appendix B of the Code of Conduct for Members.

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

5. **Public Participation**

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

   Should you wish to submit a question please completed the online form at www.maldon.gov.uk/publicparticipation.

6. **Appointment of Representative to Outside Bodies**

   Following its deferral at the last meeting of the Committee, Members are invited to appoint a Member as District Representative on the Essex County Council Health Overview, Policy and Scrutiny Committee, for the remainder of the municipal year, to May 2027.

   Background Information:
   The Health Overview, Policy and Scrutiny Committee is Essex County Council's statutory health scrutiny committee. Its primary function is to review and scrutinise matters relating to the planning, provision and operation of health services across Essex.

   For Members' information, meetings of the Health Overview, Policy and Scrutiny Committee are held during the daytime at Essex County Council Offices in Chelmsford. There are currently six meetings scheduled for the remainder of this municipal year. Where the appointed member is unable to attend, a substitute may be nominated.

   The appointed Member would serve as a non-voting representative on the Health Overview, Policy and Scrutiny Committee. Details of forthcoming meetings, together with previous agenda and minutes, are available on the Essex County Council website: EssexCmis5 > Committees > Health Overview Policy and Scrutiny Committee.

7. **Development Management Action Plan Update** (Pages 9 - 26)

To consider the report of the Overview and Scrutiny Member Working Group (copy enclosed).

8. **Member Scrutiny Item Requests**

To receive and note any Member scrutiny requests received and, in accordance with the agreed procedure, note that they will be referred to the Committee's Working Group at its next meeting for initial assessment and report back to the Committee.

9. **Any other items of business that the Chairperson of the Committee decides are urgent**

NOTICES

Recording of Meeting
Please note that the Council will be recording and publishing on the Council's website any part of this meeting held in open session.

Fire
We do not have any fire alarm testing scheduled for this meeting. In the event of a fire, a siren will sound. Please use either of the two marked fire escape routes. Once out of the building please proceed to the designated muster point located on the grass verge by the police station entrance. Please gather there and await further instruction. If you feel you may need assistance to evacuate the building, please make a member of Maldon District Council staff aware.

Health and Safety
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MINUTES of
OVERVIEW AND SCRUTINY COMMITTEE
30 JULY 2026

PRESENT

Chairperson	Councillor A S Fluker
Vice-Chairperson	Councillor L J Haywood
Councillors	J R Burrell-Cook, C P Morley, N D Spenceley, E L Stephens and N J Swindle

1. CHAIRPERSON'S NOTICES

The Chairperson welcomed everyone to the meeting and went through some general housekeeping arrangements for the meeting.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A M Lay and R H Siddall.

3. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 4 December 2025 be approved and confirmed.

4. DISCLOSURE OF INTEREST

There were none.

5. PUBLIC PARTICIPATION

No requests had been received.

6. APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES AND WORKING GROUPS

The Committee considered the report of the Chief Executive seeking appointments to the Outside Bodies and Working Groups of the Overview and Scrutiny Committee set out in the report for the ensuing municipal year.

The Chairperson called for nominations to the Outside Body, Essex County Council (ECC) Health Overview Policy and Scrutiny Committee (District Representative). There being no nominations, it was agreed that the appointment to this Outside Body be brought back to the next meeting of the Committee.

The Chairperson then called for nominations to the Overview and Scrutiny Committee Working Group and Process Improvement Champions, as detailed in the report. In response to a question, the Director of Legal and Governance explained the role of the Process Improvement Champions. Following nominations, it was agreed as set out below.

RESOLVED

(i) That appointment to the Outside Body, Essex County Council Health Overview Policy and Scrutiny Committee (District Representative), be brought back to the next meeting of the Committee;

(ii) That all Members of the Overview and Scrutiny Committee be appointed to the Overview and Scrutiny Committee Working Group for the ensuing Municipal Year.

(iii) That Councillors J R Burrell-Cook and E L Stephens be appointed as Process Improvement Champions for the ensuing Municipal Year.

7. DEVELOPMENT MANAGEMENT PEER REVIEW ACTION PLAN

The Committee considered the report of the Director of Legal and Governance informing Members of the Peer Review carried out on the Development Management Service and the request to add the resulting Action Plan created from this to the Overview and Scrutiny Committee Working Group’s current workplan.

The Chairperson introduced the report, and the Director of Place, Planning and Growth took Members through the background. It was noted that the Council had appointed the Planning Officers Society Enterprises to carry out the Peer Review, which was undertaken by two experienced planners, and the Peer Review made 37 recommendations, categorised into three areas, which were detailed in the report.

The Director advised that as a result of the Peer Review an Action Plan had been produced to implement the recommendations. It was noted that Officers and some Members had been involved in discussions and the Director explained that if the Committee was minded to agree the report recommendations, it was proposed that the Action Plan would be considered by the Overview and Scrutiny Committee Working Group (the Working Group) at its meeting on 4 August 2026.

After a brief discussion between Members and Officers, Councillor J R Burrell-Cook proposed the Committee approve the recommendations set out in the report, this was duly seconded. Upon a vote being taken this was agreed by assent.

In response to a question, the Director of Legal and Governance confirmed that initially the Action Plan would be seen by Members of the Working Group. However, it would be circulated to other Members subsequently but required some consideration regarding the confidential information it contained.

RESOLVED

(i) That the Committee considered the referral from the Senior Leadership Team in the light of the information set out in the report;

(ii) that the Development Management Service Action Plan be added to the Overview and Scrutiny Committee’s scrutiny workplan to enable scrutiny and feedback to Officers, a summary of which would be brought back to the next meeting of this Committee.

8. MEMBER SCRUTINY ITEM REQUESTS

The Committee noted that Councillor E L Stephens had submitted a scrutiny request for a review of standard letters sent from Maldon District Council to residents and that in accordance with the agreed procedure this would be referred to the Committee's Working Group for an initial assessment and report back to the Committee.

Councillor Stephens gave a short explanation of her request, and the Chairperson advised that the matter would be considered at the next meeting of the Working Group.

There being no other items of business the Chairperson closed the meeting at 7.59 pm.

A S FLUKER
CHAIRPERSON

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REPORT of
OVERVIEW AND SCRUTINY COMMITTEE WORKING GROUP

to
OVERVIEW AND SCRUTINY COMMITTEE
3 SEPTEMBER 2026

DEVELOPMENT MANAGEMENT SERVICE ACTION PLAN REVIEW

1. PURPOSE OF THE REPORT

1.1 To update the Committee on the review of the Development Management Service Action Plan.

2. RECOMMENDATIONS

(i) That the Committee agrees the work completed on the scrutiny of the Development Management Service Action Plan to date;

(ii) That the Performance, Governance and Audit Committee assumes responsibility for the ongoing monitoring and oversight of the Development Service Action Plan, receiving periodic progress reports from the relevant Lead Officer and making any recommendations it considers necessary to ensure delivery of the agreed actions.

3. SUMMARY OF KEY ISSUES

3.1 The Overview and Scrutiny Committee accepted the request of the Senior Leadership Team (SLT) to review the report and Development Management Service Action Plan at the previous meeting of Overview and Scrutiny Committee on 30 July 2026.

3.2 The Overview and Scrutiny Committee Working Group (the Working Group) met on 4 August 2026 and considered the Peer Review and the Action Plan to address the 37 recommendations made. A Summary of the Peer Review and the Action Plan is attached as **APPENDICES 1** and **2** to this report.

3.3 The Working Group noted that a number of actions were already underway, including the reintroduction of a Duty Planner service for householders and preparatory work linked to changes required by the National Scheme of Delegation and revised Planning Committee arrangements.

3.4 The Development Management Service Action Plan contained a number of operational and management issues that the Working Group were satisfied were being addressed.

3.5 The Working Group requested that further information be provided on a number of the actions raised specifically:

- Members involvement and training in the Planning Appeals process.

- Update on the National Scheme of Delegation and changes to the Planning Committee process.
- How the Council processes and publishes public objections to planning applications.

3.6 Since the meeting of the Working Group the following update can be provided in relation to the points raised in section 3.5 above.

3.6.1 Legal and Planning Officers are currently drafting changes to the Constitution that will be required to ensure that the Council acts lawfully in relation to the National Scheme of Delegation. A Member briefing on these changes is planned for early October 2025. A full report will be provided to the Council on 22 October 2026.

3.6.2 The legal changes required to the size of the Planning Committee will be considered at the meeting of the Council on 22 October 2026.

3.6.3 Council Officers are considering the recommendations in relation to the legal requirements and processing of objections and notification of planning applications. On completion of this work a report will be provided to the Strategy and Resources Committee for consideration.

3.6.4 Member Training is currently being organised in relation to making planning decisions which is scheduled to take place before 31 October 2026. Following this training Officers will consider, in consultation with the Chairperson of the Planning Committee, identifying further training needs of Members and arrange any further training which may be appropriate.

3.7 The Working Group also suggested that the report did not fully consider any issues or improvements in relation to the leadership strategy for the Development Management team.

3.8 The Local Government Reorganisation and the challenges and opportunities that this brings were not considered.

3.9 There was no consideration of the use of Artificial Intelligence (AI) within the strategy.

3.10 The Working Group has planned a further meeting to discuss the outstanding matters as set out in this report.

3.11 The Working Group discussed that the monitoring of the Development Management Service Action Plan and that it may be appropriate to transfer the monitoring of the Action Plan on completion of this piece of scrutiny work to the Performance Governance and Audit Committee.

4. CONCLUSION

4.1 This report provides an update on the initial discussions of the Working Group, and a further report will be provided to the Committee on completion of this work.

5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1 **Delivering good quality services**

5.1.1 The implementation of the Action Plan will see an improvement in the quality of service provided by the Development Management Team to the public.

6. IMPLICATIONS

(i) **Impact on Customers** – On completion of the Action Plan customers will see a better service from the Development Management Team.

(ii) **Impact on Equalities** – None.

(iii) **Impact on Risk (including Fraud implications)** – None.

(iv) **Impact on Resources (financial)** – None.

(v) **Impact on Resources (human)** – Implementation of the action plan will require staff engagement as part of their role.

(vi) **Impact on Devolution / Local Government Reorganisation** – Where changes are proposed to the Development Teams working practices officers will liaise with colleagues from neighbouring areas to align procedures and practices where it is appropriate to do so.

Background Papers:
APPENDIX 1 Summary of POS Enterprises Ltd (POSe) Review
APPENDIX 2 Action Plan

Enquiries to: Mark Jaggard Director of Place Planning and Growth

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Executive Summary for Councillors

Review of Maldon District Council's Development Management Service

POS Enterprises Ltd | Final Report | June 2026

Overall conclusion

The independent review concludes that the Development Management Service has a strong foundation on which to build. Staff were found to be committed and motivated, the Council's financial position is sound, and workloads are generally manageable when compared with the size of the authority.

The principal challenge is not a fundamental staffing or workload crisis, but the inefficient operation of systems, processes and performance management. The report identifies the under-use of existing planning IT and back-office systems as the most significant barrier to improved performance.

Key issues identified

Performance and service delivery

- The Council meets national planning performance thresholds, but performs below the average of comparable Essex authorities in several areas.
- There is a growing backlog of planning applications and significant reliance on Extensions of Time, which can mask underlying delays.
- Appeal outcomes and costs awards indicate a need to improve the quality and robustness of decision-making, particularly for major applications.
- Performance monitoring is not sufficiently systematic and is not making full use of available real-time reporting tools.

Technology and systems

- Existing planning software is not being used to its full capability.
- Manual workarounds, particularly spreadsheets, have created duplication, inefficiency and a lack of consistent management information.
- The review identifies this as the most significant and immediate opportunity for improvement.

Governance and member support

- The report identifies concerns about the number of applications reported to committee, lengthy officer presentations, update-report practice, and the effectiveness of member training.
- The forthcoming National Scheme of Delegation is expected to change how planning applications reach committee and will require clear member training and communication.
- Councillors should receive clearer and more regular information about planning performance, application progress, appeals and wider service matters.

Staffing and management

- The service has experienced recruitment difficulties and has relied on agency and contractor staff.
- Regular one-to-ones, team meetings, service meetings and structured performance management are not embedded consistently.

- There is a need to improve communication between teams and provide clearer support for staff training and development.

Development Management processes

- The pre-application advice service and Duty Planning Officer service have been suspended for over two years and should be reintroduced in a managed way.
- The Local Validation List is out of date and should be updated urgently.
- There are delays in statutory consultee responses, especially from some external services, and monitoring arrangements for Section 106 obligations and infrastructure delivery need strengthening.
- A comprehensive procedures manual is required so that key processes are consistently understood and applied.

Strengths highlighted by the review

- Dedicated and committed planning staff.
- A well-managed enforcement service.
- Supportive team culture and peer-to-peer support.
- Manageable caseloads.
- Strong corporate support for improvement.
- Financial capacity to invest in service transformation.
- Positive staff attitude towards change and Local Government Reorganisation.

Recommended priorities

Immediate priorities

- Comprehensive review and improvement of planning IT systems.
- Removal of inefficient spreadsheet-based processes.
- Creation of clear procedure manuals.
- Updating the Local Validation List.
- Strengthening management oversight and performance monitoring.
- Introducing regular one-to-ones, team meetings and structured service meetings.

Service improvement priorities

- Enhanced member training, particularly ahead of the National Scheme of Delegation.
- Better communication with councillors.
- Improved planning committee procedures and update-report practice.
- Reintroduction of pre-application advice and a managed Duty Planning Officer service.
- Improved customer and stakeholder engagement, including a Developers' / Agents' Forum.
- Better workforce planning, career development and use of career-grade posts.

Strategic priorities for Local Government Reorganisation

- Reviewing pay and recruitment competitiveness against nearby authorities.
- Working with Brentwood and Chelmsford on statutory consultee performance issues.
- Strengthening infrastructure planning and Section 106 delivery arrangements.
- Considering introduction of the Community Infrastructure Levy as part of future arrangements.

Source: POS Enterprises Ltd, Final Report: Maldon District Council Review of the Development Management Service, June 2026.

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APPENDIX 2

MALDON
DISTRICT COUNCIL

Recommendation	Action	Who	When
Urgent Recommendations			
IT Systems			
1. Carry out a comprehensive review of IT Support/Back-Office systems and procedures, draft an improvement plan and implement the changes needed as quickly as possible	Carry out a comprehensive review of IT Support/Back-Office systems and procedures	HoS, Manager, Team Leaders and Tech Services Team Leader, plus IT	31 October 2026
	Draft an Improvement Plan and	HoS, Manager, Team Leaders and Tech Services Team Leader, plus IT	TBC
	Implement the changes in line with the Improvement Plan	Various	TBC
2. As the IT systems come online and new procedures are put in place, make sure that the use of spreadsheet workarounds cease	Look to minimise the need to spreadsheets (both service wide and individual) Will depend on development of IT, introduction of 'Enterprise' and Power BI support May not be possible to remove use of all spreadsheets	HoS, Manager, Team Leaders and Tech Services Team Leader, plus IT	30 November 2026

Recommendation	Action	Who	When
3. Identify the post within the structure that is the Systems Lead (‘Super User’) and management to ensure that the person discharges those responsibilities	The service will require multiple super users who can drive forward the development of the Uniform system to ensure it delivers what the service needs. This provides shared knowledge, learning and resilience.	HoS, Manager, Team Leaders and Tech Services Team Leader, plus IT	TBC
Procedures			
4. Compile a comprehensive procedures manual for all DM processes.	Work with Brentwood and Chelmsford to understand whether there are some quick wins by beginning to align procedures ahead of LGR.	HoS, Manager and Team Leaders	31 December 2026
5. Update the Local Validation List and ensure that it is drafted in a way that communicates the purpose of requirements to avoid narrow interpretation.	The Government have indicated in a recent consultation that they would wish to scale back Local Validation Lists. In the meantime, work with Brentwood and Chelmsford to understand whether there is an opportunity to align a new Local Validation List ahead of LGR	HoS, Manager, Team Leaders and Validation Officers	To be reviewed following the publication of the new NPPF. This is expected Autumn 2026
6. Review delegation arrangements that allows sign-off lower down the management hierarchy and stop the procedures that encourage last-day sign off	To be considered following the recruitment campaign (Summer 2026)	HoS, Manager and Team Leaders	Autumn 2026
	Trial of basis sign off of things like NMAs and DET to Principal Planners in the absence of the Team Leaders to ensure resilience	HoS, Manager and Team Leaders	TBC

Recommendation	Action	Who	When
Management			
7. Examine the caseload of managers to ensure that they have the capacity to manage and ensure, moving forward, that they do.	Workloads should always be discussed at 1:1s, Case Reviews and Appraisals [*Note: similar to Recommendation 19*]	HoS, Manager and Team Leaders	Now
8. Review the performance monitoring process for major applications to ensure that directorate and service priorities are regularly monitored at the appropriate level and to the right timescales.	1. A central spreadsheet of major applications to provide sight of what we have on the books with timescales. Useful also to look at committee scheduling	HoS, Manager and Team Leaders	Now
	2. TBC	TBC	TBC
9. Regularly report the key performance indicators to planning committee members, with the focus on major applications.	1. Monthly DM Performance data reported to Director of Place Planning and Growth.	HoS	Ongoing
	2. Data reported to SLT through normal reporting process.	HoS	Now
	3. Regularly report the key performance indicators to Performance Governance and Audit Committee	HoS	Now
	4. Six monthly updates to the Planning Policy Working Group on the quality of planning decisions (Government performance indicators) and key lessons from major planning appeals	HoS	Now

Recommendation	Action	Who	When
10. Introduce monthly 1:1s, short weekly team meetings and a monthly planning service meeting – all such meetings to have a clear agenda	1:1s required every six weeks minimum	HoS, Manager and Team Leaders	Now
	Annual and mid-year appraisals	HoS, Manager and Team Leaders	Now
	Weekly team meetings	HoS, Manager and Team Leaders	Now
	Monthly service meetings with clear agenda and agreed actions	HoS, Manager and Team Leaders	Now
11. Establish a suggestions procedure that enables staff to make suggestions for improvements but also compels management to respond	Spreadsheet that tracks suggestions and responses/actions, to be reviewed at service management meetings and team meetings.	HoS, Manager and Team Leaders	September 2026
Universal Recommendations			
Members: Planning Committee			
12. Alter the sequence of Officer's presentations at Planning Committee so that they are split with the scheme being presented before public speaking and the issues being presented after	Needs careful consideration – can be considered as part of the changes required to implement the National Scheme of Delegation (NSD)	Planning, Legal and Committee Services	Prior to 31 October 2026
13. Provide training to Officers presenting at committee so that a consistent succinct but comprehensive approach is deployed where the main determinative issues are the focus	Link to discussions with PAS about compulsory Member training linked to the NSD.	HoS	Prior to 31 October 2026
14. Change the committee's procedures for when it is minded to not support the Officer recommendation, as set out in the Peer Review report.	Will be introduced as part of the changes introduced to the new Planning Committee process being implemented as a result of the NSD	Director of Place, Planning & Growth / Director of Law & Governance	Prior to 31 October 2026 (Council 22 October 26)

Recommendation	Action	Who	When
15. Implement a consistent approach to the Planning Committee Update Report, as set out in the Peer Review report	Move from 'Planning Committee Update' Report to an 'Addendum'	Committee Services	31 July 2026
16. Provide member training following the implementation of the NSD, as set out in this report.	Member training needs to take place before the first Planning Committee under the new system under the NSD. A Training Schedule for the municipal year to be agreed for all Planning Committee Members (and substitutions)	Director of Place, Planning & Growth / Director of Law & Governance	Prior to 31 October 2026
17. Update standard letters to incorporate the NSD procedures. Legal and Democratic Services to ensure full Committee member attendance as required by Constitution Procedure Rule 13(1).	1. Update standard letters to incorporate the NSD procedures	HoS	Prior to 31 October 2026
	2. Legal and Democratic Services to ensure full Committee Member attendance as required by Constitution Procedure Rule 13(1)	TBC	Prior to 31 October 2026
Members: Communication			
18. That the Pre-Application Committee Briefing procedures be improved, as set out in this report	Could be rolled out as part of the preparation for the new planning committee processes which will be introduced as a result of the NSD	TBC	TBC (31 October 2026)
Management: Staff Development			

Recommendation	Action	Who	When
19. Look at workloads of staff who are in training to ensure that they have the capacity to learn and ensure that the training and development needs of all staff are identified as part of their 1:1 management and delivered as appropriate.	Workloads should always be discussed at 1:1s, Case Reviews and Appraisals [*Note: similar to Recommendation 7*]	HoS, Manager and Team Leaders	Now
20. Consider existing cross-working good practice (DM/Enforcement and DM/Technical Support) and look to expand it as part of training and development responsibilities.	Needs proper consideration	TBC	TBC
21. Once efficiencies are delivered and workloads are more manageable, look at the areas where staff are covering other functions and consider where they should best be dealt with	TBC	TBC	Medium terms
Management: Staff Development			
22. Ensure that each Team Leader has appropriate deputies so that the management of the teams are not impacted when they are not there	To be reviewed following current recruitment campaign (Summer 2026)	HoS	Autumn 2026
Staffing			
23. Fill the vacant Urban Design post as quickly as possible and ensure that good urban design procedures and practices are implemented across the service by the postholder.	Needs proper consideration, including considering approaches in Brentwood and Chelmsford	TBC	TBC

Recommendation	Action	Who	When
24. Consider expanding the use of career grade posts to optimise the attractiveness of working for the DM service and to address anomalies in the enforcement team	Not a critical issue at the moment as the relevant posts are filled	DM & HR	TBC
Working Practices: Workspace			
25. Reconsider the Office 'offer' in the context of greater attendance and design it to meet the wide range of needs that the service has	On going process	TBC	TBC
Working Practices: Review Procedures			
26. Review the way that representations from the public are handled in Technical Support so that the current workload is reduced	Review current process and look at options	DM, Technical Support	TBC
	2 – Consider Business Case for move document management system from Civica to IDOX	IT / SLT	Autumn / Winter 2026
27. Reintroduce a pre-app service and look to charge for a Duty Planning Officer service to manage demand	1 Introduce a free Duty Planner service on Tue, Wed and Thurs mornings 10.00 to 13:00	Development Management Team Leader	1 August 2026
	2 Re introduce Pre-Application service (asap)	HoS, Manager and Team Leaders	TBC
	3 Introduce a formal approach for Planning Performance Agreements (PPAs)	HoS, Manager and Team Leaders	TBC

Recommendation	Action	Who	When
28. Put in place clear procedures that are designed to reduce the use of Extensions of Time and insert an element of management control to govern when they are used	Introduce a new Extension of Time Protocol	HoS, Manager and Team Leaders	31 September 2026
	Managed through regular case reviews, 121s and performance monitoring	HoS, Manager and Team Leaders	31 September 2026
29. Issue staff with mobile phones and look at tablets for site visits.	Roll out mobile phones to all DM and Planning Enforcement team who do site visits	IT / Grant / MAJA	By end of July 2026 (this has been completed)
	Roll out of tablets to coincide with the introduction of the mobile app on Uniform	IT / Grant / MAJA	Autumn 2026
30. Secure use of a fleet of Council cars for site visits where staff do not want to use their own vehicle	Planning Enforcement is investigating this	Planning Enforcement Manager	TBC
Working Practices: Strategic Development			
31. Introduce programme and project management for PPA applications to ensure that they are properly handled and progressed	Under review now	HoS, Manager & Team Leaders	30 September 2026 – but hopefully sooner
32. Put in place effective consultation protocols with the Strategy and Improvement Directorate.	Agree protocols with Strategy & Improvement	Strategy and Improvement and Development Management team	30 September 2026
Working Practices: Communication			
33. Design a regular update publication that is automatically emailed to members (and others) covering all aspects of the service	TBC Could / should cover both development management and planning policy	HoS, Planning Policy Manager and Comms team	31 December 2026
34. Instigate a Developers' / Agents'	Proposed an Agents' Forum to cover both	HoS and Planning	30 September

Recommendation	Action	Who	When
Forum to ensure systematic communication with the main agents and developers who use the service	development management and planning policy	Policy Manager	2026
Structural Recommendations			
35. Look at pay rates with nearby LPAs and address areas where they are below comparative levels	TBC	HR	TBC
36. Work with Brentwood and Chelmsford to find a solution to the poor performance of statutory consultees in this part of Essex	Review SLA with ECC, performance targets and KPIs	HoS	Initial review with SLA with ECC in July 2026
	Explore options with Brentwood and Chelmsford with view of transition to Mid Essex	HoS	Autumn 2026
37. Look to introduce CIL as part of the LGR process, but in the interim period produce an up-to-date IDP, update it annually and introduce a process that proactively spends S106 money and delivers the necessary infrastructure	Commission an update of the IDP to inform DM decisions, and support work on a new Local Plan Step 1: write brief and request expressions of interest	Planning Policy team	Draft IDP Brief written: 31 August 2026
	PPWG considered report on CIL in Spring 2026. Need to commission business case to decide whether to take CIL forward	Planning Policy team	Autumn 2026
	Appoint a S106 Officer	Planning Policy team	Autumn 2026

Key:

CIL	Community Infrastructure Levy
DET	An application to agree details pursuant to a planning condition
DM	Development Management
ECC	Essex County Council
HoS	Head of Service: Development Management
HR	Human Resources
IDP	Infrastructure Delivery Plan
KPIs	Key Performance Indicators
LGR	Local Government Reorganisation
NMAs	Non-Material Amendments

NPPF	National Planning Policy Framework
NSD	National Scheme of Delegation
PAS	Planning Advisory Service
POSe	Planning Officers Society Enterprises
Power BI	Microsoft Power BI - a business intelligence and data visualisation platform
PPAs	Planning Performance Agreements
S106	Section 106 Legal Agreement
SLA	Service Level Agreement
SLT	Senior Leadership Team
TBC	To be confirmed