



**REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

**to
PLANNING AND LICENSING COMMITTEE
7 MARCH 2019**

**LOCAL DEVELOPMENT PLAN IMPLEMENTATION - MALDON AND
HEYBRIDGE CENTRAL AREA MASTERPLAN**

1. PURPOSE OF THE REPORT

- 1.1 This report provides an update to the Committee on the work of the Maldon and Heybridge Central Area Masterplan Delivery Group (Masterplan Delivery Group).
- 1.2 This report provides an update to the Committee on progress taking forward the objectives and identified projects set out in Maldon and Heybridge Central Area Masterplan Supplementary Planning Document (SPD) and current project activity.

2. RECOMMENDATIONS

- (i) That the Committee receives the updates.
- (ii) That the Committee agrees future report dates.

3. SUMMARY OF KEY ISSUES

- 3.1 The Local Development Plan (LDP) sets out key projects and objectives to ensure the Maldon and Heybridge Central Area continues to act as the focal point within the District for retail, commercial, industrial, community and tourism activities. Policy S5 of the LDP sets out the requirement for a Masterplan to guide development and regeneration and achieve the policy objectives and identified key projects.
- 3.2 The Masterplan's Action Plan sets out 18 Projects that are '*Short (1 - 5 years)*', '*Medium (5 - 10 years)*' and '*Long (10+ years)*' term and are aligned with delivery of the LDP. Each project is prioritised as either: '*High - A project considered fundamental to the future of Maldon and which underpin the town's economic, social and environmental sustainability*'; '*Medium - A project which is important to supporting other higher priority projects and which will multiply the benefits of these if implemented*' and '*Low- A project which will enhance the attraction of the town or the ease with which it works, but is perhaps more peripheral to the headline projects or which if not implemented, would not undermine the overall objectives of the Masterplan*' and are set out in Section 5 of the Masterplan SPD and in the 'Action Plan' on pages 77-79 of the Masterplan SPD document.

- 3.3 Following adoption of the Masterplan by the Council on 2 November 2017, an internal Masterplan Implementation Workshop was held on 30 November 2017 to prioritise projects within the first five years. The workshop considered dependencies and interdependencies between projects and establishing project teams and project leads against the current circumstances including policy objectives, funding opportunities, development commencements and staff resources. The workshop established service and officer representation on the Masterplan Delivery Group and a timetable of meetings.
- 3.4 The Masterplan Delivery Group has met 6-weekly since 2 February 2018 to discuss inception and progress of projects. A ‘Central Area Masterplan’ shared drive was set up in April 2018 accessed by the Masterplan Delivery Group that keeps all administrative, project data and specific detailed GIS (Geographical Information Systems) layers. This enables each project to consider its site or area context in terms of statutory protection, land use, land ownership, the LDP and SPDs; stakeholder and partnership strategies and policies and extant or undetermined planning applications. For example, layers include: Land Registry, Heritage Assets, Environment Agency Flood Data, Cadent Utility Pipeline, Uniform, Essex County Council (ECC) Cycling Strategy etc. The GIS layers are continually kept up to date and added to.
- 3.5 The May 2018 Masterplan Delivery Group meeting agreed a ‘Project Management Approach’ and Project Initiation Documents (PIDs) were prepared for each of the 18 projects within the Masterplan and a Masterplan Programme was created. The Masterplan Programme has specific timelines against project activities and priorities and critical path maps where key decisions must be taken and where Member Briefings or Committee reports are required to make those decisions. The Masterplan Programme informs the TEN (Performance and Risk Management System) reporting on the Key Corporate Activities (KCAs). The Masterplan Programme is attached (**APPENDIX 1**).
- 3.6 Project priority actions were established for the first year from March 2018 to April 2019 and the projects were divided into three ‘tranches’ taking the opportunities that presented themselves including current planning applications, funding opportunities including S106 and strategic planning. ‘Tranche 1’ took priority actions and activity forward for:
- Project 2 Lower High Street;
 - Project 6 North Quay Regeneration;
 - Project 10 Enterprise Centre;
 - Project 12 The Causeway Strategic Flood Risk Review;
 - Project 13 Wyndham Heron and the Roothings;
 - Project 15 Destination Hub.
- 3.7 The progress of Tranche 1 projects that have started are monitored as part of the Council’s performance management framework with full quarterly updates for each project recorded on the TEN (Performance and Risk Management System) to which all Members have access (via the intranet). In addition, progress is included in the quarterly performance reports to the Overview and Scrutiny Committee and the half

yearly reports to the Planning and Licensing Committee (on an exception basis i.e. only those activities that are behind schedule or at risk are included).

- 3.8 Tranche 2 and Tranche 3 project priority, actions and activity are reviewed at the six weekly Masterplan Delivery Group meetings or when opportunity, a change of emphasis or funding presents itself. For example, an Air Quality Management Area was declared on Market Hill, Maldon in December 2018 that emphasises traffic management issues into and out of the town centre over and above the traffic management and car parking capacity issues in the ‘Car Parking Strategy’ set out in the Masterplan. In addition, the Government has launched the ‘Future High Streets Fund’ in January 2019 with funding for ‘physical change’ to meet the challenges and aspirations for sustainable high streets in the future. An Expression of Interest will be submitted to meet the deadline of 22 March 2019. As detailed above all such considerations are recorded on the TEN (Performance and Risk Management System).
- 3.9 The project activity for Tranche 1 is as set out in the report to the Planning and Licensing Committee dated 24 January 2019. To expand further on ‘Project 2 Lower High Street’ and as part of the Pre-Engagement Plan for Project 2, a dedicated Masterplan landing page is on the home page of www.maldon.gov.uk. The Masterplan web pages inform businesses, the public and the community on the progress of the Masterplan Projects and Action Plan and where required, engage and consult with the business community, stakeholders, landowners, organisations and partnerships on specific projects and tasks within the Masterplan Programme.
- 3.10 The Project 2 Engagement Plan requires engagement with the High Street as a whole and the Maldon business community. An Expression of Interest form is linked to Project 2 on the website for businesses to become involved with how the project objective is achieved i.e. to improve the retail offer, enhance the public realm and increase footfall at the Lower High Street. Engagement commenced at the end of January and meetings with High Street businesses, the Maldon Business Hub, the Maldon Business Group and the Car Parking Liaison Group have taken place. A meeting is planned with Essex County Council Highways on 19 February 2019 to discuss and understand the current traffic management issues in the town centre and the car parking strategy set out in the Masterplan. A workshop is planned for 27 February 2019 to include all relevant stakeholders, businesses and landowners to input their ideas, commitment and investment (time resource) to realise an ‘area strategy’ for the Lower High Street and achieve LDP Policy S5 objectives, consider wider town centre challenges and explore current funding opportunities including business and stakeholder investment. A Gateway Review on 1 April 2019 will consider the scope of Project 2 in consideration of wider town centre issues, challenges and opportunities referenced in Paragraph 3.8 above.
- 3.11 Tranche 1 priorities are on track and meeting the work plan and timelines as set out in **APPENDIX 1**. Since the 24 January 2019 Planning and Licensing Committee Report, two projects are under review; Priority 2 Enterprise Centre (Project 10) and Priority 4 Wyndham Heron and the Roothings (Project 13). The Enterprise Centre is awaiting the outcome of an external funding decision that has been delayed and the Wyndham Heron site has recently been re-occupied and is no longer redundant. A decision on whether to keep these two projects in Tranche 1 will be made at the 12 March 2019 Masterplan Delivery Group meeting.

- 3.12 Priority 3 The Causeway Strategic Flood Risk Review (Project 12) commenced November 2018 and is due to complete on 30 October 2019. The study will bring together all up to date fluvial, tidal and surface water flood risk data in the Causeway Regeneration Area. The document will inform future development proposals within the Causeway Regeneration Area (see ‘Development Framework’ on pages 24 and 25 of the Masterplan) needing flood risk assessments and identify ‘hot spots’ where future development proposals can deliver required flood infrastructure through developer contributions or external funding opportunities.
- 3.13 Priority 6 North Quay Regeneration (Project 6) has a wider area than that defined in the Masterplan considering development opportunities, landowner interest and existing business operations. The scope of the project has been extended to include Project 7 Heybridge Creek Connection and Project 9 Heybridge Creek Improvements that are currently in Tranche 3. A Development Brief will be forthcoming for the North Quay as set out in the statutory Local Development Scheme (LDS) Draft February 2019 – February 2021, Paragraph 26.
- 3.14 Tranche 2 and Tranche 3 priorities will be considered further at Year 2 commencement in April 2019 and when Tranche 1 priorities and actions for Year 1 are assessed. When Tranche 2 and 3 projects start or are potentially clustered for funding opportunities or a dependency is triggered, these will be shown as ‘started’ on the TEN (Performance and Risk Management System). For example, the Government launched the ‘Future High Streets Fund’ in January 2019 that can fund towards ‘physical change’ to meet the challenges set out in 3.8 above. This may well trigger or be dependent on commencement of other Masterplan projects. For example, Project 1 Upper High Street Improvements and projects that achieve the ‘Car Parking Strategy’ set out in the Masterplan at pages 19 - 21 i.e. Project 16 Promenade Park Management Plan.
- 3.15 This will be reported to Members in the first instance via the TEN (Performance and Risk Management System) and through pre project commencement via Member Briefings as requested by Members.

4. CONCLUSIONS

- 4.1 The Masterplan Delivery Group meets regularly and is guided by project programming timetables, milestones, gateway reviews and performance management through the TEN (Performance and Risk System).
- 4.2 Good progress has been made on project priority and activity in the first year since adoption of the Maldon and Heybridge Central Area Masterplan SPD. As the Masterplan was publicly consulted upon, the Council’s website now informs the local community, interested groups and the business community and is an effective platform to become involved in the progress of Masterplan projects where required.
- 4.3 Masterplan project priority, programming and progression of specific projects have made a contribution to achieving the Council’s corporate goals and objectives.

5. IMPACT ON CORPORATE GOALS

- 5.1 The adopted LDP including supplementary planning documents support corporate goals which underpin the Council's vision for the District, in particular protecting and shaping the District and creating opportunities for economic growth and prosperity.
- 5.2 The Council stated its corporate goals and objectives in the Corporate Plan for 2015-19.

6. IMPLICATIONS

- (i) **Impact on Customers** – Communication through the Council's website provides up to date progress on the Masterplan projects and an effective platform for community, business and stakeholder information and engagement providing certainty for residents and businesses.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – Progression of the Masterplan projects is managed and identified risk is reported to relevant Committees.
- (iv) **Impact on Resources (financial and human)** – Delivery of the Masterplan projects is programmed to internal work streams and work plans. The Masterplan SPD underpins adopted strategic policy direction and consequent opportunities for funding opportunities.
- (v) **Impact on the Environment** – The Masterplan projects promote sustainable development and environmental enhancement.

Background Papers:

Maldon District Local Development Plan (2014-2029) www.maldon.gov.uk/ldp

Maldon and Heybridge Central Area Masterplan SPD 2017 www.maldon.gov.uk/SPD

Draft Local Development Scheme (February 2019 – February 2021)

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