



MALDON DISTRICT COUNCIL

BUSINESS PLAN

2017/18

Our Vision: To make Maldon District a better place to live, work, and enjoy



Introduction

The Corporate Plan for Maldon District Council is an over-arching document, detailing the Council's goals and desired outcomes. It provides focus and direction so that all services are clear on how both operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.

A new Corporate Plan covering the period 2015/2019 was approved and adopted by Council in February 2015 and sets the vision and corporate goals that the Council has agreed to focus on over the four year period, along with a suite of objectives that it wishes to achieve for each goal.

For 2017/18, the Corporate Leadership Team (CLT), in liaison with the service managers, identified and proposed activities that will help contribute to the achievement of the corporate goals and objectives. These were agreed by Council in April 2017.

Services have also identified the performance indicators/targets and measures which will assist in tracking the impact of the key corporate activities and provide evidence of achievements. All of these indicators/measures will continue to be monitored corporately.

The purpose of this business plan is to detail for each Directorate:

- the key corporate activities the Directorate will be taking forward which will contribute towards the achievement of the overall corporate priorities and objectives as stated in the Maldon District Council Corporate Plan 2015-19
- any other key work that the Directorate will undertake either as a result of central Government changes (e.g. Welfare Reform) or that is fundamental to service delivery (e.g. change of IT systems)
- any other major changes on the horizon for the next five years
- all key capital projects (new and on-going) to be undertaken by the Directorate during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored
- any corporate risks for which the Directorate is responsible (as detailed on the Council's Corporate Risk Register) together with the mitigating actions to be taken forward to reduce the risk.

A copy of this plan will be attached to TEN (the Council's Performance and Risk Management System) and all performance and risk information is also detailed on this system to which all Members and staff have access.

Monitoring and Review

The key corporate activities detailed in this plan will be monitored at a corporate level with quarterly reports submitted both to CLT and the Overview and Scrutiny Committee. CLT monitor and manage progress towards the objectives and the Overview and Scrutiny Committee scrutinise decisions made by, and the performance of, the committees and services.

There will be additional activities and indicators for each Directorate which will contribute to the Council's overall goals produced by the Directors with input from managers, team leaders and service staff. As these will be at a more operational level, they will be detailed in a lower level business plan which will be monitored and managed within the service.

Directors will review the overall plan for their Directorate with their managers regularly (at least on a quarterly basis) and will discuss progress on service activities at performance conversations every six to eight weeks. However, all Managers are expected to proactively manage performance to achieve the desired outcomes from this plan.

The Audit Committee is responsible for reviewing the Corporate Risk Register and seeking assurance that risk is being managed effectively throughout the Council.

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1. CUSTOMERS & COMMUNITY DIRECTORATE

About the Directorate

Director: Richard Holmes

- Responsible for managing the services provided by the directorate
- Lead Officer for Safeguarding
- Lead Officer for Civil Emergencies

The Directorate consists of three teams, **Leisure, Countryside and Tourism, Customers and Community and Living.**

Leisure, Countryside and Tourism

Group Manager: Ben Brown

- Integrates leisure and sports development functions together with tourism, parks management and maintenance.
- Leisure, Countryside and Tourism Team manages services including Sports Development, Countryside and Coast (policy and development) the Parks Team, River Bailiff, Cemetery Service, Tourism and Events (development and operations), Tourist Information Centre.
- The Team leads the development and protection of the coast, countryside parks and open spaces within the district, develop recreational activities that contribute to the health and wellbeing agenda, maximise tourism and income generation opportunities.
- The team has key responsibilities for overseeing and coordinating a number of external contracts for the Council and will oversee a number of projects to meet the agreed outcomes including the procurement of works, goods or services through the Council's procurement process.
- The team takes a leading role in developing bids for external funding and implementing successful awards. Past work has included Coastal Communities Fund and Coastal Revival Fund projects.
- The team will lead the projects associated with the 'Leisure Quarter' element within the Maldon & Heybridge Master Plan process

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Customers

Group Manager: Sue Green

- Integrates customer services with revenue services and seeks to achieve first time resolution of customer enquiries across the organisation. Responsibility for Community Development is also integrated into the team. .
- The team plays a key role in driving organisational change through customer related activities including transformational projects to improve customer services and maximise efficiencies for the Council in the delivery of customer related services.
- The Customers Manager leads on developing key partnerships including the Department of Work and Pensions, the Department of Communities and Local Government and other local partners. The post holder will also commission Citizens Advice Bureau and One Place Services for the Council. Developing and supporting our strengthening communities strategy is a key part of this service area.

Community and Living (C&L)

Group Manager: Karen Bomford

- Includes waste and street scene functions together with parking services, park rangers, community safety and emergency planning functions to maximise the effectiveness through joint working opportunities.
- The C&L team oversees the Waste and Street Cleansing Contract Management and Promotions, Street Scene Enforcement, Rangers, Dog Warden Service, Car Parking (operations, contract and enforcement), Community Safety and Emergency Planning functions.
- The C&L team continues to provide effective management of a number of external contracts including waste collection and recycling for the Council.
- The Community and Living Manager is the lead role in ensuring the Council can meet its Emergency Planning and Business Continuity duties and work with partners to warn and inform residents developing contingency plans against identified risks.

1.1 Communities and Customers - Key Corporate Activities

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
As per the Corporate Plan 2015 – 19	Action that contribute to achievement of the corporate goal	Specific actions/tasks that need to be undertaken relating to the overall key activity	What is the expected impact of the planned action, the “so what” question – “so what will happen as a result of the work undertaken?”	What evidence can be collated to show that the outcomes have been achieved? E.g. to show a reduction in the level of crime/anti-social behaviour	Date that the task is to be completed by or a milestone to monitor improvement	Officer responsible for ensuring work is progressed, action is completed and the desired outcomes/ outputs achieved	What resources will be required to complete the work such as financial and human (including new skills)? If actions cannot be adequately resourced the prioritisation needs to be looked at again. Ensure training needs for the year and IT dependencies are covered.
Strengthening communities to be safe, active and healthy	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:	1) introduce a Public Space Protection Order under the ASB, Crime and Policing Act 2014 for the relevant parts of the District to tackle clearly defined activities (i.e. consumption of alcohol, street racing) (2) deliver projects with partners and local communities to promote the safe use of our roads	The local action plan will detail how the Council will (through the Community Safety Partnership) contribute to activities ensuring low levels of crime are maintained, victims of anti-social behaviour are supported, the fear of crime within the community is reduced and road safety in our district is improved. Specific outcomes will be detailed at the end of Q1	Level of reported crime	Ongoing	Community Safety Partnership Manager	Essex Police, Essex County Council, Essex Fire and Rescue, Mid Essex Clinical Commissioning Group (CCG), The Rehabilitation Company

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		<p>and tackle irresponsible driver behaviour</p> <p>(3) deliver effective education and intervention programmes which promote community safety and reduce vulnerability within the District</p> <p>(4) work in partnership with statutory partners and communities to develop a framework for tackling and reducing rural crime and strengthening communities</p>					
	Implement with partners the following targeted projects that contribute to the local health and wellbeing needs: - Obesity	Specific projects will be detailed at end of Q1	Specific outcomes will be detailed at the end of Q1	Implement agreed projects in accordance with Action Plan	Ongoing	Director of Customers and Community	Maldon Community Voluntary Services (CVS), One Support, Mid Essex Clinical Commissioning Group, The Community Safety Partnership, Provide, Open Road, Environment

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	<ul style="list-style-type: none"> - Old age - Frailty - Isolation - Educational attainment 						Services Maldon District Council (MDC), Housing Services MDC, Community Development MDC
	Embed the Safeguarding policy and procedures across all Council services	Developing a training plan for staff, contractors & Members	Members and Staff are fully aware of the safeguarding responsibilities towards children and vulnerable adults and systems are in place to support activities undertaken by the Council and the Council implements any recommendations arising from Annual audits	Delivery of Training Plan Tracking of number of internal CIA forms submitted Tracking of number of referrals	March 2018	Director of Customers and Community	Human Resources. Community Safety Partnership MDC Internal Officer Safeguarding Team
	Implement the following Strengthening Communities Strategy projects: <ul style="list-style-type: none"> - Provide at least three volunteer projects within the 	An action plan will be developed harnessing the voluntary sector. The first of the identified projects will be to create at least three volunteer projects within the District's open spaces	The Council develops a detailed understanding of local issues to meet local needs harnessing the voluntary sector and focussing Council activities as required.	Implementation of the three groups Annual volunteering hours recorded for each group	March 2018	Group Manager, Leisure Countryside & Tourism	Human Resources, Customers Manager, Community Development Officer, Maldon Community Voluntary Services (CVS), Maldon CAB

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	District's open spaces for either improved conservation or improved amenity of those areas						
Protecting and shaping the District	Establish management plans with existing and new community groups regarding the management and maintenance of open spaces. For 17/18: - Riverside Park, Burnham-on-Crouch - Cemeteries	To develop a strategy and action plan	To obtain a better understanding of the needs of users of local facilities to ensure they are suitably managed and developed and an on-going working relationship is maintained. (This activity links to the strengthening Communities objective above).	Delivery of Management Plans, creation of consultation groups	March 2018	Group Manager Leisure Countryside and Tourism	Departmental representatives
	Work with partners to deliver the new Maldon Health	Review CCG commissioned consultants conclusions on –	A project Board comprising Maldon District Council and health partners, including Mid Essex Clinical	Completion of each defined stage of the project plan	Ongoing	Chief Executive	CCG, NHS, ECC, local GP's Patient Groups, Mid Essex Hospitals Trust,

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	Hub	<ul style="list-style-type: none"> - Estates Planning - Costing - Delivery options appraisal - Ongoing assessment of site options 	<p>Commissioning Group (CCG), local GP's and patient groups are working closely together to bring forward an affordable solution to meet both community and primary health (GP) needs for the Maldon District.</p> <p>Outcomes include an understanding of:</p> <ul style="list-style-type: none"> - Estate requirements - Capital costings - Affordability - Delivery options - Preferable site options 				Provide
Creating opportunities for economic growth and prosperity	Through partnership working with local businesses and agencies, implement the action plans for the Leisure Quarter	Specific Projects will be detailed at end of Q1	Specific outcomes will be detailed at the end of Q1	Completion of each defined stage of an agreed project plan	Ongoing	Group Manager, Leisure, Countryside & Tourism;	Planning & Regulatory Services

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	Implement the following key projects from the “Maldon District Marketing Plan” with partners to increase visitor numbers and visitor spend in the District: Specific Projects will be detailed at end Q1	Developing a plan with Partners to increase visitor numbers and visitor spend in the district Specific Projects will be detailed at end of Q1	Tourism offer for the Maldon District defined, action plan delivers increased visitor number to the district and its attractions resulting in increased visitor spend Specific outcomes will be detailed at the end of Q1	Specific evidence measures will be detailed at the end of Q1	March 2018	Leisure Countryside and Tourism Manager	Economic Development Manager, Tourism and Events Manager
	Work with partners on the Total Transport Pilot Project	To ensure transport matters affecting the district are identified as and when arising resulting in relevant actions being taken	The Council makes interventions resulting in improved passenger transport provision within the Maldon District	Member representation and engagement at Essex County Council (ECC) Project Board Level Implementation / contribution to future action plans as and when developed	March 2018	Director of Customers and Community	Essex Country Council, Local Transport Providers

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Delivering good quality, cost effective and valued services	Embed the process for the approval of externally funded corporate projects before submission to Council (using the Corporate Projects Working Group)	Projects are prepared by Officers and submitted to the Corporate Projects Working Group for consideration and recommendation to Council	Projects are assessed and recommended to Council for approval Council considers projects and approves Projects held and maintained ready for suitable funding opportunity	Working Group meetings held Projects submitted to Council for Approval	Ongoing	Director of Customers & Community	All Directorates within MDC

1.2 Communities and Customers - Other key activities (that need to be undertaken e.g. because of central government or legislative changes, or that are key to efficient and effective service delivery)

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Implement departmental action plan which contributes to the Corporate Transformation Programme	Deliver key tasks as detailed with the Corporate Action Plan which will include - Improved Customer services/enhanced capacity/increased efficiencies/ generation of external income/savings	The Council develops a Transformation Programme to maintain the provision of front line services provided to the community	Targets to be developed but will include implementation of relevant parts of the ICT Strategy & Customer Strategy	Phased 2015 - 2019	Director	Corporate Leadership Team, Departmental Managers

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Implement Workforce Development Plans	Develop Departmental Action Plans to support the Workforce Development Plan	Development of staff	Targets to be developed	Phased 2015 - 2019	Director, Service Managers	Group Manager, People Performance & Policy
Implement Legislative Changes relating to enforcement activities	Develop Action Plan	The Council enforcement Activities are updated in line with legislation	Member Approval Procedural/Policy changes Approved	April – December 2017	Karen Bomford	

1.3 Communities and Customers - Change Plan

This section should highlight, where necessary, any other major changes on the horizon for the next five year period.

As these activities/changes become more imminent and require resourcing within a specific year/timescale they will be considered as part of the Strategic and Financial Planning Process and will then be established as a Key Corporate Activity if funding is approved.

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
A number of functions are supported by staff working on fixed term contracts linked to external funding. A review of the functions and level of resources needed going forwards will be necessary.	A review of funding options for functions undertaken by staff on fixed term contracts will be necessary
Welfare Reform – A number of changes are being introduced over the next few years, which are having a cumulative impact upon residents, and posing an increased risk of homelessness.	Review of priorities and resources (financial and staffing) associated with impact of welfare reform – housing and customers teams

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
<p>These changes and the impact have in the main been absorbed through existing resources, through different approaches and working collaboratively with partners.</p> <p>However the increasing levels of impact are likely to require a review and prioritisation of resources over the next 2 years</p>	
<p>Business Rate Retention The proposals for 100% retention of business rates by 2020 present both significant opportunity and risk to the organisation.</p>	Develop strategies and action plans as required

1.4 Customers & Community - Resources

This section should detail all key capital projects (new and on-going) to be undertaken during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored (although could already be included as a key corporate activity and therefore monitored corporately as detailed above).

The following table provides information in relation to projects also carried forward that will be delivered during 2017/18.

Project updates will be provided via TEN and Committee reports

2017 / 18 Projects		Capital £000	Quotation (Q) / Tender (T)	Lead Officer	Target Timescale for completion
SUPP	Prom depot electronic gates	15	Q	Countryside & Coast Manager	2017/18
	Prom Park Entrance refurbishments	10	Q	Countryside & Coast Manager	Jun 17
219	Riverside Park Information Boards and	20	Q	Countryside & Coast Manager	Jun 17

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2017 / 18 Projects		Capital £000	Quotation (Q) / Tender (T)	Lead Officer	Target Timescale for completion
	Signage				
217	Riverside Park Footpaths	9	Q	Maintenance Officer	Jun 17
238	Sea Wall Resurfacing Riverside Park	11	Q	Maintenance Officer	June 17
239	Burnham Cemetery Roadway	57	T	Community Services Manager	Mar 18
216	Prom park Winter Car Parking	10	Q	Leisure, Countryside and Tourism Manager	Jun 18
255	All weather Prom Park parking improvement	60	T	Leisure, Countryside and Tourism Manager	Oct 18
205	Prom Park Road repairs	50	T	Maintenance Officer	Oct 18
257	Road Repairs Promenade Park	55	T	Maintenance Officer	Oct 18
258	Maintenance Team Vehicle	30	Q	Countryside & Coast Manager	March 18
240	Heybridge Cemetery Chapel	25	Q	Community Services Manager	March 18
249	Parks Team Machinery 17/18	22	Q	Countryside & Coast Manager	March 18
251	New Prom park accessible play site	48	Q	Countryside & Coast Manager	March 18
215	Tip Road Resurfacing (match funding)	80	T	Leisure, Countryside and Tourism Manager	Subject to joint funding agreement
260	Mobile welfare facility trailer	15	Q	Countryside & Coast Manager	Jul 17
253	Riverside Park depot screening	40	Q	Countryside & Coast Manager	Mar 18
232	Amphitheatre Fencing	10	Q	Leisure, Countryside and Tourism Manager	TBC
195	New Service and Splash Park kiosk	160	T	Leisure, Countryside and Tourism Manager	TBC
223	Coastal & Communities Fund	18	Q	Tourism & Events Manager	June 17
256	New Car parks signage (Town & Prom)	14	Q	Community and Living manager	March 18
233	CCTV Car Park and High Street Maldon	30	Q	Senior Park Ranger	March 18

The following table provides detail of projects funded from **Repairs and Renewals Fund**

Project		Capital £000	Quotation (Q) /Tender (T)	Lead Officer	Target Timescale for completion
R & R	Lift and relay block paving adjacent to Kiosk 1 prom park	5		Leisure, Countryside and Tourism Manager	March 18
R & R	Repairs to the MUGA rebound fencing	1.5	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replacement of the flooring of the Riverside park youth shelters	4.5	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replacing surface of the BMX track at Promenade Park	10	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Oak Tree Meadow Replace the bridges linking the play elements	3	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replace picnic tables	6	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Replace corroded gabion baskets to ends of platform in the boating lake	2.5	Q	Leisure, Countryside and Tourism Manager	March 18
R & R	Lift and relay the collapsed paving around the sports pavilion	5.2	Q	Leisure, Countryside and Tourism Manager	March 18

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Other Revenue Expenditure over £50,000 in the year – detail whether to be authorised by a Director or the Head of Paid Service, start dates for procurement and completion dates.

Project	Capital £000	Quotation /Tender	Lead Officer	Timescale for completion	Notes	Link to Corporate Goal
New Service Level Agreement (SLA) for Citizens Advice Bureau	73.5	n/a	Customers Manager	Half yearly payment		Delivering good quality cost effective services

1.5 Communities and Customers – Corporate Risks 2017/18

Below are the corporate risks from the 2017/18 Corporate Risk Register relevant to this Directorate. Mitigating Actions for these risks are currently being identified and will be included in this Level 1 plan in due course.

Corporate Risk	Mitigating Action	Risk Owner	Timescales
Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> 1. Assess how well partners' (e.g. CAB and Housing Associations) and contractors' safeguarding procedures are embedded 2. Undertake training re: i) Understanding gypsies and travellers culture ii) responding to threats of suicide 3. Meet with statutory partners to improve communication links when making safeguarding referrals 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/03/18 2. 31/12/2017 3. 30/09/2017
Failure to identify older people and most vulnerable groups	<ol style="list-style-type: none"> 1. Launch a "Professional Curiosity" approach across the Council and with partners 2. Community Development Officer to present to Managers' Forums to increase awareness of issues faced by older/vulnerable people, locations, social prescribing etc. 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/03/2018 2. 30/09/2017
Failure to target services and influence partners effectively to meet the health and wellbeing needs of the vulnerable population	<ol style="list-style-type: none"> 1. Refresh and update data on areas of need at ward level within the District 2. Undertake a gap analysis of services currently being provided in these areas across the Directorates 3. Identify what other services are required 4. Review 2016 analysis of services provided by partners to identify gaps 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/12/2017 2. 30/07/2017 3. 30/09/2017 4. 31/12/2017
Failure to target services and influence partners effectively to support the increasing ageing population (re housing needs)	<ol style="list-style-type: none"> 1. Launch a "Professional Curiosity" approach across the Council and with partners 2. Pilot joint events between Community Development and Housing (e.g. Winter warmer events) with a view to identifying and engaging with those in need 3. Deliver a targeted project to improve information sharing with partners providing advice and support to older people 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 31/03/2018 2. 31/03/2018 3. 31/12/2017
Failure to have a clear shared vision regarding Strengthening Communities	<ol style="list-style-type: none"> 1. Seek approval to the Strengthening Communities Strategy (which includes the visions) 	Director, Customers and Community	<ol style="list-style-type: none"> 1. 30/09/2017

2. PLANNING AND REGULATORY SERVICES DIRECTORATE

About the Directorate

Director: Simon Rowberry

This Directorate brings together the services that help to protect and shape the district and those that strive to help our communities and businesses to prosper and includes the following areas:-

- Economic Development and Partnerships
- Environmental Health (Environmental Protection, Commercial and Licensing)
- Housing (Policy, Options and Homelessness)
- Planning Services (Building Control, Development Management, Corporate Fraud & Planning Enforcement, Local Land Charges, Planning Administration, Street Naming & Numbering, Trees)
- Planning Policy (Policy / Strategic Planning Applications & Implementation)

Economic Development and Partnerships

Economic Development and Partnerships Manager: Vacant

Through the implementation of the adopted Economic Prosperity Strategy (EPS), the Economic Development Team will seek to secure and maintain a vibrant and competitive economy within the Maldon District which balances the needs of local businesses whilst sustaining a high quality of life, increasing incomes, and promoting the District as an attractive place to live, play, work and do business. To achieve these aims, the EPS has identified a set of strategic interventions for the District which includes increasing the supply of high quality business premises, supporting diversification and enterprise, improving skills and training provision, and improving transport and broadband based connectivity.

Through the EPS the Economic Development team will also look to deliver specific projects and initiatives aimed at mitigating the loss of 900 jobs from the closure of Bradwell Power Station and seek to secure the delivery of Bradwell B.

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Environmental Health

Environmental Health and Licensing Manager: Ian Haines

Environmental Health is a regulatory service which administers and enforces a wide range of legislation aimed at protecting health and well-being of people, animals and the environment. It has a wide local customer base including residents, businesses, employees and visitors as well as contributing to national and global sustainability. The service helps maintain and improve environmental quality and the health and safety of customers, including such diverse areas of work as air quality, noise, flood risk, food safety, health and safety at work, licensing, housing conditions, statutory nuisance and pest control.

Most of the department's work is based on the Council's statutory duties. Where possible, improvements and behavioural change are achieved through advice, education and persuasion, with the backing of legislative powers where necessary to achieve compliance. The service works with many partners, both from within and outside the Council to maximise efficiency and to bring about shared outcomes and positive impacts for Maldon.

Housing

Strategic Housing Manager: Paul Gayler

The Team provides a variety of services used primarily by external customers and consists of the following teams:

- **Policy and Development** – identifying and responding to local housing need;
- **Housing Options** – meeting the Council's statutory duties to those at risk of homelessness, operating a housing register and allocating social housing to those in greatest need;
- **Home Improvements** – facilitating the improvement and adaptation of homes for those who are vulnerable due to disability or old age.

The Council has no housing stock of its own and is therefore wholly reliant on external partners to assist in meeting local housing need and the discharge of the Council's statutory housing duties.

Planning Services**Group Manager, Planning Services: Matt Leigh*****Development Management***

Planning officers work within the policy framework of Central Government guidance set out within the National Planning Policy Framework and the adopted Local Plan (and emerging local plan where this is capable of being a material consideration) as well as planning legislation and secondary legislation where appropriate. Planning applications are required to be determined within 8 weeks for 'Householder' and 'Other' development (which includes applications for advertisement consent), 13 weeks for Major applications (10 or more Dwellings) and 16 weeks for applications which are subject to an Environmental Impact Assessment. Around 65% of planning applications are dealt with by officers under the Council's Scheme of Delegation.

Development Management services five **Planning Committees**:

- Central Area Planning Committee (Maldon & Heybridge)
- South Eastern Area Planning Committee (Southminster, Burnham-on-Crouch & Dengie Peninsula);
- North Western Area Planning Committee,
- Planning & Licensing Committee which deals with planning policy matters and a number of planning of applications and,
- Meetings of the Extraordinary Council which considers certain applications of a strategic nature

Planning Officers within Development Management also deal with Planning Appeals, where those who have had their planning applications refused have the right of appeal to the Planning Inspectorate. Planning appeals can be dealt with by way of written representations, informal hearing or Public Inquiry. Maldon also has a Major Applications Team dealing with the strategic allocations resulting from the emerging Maldon Local Development Plan

Corporate Fraud and Planning Enforcement

This team seeks to ensure that Council Tax and other benefits/discounts are correctly claimed and employs a formal criminal caution, penalty and prosecution service. The service also investigates development to ensure that it has consent, and where it has consent, that it has been undertaken in accordance with the terms of the planning permission and its conditions.

Fraud and planning investigation/enforcement is evidence based; there are a number of means to remedy problems, but this can be a slow process that can ultimately result in prosecution through the courts.

Planning Administration

Provides technical and administration support to Development Management, including monitoring of planning key performance indicators and local indicators identified through the Planning Services Improvement Plan, identifying and implementing service improvement, updating of

Council website pages, maintenance of Comino and Uniform systems for the processing of planning applications, registration of planning applications, preparation of enforcement reports, weekly list of planning applications, list applications received as valid, list of appeal decisions, outstanding appeals, unallocated enforcement complaints. Dealing with notification of new appeals and preparation and despatch of appeal documentation to Planning Inspectorate

Building Control

The primary function of Building Control is to advise on the compliance of the construction of buildings in relation to applications for approval under the current Building Regulations, so as to ensure the health, safety, welfare and convenience of people using them and also ensure access to buildings for all persons regardless of age or disability. Building Control also deals with enforcement against unauthorised works, dangerous structures and the conservation of fuel and energy in buildings. Work on buildings requiring building regulations consent may also require planning permission.

Local Land charges

Local authority searches form part of the standard conveyancing process for the purchase of land and/or property. The search results are used to assist a prospective purchaser decide on the desirability and suitability of the property, as well as informing of any enforceable registrations in existence and future proposals under consideration at the time the search was carried out.

Trees

The Tree Officer provides professional advice on all planning matters involving trees, including Tree Preservation orders, trees in conservation areas and trees on development sites in relation to consultation of planning applications and where necessary initiates the issuing of new Tree Preservation orders. In addition, the work involves dealing with applications to undertake works to trees that are protected by a Tree Preservation Order (TPO), as well as requests to make new TPO's.

Street Naming & Numbering

The naming and numbering of streets and buildings is a statutory function of the Council. The address of a property is an important issue. Organisations such as Royal Mail, the utilities, delivery companies, emergency services and the general public need an efficient and accurate means of locating and referencing properties. Without a correct registered address it can also be difficult to open bank accounts and obtain credit.

Spatial Planning & Implementation

Strategic Planning Policy Manager: Vacant

Planning Policy

A proactive non-regulatory service, which delivers planning policy, site specific promotion and evidence to support the wider service, developers, partners and neighbourhood planning groups.

The service is producing the Local Development Plan (LDP) which will set out the planning strategy for future growth over the period 2014-2029. The LDP is the primary means by which Maldon District Council will deliver sustainable development across the Maldon District and provide a spatial strategy for the delivery of the required future employment, homes, retail, community facilities and infrastructure.

It has a number of component parts which sit alongside the spatial strategy. These include supplementary planning documents, design guides, master plans and planning briefs – see below. Equally, the LDP will indicate those areas where it is not appropriate to build and provides the planning policies which allow the Council to resist inappropriate development.

The Policy Team is also responsible for producing:

- **Development & Design Briefs** which relate to specific sites provide the detail to show what is required for a site to address issues including highways, access, density and layout, landscaping etc.
- **Supplementary Planning Documents** which amplify the Local Plan. These may include providing more in-depth information on addressing affordable housing issues, or how the local authority would like to see a town centre transformed.
- **Duty to cooperate** which means the requirement of the Council to work with other Councils in the preparation of our own and their plans and strategies, This is a statutory requirement and comes in many guises from joint commissioning of evidence to support plans, to working groups on key infrastructure projects.

The Policy Team also supports local communities in preparing Neighbourhood Plans, Village Design Statements and other local planning guidance documents.

Planning policy documents and consultation responses to other organisations strategies are reported to Planning and Licensing Committee, with the final approval or adoption of policy documents, including the local plan, made by Full Council.

Conservation & Urban Design

This specialist team provides advice in relation to applications for consent to works to Listed Buildings and planning applications in Conservation Areas as well as general advice on design, and also archaeological advice.

The team is also responsible for the annual Conservation & Design Awards scheme which seeks to promote and recognise best practice, and provides design advice on development proposals to help ensure the Council secures the highest quality development possible. The Council offers pre-application advice on payment of a fee.

In addition, the team maintains the County register of Listed Buildings “At Risk” and has a modest budget to help ensure that the buildings identified are proactively managed. The Team work with owners and developers to see these buildings repaired and improved. The Team takes a central role in relation to planning applications for Listed Buildings. Listed Buildings are graded in three categories with Grade I being of national importance, Grade II* and the Grade II, providing the most common category (93.5%). Within Maldon District there are 13 Conservation Areas and over 1,030 listed building, with 14 (1.5%) being Grade I and 58 (5%) Grade II*.

The team leads on the preparation of the Maldon and Heybridge Central Area Master Plan, which will be adopted in 2017 and enter into its delivery phase, which will include site specific planning and development briefs, It also produced the Garden Suburb Design Codes and the Maldon District Design Guide.

2.1 Planning and Regulatory Services – Key Corporate Activities

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
As per the Corporate Plan 2015 – 19	Action that contribute to achievement of the corporate goal	Specific actions/tasks that need to be undertaken relating to the overall key activity	What is the expected impact of the planned action, the “so what” question – “so what will happen as a result of the work undertaken?”	What evidence can be collated to show that the outcomes have been achieved? E.g. to show a reduction in the level of crime/anti-social behaviour	Date that the task is to be completed by or a milestone to monitor improvement	Officer responsible for ensuring work is progressed, action is completed and the desired outcomes/ outputs achieved	What resources will be required to complete the work such as financial and human (including new skills)? If actions cannot be adequately resourced the prioritisation needs to be looked at again. Ensure training needs for the year and IT dependencies are covered.
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p> <p>Creating opportunities for economic growth and prosperity</p>	Adopt the Local Development Plan for the Maldon District	<p>Completion of consultation into the final set of Modifications in April 2017.</p> <p>This will be followed by the completion of the Inspector’s Report to the Secretary of State and the Secretary of States final decision, which is anticipated in Summer 2017.</p>	The Council will have an up to date Local Plan in place, which will strengthen the Council’s ability to defend planning decisions on appeal, create greater certainty and a framework delivery of strategic projects.	<p>LDP completed second Public Examination and modifications to make the Plan sound agreed with the Inspector for public consultation.</p> <p>KPI as set out in the appendix to the LDP</p>	<p>Post Examination Modifications consultation – March to April 2017</p> <p>Adoption of Plan - Summer 2017</p>	Strategic Planning Policy Manager	Planning policy team to take lead with support from other areas within the Council and external consultants on evidence base

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p> <p>Creating opportunities for economic growth and prosperity</p>	Work in partnership to deliver and ensure management and maintenance of strategic infrastructure	<p>Continuing to work with key organisations to deliver the infrastructure e.g. ECC and EA</p> <p>New planning performance agreements which set out resources to support delivery of strategic developments and their associated infrastructure</p>	Infrastructure is delivered in a timely manner commensurate with key stages of development in accordance with the Infrastructure Delivery Plan	Infrastructure delivered	Ongoing	Strategic Planning Policy Manager	Support from external agencies/bodies, developers and land owners
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p>	Adopt the Maldon District Design Guide	<p>Consultation on draft plan agreed early March 2017</p> <p>Review of consultation responses, revision to plan and approval</p>	Design guide adopted and implemented in decision making.	<p>Quality of new developments</p> <p>Measurement of standards through appeals</p>	<p>Consultation – Spring 2017</p> <p>Review of responses – summer 2017</p> <p>Approval – Autumn 2017</p>	Strategic Planning Policy Manager	<p>Urban design officer and new design panel to be created.</p> <p>Training of staff to implement new guidance</p>

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p>	Work with partners to seek funding/bring forward flood relief projects for identified surface flooding risk areas in the District	<p>Work with EA and Anglian Water and ECC (SUDS)</p> <p>Confirm S106 agreement for North Heybridge Flood Alleviation scheme</p>	Flood alleviating schemes implemented	Flood mitigation measures in place. Reduction in flood incidents.	March 2018 for start of flood alleviation scheme	<p>Environment and Licensing Manager</p> <p>Planning Policy Manager</p>	Various officers in directorate working with partners
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p>	Co-ordinate work with housing associations and developers to provide affordable housing and meet the identified requirements for older persons' independent living with the District	Work with partners	Improved provision within the district	Implementation of schemes	Ongoing	Strategic Housing Manager	Various officers in directorate working with partners
<p>Creating opportunities for Economic Growth and prosperity</p>	Implement the agreed business engagement framework including development of a Local Business Forum and Chambers	<p>Causeway Business Forum to develop into Maldon Chamber of Commerce Relaunch, support and promote Burnham Chamber of Commerce</p> <p>Business</p>	<p>Improved activity and engagement</p> <p>Understanding of business needs</p> <p>Promotion of opportunities for business</p> <p>Shared best practice</p>	<p>Number of events and level of attendance</p> <p>Circulation numbers of newsletter</p> <p>Number of business visits</p> <p>Take up of funding / other opportunities</p>	<p>Sept 17</p> <p>June 2017</p> <p>Ongoing</p>	Economic Development and Partnerships Manager	<p>Working with internal teams e.g.- Comms and Tourism</p> <p>Close working with elected Members</p> <p>Working with and across organisations</p>

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		engagement events Business newsletter Business visits	Improved understand of Council policies Business networking facilitation Developing a sense of place		Ongoing Ongoing		
<p>Protecting & Shaping the District</p> <p>Strengthening Communities to be safe, active and healthy</p> <p>Creating opportunities for Economic Growth and prosperity</p> <p>Delivering good quality, cost effective and valued services</p>	<p>Through partnership working with local businesses and agencies, implement the action plan for the Central Area Master Plan:</p> <ul style="list-style-type: none"> • Causeway Regeneration Area • The Leisure Quarter • Maldon Central 	<p>Development of project business cases</p> <p>Fund raising – ECC, Haven Gateway, SELEP, EA, RCCE, Lottery funds</p> <p>Economic consideration within planning decisions.</p> <p>Development of detailed coordinated delivery plan and resources in place.</p> <p>Complete the</p>	<p>Delivery of objectives set out in Central Area Master Plan</p>	<p>Successful project delivery</p>	<p>Ongoing</p>	<p>Economic Development and Partnerships Manager</p> <p>Group Manager, Leisure, Countryside and Tourism</p> <p>Strategic Planning Policy Manager</p>	<p>Internal team, including planning, economic development, countryside, urban design, and project management supported by consultants</p> <p>Private sector</p> <p>Funding bodies</p>

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		<p>public consultation on the Master Plan and approve the Master Plan as SPD</p> <p>Establish internal multi-disciplinary team, with programme and project management resource</p> <p>Support new and appropriate developments in line with the Maldon and Heybridge Central Area Masterplan</p>					
Creating opportunities for Economic Growth and prosperity	Promote the District as a destination of choice by defining and promoting existing/new employment land	<p>Develop directory of land owners</p> <p>Maintaining an up to date register of available land for key employment sites</p> <p>Effective use of</p>	<p>Fully occupied employment sites</p> <p>Increased number of businesses</p> <p>Increased employment</p> <p>Business retention</p>	<p>Directory in place</p> <p>Log in place</p>	<p>March 2018</p> <p>March 2018</p> <p>Ongoing</p>	Economic Development and Partnerships Manager	<p>Businesses</p> <p>Land owners</p> <p>Development Management Team</p> <p>Planning Policy Team</p> <p>Elected Members</p>

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		empty properties list. Economic consideration within planning decisions for change of use. Communications strategy to promote the district opportunities Work with wider Essex Partnership on promotion of Essex and Maldon's place and role within it	Increased business rate income Improved quality of business sites Improved awareness of Maldon District Business land offer	ED input in planning reports and results of planning applications	Ongoing		
Creating opportunities for Economic Growth and prosperity	Develop and implement a strategy to meet the skills need within the District	Work with County skills partners and Haven Gateway Partnership to develop strategy Implement actions as set out in Strategy	Clear understanding of local / sub regional needs Clear strategic direction to meet needs Various solutions identified and actions plans prepared	Baseline information available to be able to move forward to delivery stage	a. October 2017 b. March 2017	Economic Development and Partnerships Manager	Partners/external agencies Funding bodies Coastal teams

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
Creating opportunities for Economic Growth and prosperity	Work with partners on the Total Transport pilot project	Attend Project Board meeting Promote activity locally	Demand responsive transport within the District	Key project stages completed	March 2018	Director of Customers and Community	ECC Suffolk CC Other local partners
Creating opportunities for Economic Growth and prosperity Delivering good quality, cost effective and valued services	Develop package to promote the District as a place of choice to start and grow a business. With a range of offers including:- <ul style="list-style-type: none"> • Business rate discounts for new businesses and those relocating to the District • Fast tracked planning and regulatory services • A register of available land and premises 	Business case for discount scheme to F&CS Review of service standards Promotion of Best Growth Hub and Dengie Enterprise	Business retention and inward investment Increased business rate income	Gross rateable value Business numbers Employment	 September September Ongoing	Group Manager, Customers Group Manager Planning Services See above Economic, Development and Partnerships Manager Economic, Development and Partnerships Manager	<ul style="list-style-type: none"> • Comms Team • Strategic Planning • Development Management • Planning Enforcement • Environment Services • Revenues and Benefits • Customer services • IT Services • Elected Members • External partners

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	<ul style="list-style-type: none"> • Business support services • Accessible website pages dedicated to business support and advice, including a page on how to do business with the Council and sign posting to a range of services • Master planning, development and planning briefs and support for key employment areas • Coordination and support for 	<p>Service</p> <p>Review content and accessibility</p> <p>Update content and publish</p> <p>See above</p> <p>See above</p>			<p>March 2018</p>	<p>Strategic Planning Policy Manager</p>	<ul style="list-style-type: none"> • Businesses • Land owners

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	locality based business forums.						
Protecting & Shaping the District Creating opportunities for Economic Growth and prosperity	Co-ordinate the delivery of an Enterprise Centre for the Maldon District	Secure funding for detailed feasibility study Implementation strategy to deliver the project Secure project funding and acquire site	Increased small business unit space Increased business confidence Improved business survival rate Increased employment	Funding secured for the feasibility study Funding for project Delivery of project Ongoing performance KPIs to the agreed	Completion of feasibility study March 2018	Economic, Development and Partnerships Manager Strategic Planning Services Manager	Magnox Consultancy support Causeway Businesses Land acquisition resource
Protecting & Shaping the District Creating opportunities for Economic Growth and prosperity	Agree a vision for, and develop, a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell	Develop the ECC and MDC joint management board Communications plan Establish S43 (2008 Act) pre-application protocols with the National Infrastructure Planning Unit	Work towards the delivery a new nuclear powers station Council adequately resourced for the project	To form part of an action plan	Vision June 2017 Agreement – March 2018 This will be a long term project over the next 10 years or more	Director of Planning & Regulatory Services	This will require impetus from a range of partners as well as the Council and ECC

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		<p>Engagement by the developer as part of the statutory development consent process</p> <p>Comprehensive action and resource plan to cover all anticipated elements of the project</p> <p>Post 2017/18:</p> <p>Economic development strategy to capture the economic benefits for the District</p> <p>Identification of skills and training during construction phase</p>					
Creating opportunities	Promote and support improved	Participate in the Essex Broadband programme	Increased broadband coverage across	Additional premises (residential and businesses) have	Ongoing in accordance with programme	Economic and Partnerships Manager	Working with ECC as lead authority on Superfast Essex

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
for Economic Growth and prosperity	Broadband connectivity	Ensure that new development have infrastructure provided as part of the development to support superfast connections	the district	improved access	timetable which is regularly reviewed.		programme Identify possible other solutions to areas not likely to covered by the programme

2.2 Planning and Regulatory Services - Other key activities (that need to be undertaken e.g. because of central government or legislative changes, or that are key to efficient and effective service delivery)

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Implement departmental action plan which contributes to the Corporate Transformation Programme	Deliver key tasks as detailed with the Corporate Action Plan which will include - Improved Customer services/enhanced capacity/increased efficiencies/ generation of external income/savings	The Council develops a Transformation Programme to maintain the provision of front line services provided to the community	Targets to be developed but will include implementation of relevant parts of the ICT Strategy & Customer Strategy	Phased 2015 - 2019	Director	Corporate Leadership Team, Departmental Managers
Implement Workforce Development Plans	Develop Departmental Action Plans to support the Workforce Development Plan	Development of staff	Targets to be developed	Phased 2015 - 2019	Director, Service Managers	Group Manager, People Performance & Policy
Secure improved efficiency and effectiveness of the Planning Service	Agree and implement revised Planning Improvement Action Plan	Deliver more effective Planning Service, providing enhanced value for money	Measure against revised suite of performance indicators, to be agreed	Report delivered in stages – April to August 2017. Action Plan developed and agreed as recommendations delivered Implementation to agreed timescale thereafter	Group Manager Planning Services	External consultant and internal resources
Agree and implement a robust Development Management	Provide a bespoke suite of specific local indicators to demonstrate the performance of Planning Services in relation to	Deliver more effective Planning Service, providing	Measure against revised suite of performance indicators, to be agreed	Report delivered in stages – April to August 2017. Action Plan developed	Group Manager Planning Services	External consultant and internal resources

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Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Team Approach	<p>corporate goals</p> <p>Ensure an efficient and effective enforcement service.</p>	<p>enhanced value for money</p> <p>To ensure the resilience of Planning Services</p> <p>To provide improvement to performance in the processing of planning applications</p> <p>To ensure Customers' needs are being met</p>		<p>and agreed as recommendations delivered</p> <p>Implementation to agreed timescale thereafter</p>		
Improvement to the number of applications determined within statutory timeframe.	Part of consultant's review	A greater number of applications determined within statutory timeframe.	Performance against revised and agreed targets	<p>Consultant's work completed – July 2017</p> <p>Action Plan agreed – August 2017</p> <p>Implementation immediately thereafter</p>	Group Manager Planning Services	<p>Staff resources</p> <p>External consultant</p>
A comprehensive review of processes from receipt of	Part of consultant's review	Improved customer experience, streamline	Performance against revised and agreed targets	<p>Consultant's work completed – July 2017</p> <p>Action Plan agreed –</p>	Group Manager Planning Services	<p>Staff resource</p> <p>External consultant</p>

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Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
application to determination.		process, cost saving due to reducing officer time spent on process, quicker determination of planning applications.		August 2017 Implementation immediately thereafter		
Encouragement of channel-shift through improving the on-line customer experience	Contribute towards development and implementation of Corporate Website	Improved customer focused website that will improve information available to customers, reduce demand, and assist in achieving channel shift	Higher levels of customer satisfaction – measurement methodology and targets to be agreed	July 2017	Business Development and Improvement Officer	Staff time and external
Review of staffing resource in Development Management	Part of consultant's review	Efficient and resilient service delivery for Development Management	Performance against revised and agreed targets	Consultant's report – June 2017 Action Plan agreed – July 2017 Implementation immediately thereafter	Director of Planning and Regulatory Services	Staff resource External consultant HR Business Partner
Review of Building Control function	Undertake review to look at business case for alternative provision of	Greater resilience for the Building Control	Performance against revised and agreed targets	Options/Preferred Option – July 2017	Director of Planning and Regulatory Services	External consultant Support from within

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Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
	<p>Building Control services</p> <p>Undertake analysis of the financial position and other potential benefits measured against risks of continuing as is.</p> <p>Development and implementation of a Preferred Option</p>	Service		Action Plan – August 2017		the Council e.g. HR, governance, finance and ICT
Annual Authority Monitoring Report (AMR)	<p>Review previous report and agree scope</p> <p>Undertake surveys and evidence gathering, including retail and housing land availability</p> <p>Produce report including Five-Year Housing land supply</p> <p>Publish</p>	Monitoring of development against LDP targets	To be set out in the scope of the AMR based on LDP KPIs	Complete by end of August 2017	Strategic Planning Policy Manager	Development Management team to support
Community Infrastructure Levy	<p>Review of existing charging schedule / evidence base and decision on whether to continue with existing work or start again, postponing the Examination</p> <p>Depending on outcome of</p>	Robust CIL charge	<p>KPI on CIL collected against charging schedule</p> <p>KPI on % of successful exemption applications</p>	<p>Review – March / April 2017</p> <p>Timetable thereafter to be confirmed dependent on the Review</p>	Strategic Planning Policy Manager	S106 Officer Procurement

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Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
	review, recommission new evidence base and consult.		KPI on collection of CIL			
Prepare and Approve: <ul style="list-style-type: none"> • Vehicle Parking Standards SPD • Renewable Energy SPD • Affordable Housing SPD • Statement of Community Involvement 	Review of existing, national and local policy and best practice Consultation Revisions Adoption	New guidance in place in accordance with Local Development Scheme All involved in decision making	Delivery of documents against timetable Quality of new developments Measurement of standards through appeals	All to be adopted by end of 2017 (subject to individual project plans)	Strategic Planning Policy Manager	Planning policy with support from various departments within council, in particular Housing Strategy on the Affordable Housing SPD and other ECC Councils on the Vehicle Parking standards
Community Led Housing	Implementation of a programme of Community Led Housing	Additional supply of affordable homes	Pipeline of Community Led Housing projects	Commence April 2017 and ongoing	Strategic Housing Manager	
Homelessness Reduction Bill	Support implementation of Trailblazer scheme in partnership with ECC	Improved knowledge impact of Bill and options available and required	Outcome of pilot cases and development of joint strategic approach to prevention with ECC and other partners	From April 2017	Strategic Housing Manager	Homelessness Reduction Bill DCLG Funding
Deliver revised Planning Improvement	Implement recommendations arising from consultants' study	More efficient and responsive planning service	Performance against suite of agreed indicators	Report delivered in stages – April to August 2017.	Group Manager Planning Services	As available within the Directorate, plus external consultancy

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Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Action Plan		which provides enhanced value for money		Action Plan developed and agreed as recommendations delivered Implementation to agreed timescale thereafter		support as required
Implement new SuDS regime	Amend validation list for new development Establish additional criteria for SuDS referral to ECC Establish process and decision making	Implement Government Policy	Planning Guidance and Government Statements Monitor the new regime and suggest improvements if required	Ongoing	Group Manager Planning Services Strategic Planning Policy Manager	Essex County Council Environment Agency Anglian Water
Implement the Regulators' Code	Develop and seek adoption of a corporate enforcement policy for Council's regulatory services. Provide simple and straightforward ways to engage with those they regulate and hear their views	Reducing regulatory burdens and supporting compliant business growth	Revised enforcement policy published on website	March 2018	Environmental Health and Licensing Manager	Co-operation from other regulatory services
Housing White Paper and Review of the NPPF	Annual Five Year Land Supply Demonstration of achieving	Reduced risk of planning by appeal and need for further	Achieve 5-year housing land supply Meet housing	On going	Strategic Planning Policy Manager	Housing strategy Development Management

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Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
	Housing trajectory Delivery rates Others to be determined during year New Planning Fees implementation	housing allocations	trajectory targets			
Self and Custom Build	Maintain register Promote register Promote via pre-application discussions Produce local guidance	Increased self and custom building housing	Number of Self and Custom Build Homes Number of people on register	2017-2020	Strategic Planning Policy Manager	Planning Policy Development Management Use of Government New Burdens Funding 2017 to 2020
Income generated through housing investment	To identify most appropriate method for securing delivery of proposed development and generating income for the Council	Agreed delivery vehicle for investment in development	Business case agreed and progressed	2018	Strategic Housing Manager	Community Housing Fund (DCLG) Committed sums

2.3 Planning and Regulatory Services - Change Plan

This section should highlight, where necessary, any other major changes on the horizon for the next five year period.

As these activities/changes become more imminent and require resourcing within a specific year/timescale they will be considered as part of the Strategic and Financial Planning Process and will then be established as a Key Corporate Activity if funding is approved.

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
Provision of temporary accommodation to relieve homelessness	Requirement arising from increasing demand on statutory duty to accommodate homeless and inability to meet requirements for affordable housing. Possible use of commuted sums to meet capital cost of securing additional accommodation to reduce growth in revenue requirement.
Implementation of the Maldon and Heybridge Central Area Master Plan	Completion of the Master Plan approval process during 2017. Resources needed to support its delivery dependent on an agreed delivery plan and level of Council interventions. Additional resources include programme and project management and consultants. Use of grants, capital funding or recovery from disposals to meet the costs of these resources.
Continued spending constraints and need to commercialise where possible the service through effective use of Planning Performance Agreements (used to fund staff for specific projects); increase in planning fees and the reinvestment into the service; and shared services / out and insourcing with other LPAs	PPAs under review and require changes to Fees and Charges Planning fee increases to be brought in July 2017 Long term service planning to look at resources and skills, and ongoing discussions with other LPAs on their needs. Service will need to be sufficiently resourced to deliver these changes so commitment to reinvestment into the service is required

2.4 Planning and Regulatory Services - Resources

This section should detail all key capital projects (new and on-going) to be undertaken during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored (although could already be included as a key corporate activity and therefore monitored corporately as detailed above).

2016/17 Projects carried forward	Capital £000	Quotation/Tender	Lead Officer	Timescale for completion	Notes	Link to Corporate Goal
Empty Homes Scheme	£32.8		Strategic Housing Manager			Protecting and shaping the District
Mandatory Disabled Facilities Grants	£440		Strategic Housing Manager	2017/18	Subject to confirmation by ECC	Protecting and shaping the District

Other Revenue Expenditure over £50,000 in the year – detail whether to be authorised by a Director or the Head of Paid Service, start dates for procurement and completion dates.

Project	Capital £000	Quotation /Tender	Lead Officer	Timescale for completion	Notes	Link to Corporate Goal

2.5 Planning and Regulatory Services - Corporate Risks 2017/18

Below are the corporate risks from the current Corporate Risk Register relevant to this Directorate together with the mitigating actions which are being taken forward to reduce the risk. For some risks the mitigating actions and timescales for the mitigating actions are still to be established.

Corporate Risk	Mitigating Action	Corporate Risk Owner	Timescales
Failure to have an adopted LDP	<ul style="list-style-type: none"> Continue ongoing work in relation to Duty to Co-operate Provide Inspector and Secretary of State with information required to make a positive decision 	Director of Planning & Regulatory Services	30/09/2017 30/09/2017
Failure to deliver the required infrastructure to support development arising from the LDP	<ul style="list-style-type: none"> Negotiate effectively with developers/relevant key partners to ensure appropriate level of infrastructure and phasing of delivery Identify funding mechanisms and monitor drawing down on funding in a timely manner Establish a mechanism for determining ownership, future management and maintenance of infrastructure e.g. green spaces/flood defences Improve project management Increase use of pre-planning agreements 	Director, Planning & Regulatory Services	Ongoing
Being designated as an under-performing authority due to major planning applications and/or appeals performance	<ul style="list-style-type: none"> Identify ways of streamlining decision making process Recruitment of skilled staff Arrange specific Member Training from external specialists 	Director, Planning & Regulatory Services	Ongoing 30/07/2017 31/03/2018
Failure to maintain a 5 year supply of Housing Land	<ul style="list-style-type: none"> Submission to PINs of statements for certification Developers submission of annual completion and trajectory statements Roll out of self and custom build Establish a programme of community led housing 	Director, Planning & Regulatory Services	30/09/2017 30/06/2018 Ongoing Ongoing
Failure to target services and influence partners effectively to support the increasing ageing population (re housing needs)	<ul style="list-style-type: none"> Pilot joint events between Community Development and Housing (e.g. Winter warmer events) with a view to identifying and engaging with those in need Deliver a targeted project to improve information sharing with partners providing advice and support to older people 	Director, Customers and Community	31/03/2018 31/03/2018 31/12/2017
Failure to adapt policy to meet the affordable housing need	<ul style="list-style-type: none"> Housing and Homelessness Strategy to be adopted Affordable Housing SPD to be adopted Identify opportunities for additional investment into affordable housing 	Director, Planning & Regulatory Services	30/09/2017 31/03/2018 31/12/2017
Failure of the Council to influence	<ul style="list-style-type: none"> Input into the Essex Integrated Growth Forum to ensure Maldon priorities are 	Chief Executive	Ongoing

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Corporate Risk	Mitigating Action	Corporate Risk Owner	Timescales
regional partners to support/encourage economic prosperity and inward investment to the Maldon District	<ul style="list-style-type: none"> included • Undertake longer term strategic planning for sub region on key projects • Develop robust business cases for external funding (including research and maintenance of up to date evidence) • Increasing awareness of SELEP/sub-regional/County strategies and scoring mechanisms 		
Failure to have a co-ordinated approach to supporting new and existing businesses	<ul style="list-style-type: none"> • Establish an internal communications strategy to ensure all services are aware of the priority • Improve internal awareness/signposting of support available to businesses 	Chief Executive	30/09/2017 Ongoing
Inefficient Committee structure	<ul style="list-style-type: none"> • Track impact of change in delegation/call in for planning applications 	Chief Executive	30/09/2017

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3. RESOURCES DIRECTORATE

Director: Emma Foy

The Directorate consists of five teams, **Facilities and Asset Management, Finance, Information Technology, Legal and Democratic Services, People, Performance and Policy**. Internal Audit is outsourced with the contract provided by BDO LLP.

Facilities and Asset Management

Facilities and Asset Manager: David Rust

This team is responsible for facilities management (including caretaking, cleaning, responsive maintenance and the delivery of the planned repair and maintenance programme for the Council Offices), procurement and the General Office which includes the post room, reprographics services and the processing of cheque payments. In addition the team maintains the Council's contract register and works with Essex Procurement Hub to provide support to departments across the Council when procuring goods and services. The team is also responsible for maintaining the Council's asset register and management of corporate leases.

Finance

Finance Manager: Carrie Cox

The Finance team is responsible for Accountancy, Financial Planning and Budget monitoring, Accounts Payable and Receivable, Payroll and Treasury Management. This team manages the Council's cash flow, producing financial monitoring reports, Statutory Accounts, Council Tax setting and is responsible for drafting the Medium Term Financial Strategy. It also ensures that salaries, allowances and suppliers are paid on time and that external sundry debts are recovered efficiently and effectively.

Information Technology

IT Manager: Andrew Mowbray

The Information Technology team provides technical and operational support for a wide range of applications running on a variety of servers as well as desktop support for approximately 350 Personal Computers. This team provides front line technical support to our client base as well as systems design, development and implementation. This team is responsible for the ICT Strategy, which will support the Council's Transformation Programme.

Legal and Democratic Services

Legal and Democratic Services Manager: Melissa Kelly

This team provides legal advice on the Council's activities and its governance arrangements as well as providing support to Members. The team is responsible for the coordination of Freedom of Information requests, providing support to Committees and maintains the Register of Electors, manages Elections, Referenda and by-elections.

The Legal and Democratic Services Manager is also the Council's Monitoring Officer (a Statutory position) and the Data Protection Officer.

People, Performance and Policy

Group Manager, People, Performance and Policy: Dawn Moyse

This team brings together the Human Resources, Public Relations and Engagement, Policy and Performance functions. The primary focus of this team is to develop, support and steer cultural and transformational change as well as providing a robust performance, policy and risk management framework. This team is also responsible for managing external relationships with the media and key stakeholders as well as leading the approved Workforce Development Strategy, which aims to develop the organisation to deliver the Corporate Plan.

Internal Audit

The Internal Audit function was outsourced to BDO LLP in February 2016. BDO provide assurance to the Council on internal control, risk management and governance processes. A medium term internal audit strategy and annual audit plan is agreed by the Audit Committee. The Committee receives regular summary assurance reports on the audits completed and outstanding audit recommendations including progress against the in-year annual plan.

3.1 Resources - Key Corporate Activities

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
As per the Corporate Plan 2015 – 19	Action that contribute to achievement of the corporate goal	Specific actions/tasks that need to be undertaken relating to the overall key activity	What is the expected impact of the planned action, the “so what” question – “so what will happen as a result of the work undertaken?”	What evidence can be collated to show that the outcomes have been achieved? E.g. to show a reduction in the level of crime/anti-social behaviour	Date that the task is to be completed by or a milestone to monitor improvement	Officer responsible for ensuring work is progressed, action is completed and the desired outcomes/ outputs achieved	What resources will be required to complete the work such as financial and human (including new skills)? If actions cannot be adequately resourced the prioritisation needs to be looked at again. Ensure training needs for the year and IT dependencies are covered.
Delivering good quality, cost effective and valued services	Implement Workforce Development Plan projects for 17/18.	<ul style="list-style-type: none"> a) Monitor/review use of the Performance Review System and transfer it on to HRIS. b) Review the recruitment strategy c) Introduce a Total Reward Policy d) Conduct a Council-wide skills audit 	<p>Staff can access their HR data on line.</p> <p>Recruitment process is efficient.</p> <p>Objectives and performance is easily monitored and reported.</p> <p>Identified learning needs can be easily captured to enable efficient deployment of budget.</p>	<p>Robust performance management of staff.</p> <p>Time from notification of leaver to new member of staff in post lessened.</p> <p>Reduction in agency usage.</p> <p>Staff using self service</p>	March 2018	Group Manager (People, Performance and Policy)	Human Resources Team and Project team

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
			Our reward structure is in line with our competitors.				
	Implement the ICT projects for 17/18: a) Implement a new telephony system b) Upgrade the e-mail system	Review Mobile Working / Forms solutions	Replacement / enhancement of e-forms solution to provide Mobile Working capabilities	Implementation of e-form solutions	March 2018 August 2017	IT Manager	Service personnel as appropriate – Project Team will be formed
	Deliver the Medium Term Financial Strategy to achieve a balanced budget	<ul style="list-style-type: none"> i. Drafting budget setting timetable for 17/18 ii. Savings proposals to be submitted by officers iii. Organise budget workshops with Members iv. Review of the current Medium Term Financial Strategy v. Setting of the 17/18 budget and Council tax 	Production of a balanced 17/18 budget and a sustainable budget in the medium term	Budget and Council Tax report and updated Medium Term Financial Plan	Ongoing	Director of Resources	Finance Manager and Senior Accountants, input from Corporate Leadership Team and Members

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Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
	Deliver the Transformation Strategy:	a) Agree the vision for the MDC Transformation Strategy b) Agree a programme of transformation projects for implementation	Council is more financially sustainable and efficient.	Identification and delivery of savings. Performance improvement on KPIs.	June 2017	Director of Resources	Directors and Managers
	Develop and implement an income generation programme	Develop and implement an action plan to generate income through additional fees and charges and new services being provided.	Income being generated through housing investment to support the Council's budget	Completed actions set out in the plan	September 2017	Director of Resources	Directors and Managers

3.2 Resources - Other key activities (that need to be undertaken e.g. because of central government or legislative changes, or that are key to efficient and effective service delivery)

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
Budget Setting 2018/19 – Review of service and functions	Review service functions and options for change	Contribution to the overall corporate 18/19 budget setting process	Targets to be developed	October 2017	Director of Resources and all departmental managers	All Departmental Managers, Finance Team
Review of Council's Procurement Strategy	Review of procurement strategy, in light of recent changes in Procurement Regulations, to include roll out of e-tendering system and training where necessary.	Clear and transparent procurement guidance.	Implementation of new procurement procedures designed to ensure contract managers are regularly testing the market.	July 2017	Facilities and Contracts Manager	Inputs from Procurement Hub, Facilities & Contracts Manager, Finance
Review of General Office processes.	Undertake review of General Office processes in line with IT Strategy and Maldon.gov roll out.	General Office remains an efficient and effective service.	Identification of potential savings, improved processes and additional work streams.	June 2017	Facilities and Contracts Manager	Facilities and Contracts Manager, General Office, IT, Finance.
Improve Employee engagement	To prioritise under the Employee Engagement Strategy, opportunities to involve and encourage employee participation. To ensure the recommendations of	Motivated workforce and low staff turnover	Staff survey and Staff turnover	December 2017	Group Manager PPP	All Departmental Managers

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Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
	the Employment Deal Diagnostic survey are communicated and incorporated into our day to day work					
Implement Workforce Development Plans	Develop Departmental Action Plans to support the Workforce Development Plan	Development of staff	Targets to be developed	Phased 2017 - 2019	Director, Service Managers	Group Manager, People Performance & Policy
Attendance Management	Roll out and embed new policy Monitor OH provision. Roll out training to all managers	Clearly defined policy which differentiates between short/long-term absences. Supports MDC in managing absence effectively. Managers competent to undertake absence management.	Lower level of short and long term absence in the organisation and positive assurance from internal audit.	Internal Audit February 2018	Group Manager (People, Performance and Policy)	Group Manager (People, Performance and Policy), HR Business Partner
Compliance with General Data Protection Regulation	Will arise from the GDPR advisory review carried out by BDO.	The Council is compliant with all aspects of the regulations thus avoid potential fines and reputational	Follow up of implementation of recommendations arising from the BDO audit.	December 2017	Directors, Service Managers	To be determined by BDO advisory review.

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Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
		risk				
Compliance with the PSN Code of Connection	Multiple activities (managed as a project in its own right)	Certification as compliant	Certification	Certification by the end of May 2017	IT Manager	IT team
Delivering Internal Audit Plan	Internal Audits undertaken in accordance with Internal Audit Plan 2017/18	Assurance to CLT, the Audit Committee and Council on the adequacy and effectiveness of the framework of controls, risk management and governance	Internal Audit reports and recommendations are acted upon	March 2018	Director of Resources	BDO LLP
Elections	Deliver both the County and Parliamentary Elections in May and June 2017.	Smooth running of the elections on 4 May and 8 June 2017 and that the Verification and count process is successfully delivered	Implementation of the project plan and improvements identified from 2015 Elections	May and June 2017	Legal and Democratic Services Manager	Director of Resources, Senior Solicitor, Electoral Management Officer and Elections core team
Risk Management	Review the Corporate Risk Register for 2018/19	Identification and effective management of those risks which could prevent achievement of the MDC corporate goals	An updated Corporate risk register	June 2017	Performance & Risk Officer Director of Resources	Performance and Risk Officer, Corporate Leadership Team and managers

3.3 Resources - Change Plan

This section should highlight, where necessary, any other major changes on the horizon for the next five year period.

As these activities/changes become more imminent and require resourcing within a specific year/timescale they will be considered as part of the Strategic and Financial Planning Process and will then be established as a Key Corporate Activity if funding is approved.

Changes/Actions required	Dependencies/Critical Factors/ Financial Implications
Corporate roll-out of Mobile Working	As defined within ICT Strategy
Potential shared accommodation opportunities with major external partners.	Commitment from external partners. Financial contribution from partners.
Implement the actions set out in the Workforce Development Strategy	As defined within Workforce Development Strategy

3.4 Resources - Resources

This section should detail all key capital projects (new and on-going) to be undertaken during the year – not only the financial cost, but the authorisation levels required, resources required, objectives and how progress will be monitored (although could already be included as a key corporate activity and therefore monitored corporately as detailed above).

CAPITAL PROGRAMME	2017/18 £000
PC and Printer Replacement Programme	35
IT Project Officer to roll out capital projects	50
Email replacement	60
Replacement of polling booths	25

3.5 Resources - Corporate Risks 2017/18 –

Below are the corporate risks from the 2017/18 Corporate Risk Register relevant to this Directorate. Mitigating Actions for these risks are currently being identified and will be included in this Level 1 plan in due course.

Corporate Risk	Mitigating Action	Risk Owner	Timescales
Inefficient committee structure	<ul style="list-style-type: none"> Track impact of change in delegation/call in for planning applications Governance review being undertaken as part of Transformation Review and respond to recommendations in BDO report 	Chief Executive	<ul style="list-style-type: none"> 30/09/2017 30/03/2018 31/12/2018
Failure to protect personal or commercially sensitive data	<ul style="list-style-type: none"> Review and implement a new Document Retention Policy Draft and seek approval to Data Protection Policy (as part of the GDPR requirements) Establish an Information Asset Register Seek approval to reviewed IT Security policies Implement actions arising from Cyber Crime Audit Seek CLT approval to cease using "All Staff" e-mails Set IG as a screensaver for a week regularly throughout the year 	Director of Resources	<ul style="list-style-type: none"> 30/06/2017 31/12/2017 30/01/2018 30/07/2017 30/09/2017 30/06/2017 31/03/2018
Unable to retain and recruit in national skill shortage areas to meet the demands of the service	<ul style="list-style-type: none"> Develop and implement the recruitment strategy to include: <ul style="list-style-type: none"> - Smarter recruitment and retention strategies to address current and future hotspots - Increasing use of digital recruitments strategies - Strengthening MDC reputation - Reducing time taken to from advert to offer - Exploring the creative use of graduate, apprenticeship and trainee schemes - Employing people with right behaviours as well as technical skills Implement Transformation Service and Systems Review to improve efficiencies and workloads 	Group Manager, People, Performance & Policy	<ul style="list-style-type: none"> 31/03/2018 31/03/2018
Failure to plan and deliver balanced budgets over the medium term	<ul style="list-style-type: none"> Implement transformation projects to achieve more efficient working/save costs Implement Strategic Financial Planning process for 18/19 according to agreed timetable 	Director of Resources	<ul style="list-style-type: none"> 31/03/2018 Budget for 17/18 agreed by F&CS in 30/01/17.

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Corporate Risk	Mitigating Action	Risk Owner	Timescales
			Council – 8/02/17
Corporate Policies not managed and reviewed	<ul style="list-style-type: none"> Review/update of policies and strategies by managers and included in business plans with target dates (and fed back to Corporate Policy Officer) Establish a Corporate Policy database 	Director of Resources	<ul style="list-style-type: none"> 30/06/2017 (TBC) TBC
Lack of access to legal resource	<ul style="list-style-type: none"> Recruit staff to cover current maternity leave Undertake a service review to ascertain resource requirements 	Director of Resources	<ul style="list-style-type: none"> 30/06/2017 31/12/2017

Our Vision: To make Maldon District a better place to live, work, and enjoy

