

## **1. PLANNING AND REGULATORY SERVICES DIRECTORATE**

### **About the Directorate**

**Director: Simon Rowberry (from July 2017)**

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.

### **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****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.
<b>Protecting &amp; Shaping the District</b>  <b>Strengthening Communities to be safe, active and healthy</b>  <b>Creating opportunities for economic growth and prosperity</b>	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>	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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<b>Protecting &amp; Shaping the District</b>  <b>Strengthening Communities to be safe, active and healthy</b>  <b>Creating opportunities for economic growth and prosperity</b>	Work in partnership to deliver and ensure management and maintenance of strategic infrastructure	Continuing to work with key organisations to deliver the infrastructure e.g. ECC and EA  New planning performance agreements which set out resources to support delivery of strategic developments and their associated infrastructure	Infrastructure is delivered in a timely manner commensurate with key stages of development in accordance with the Infrastructure Delivery Plan	Infrastructure delivered	Ongoing	Planning Policy Manager	Support from external agencies/bodies, developers and land owners
<b>Protecting &amp; Shaping the District</b>  <b>Strengthening Communities to be safe, active and healthy</b>	Adopt the Maldon District Design Guide	Consultation on draft plan agreed early March 2017  Review of consultation responses, revision to plan and approval	Design guide adopted and implemented in decision making.	Quality of new developments  Measurement of standards through appeals	Consultation – Spring 2017 Review of responses – summer 2017 Approval – Autumn 2017	Planning Policy Manager	Urban design officer and new design panel to be created.  Training of staff to implement new guidance
<b>Protecting &amp; Shaping the District</b>  <b>Strengthening Communities to be safe,</b>	Work with partners to seek funding/bring forward flood relief projects for identified surface flooding risk areas	Work with EA and Anglian Water and ECC (SUDS)  Confirm S106 agreement for North Heybridge	Flood alleviating schemes implemented	Flood mitigation measures in place. Reduction in flood incidents.	March 2018 for start of flood alleviation scheme	Environment and Licensing Manager  Planning Policy Manager	Various officers in directorate working with partners

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<b>active and healthy</b>	in the District	Flood Alleviation scheme					
<b>Protecting &amp; Shaping the District</b>  <b>Strengthening Communities to be safe, active and healthy</b>	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
<b>Creating opportunities for Economic Growth and prosperity</b>	Implement the agreed business engagement framework including development of a Local Business Forum and Chambers	Causeway Business Forum to develop into Maldon Chamber of Commerce Relaunch, support and promote Burnham Chamber of Commerce  Business engagement events  Business newsletter  Business visits	Improved activity and engagement  Understanding of business needs Promotion of opportunities for business  Shared best practice  Improved understand of Council policies  Business networking facilitation  Developing a sense of place	Number of events and level of attendance  Circulation numbers of newsletter Number of business visits  Take up of funding / other opportunities	Sept 17  June 2017  Ongoing  Ongoing  Ongoing	Economic Development and Partnerships Manager	Working with internal teams e.g.- Comms and Tourism Close working with elected Members Working with and across organisations

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<p><b>Protecting &amp; Shaping the District</b></p> <p><b>Strengthening Communities to be safe, active and healthy</b></p> <p><b>Creating opportunities for Economic Growth and prosperity</b></p> <p><b>Delivering good quality, cost effective and valued services</b></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"> <li>• Causeway Regeneration Area</li> <li>• The Leisure Quarter</li> <li>• Maldon Central</li> </ul>	<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 public consultation on the Master Plan and approve the Master Plan as SPD</p> <p>Establish internal multi-disciplinary team, with</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>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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		<p>programme and project management resource</p> <p>Support new and appropriate developments in line with the Maldon and Heybridge Central Area Masterplan</p>					
<b>Creating opportunities for Economic Growth and prosperity</b>	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 empty properties list.</p> <p>Economic consideration within planning decisions for change of use.</p> <p>Communications strategy to promote the</p>	<p>Fully occupied employment sites</p> <p>Increased number of businesses</p> <p>Increased employment</p> <p>Business retention</p> <p>Increased business rate income</p> <p>Improved quality of business sites</p> <p>Improved awareness of Maldon District Business land offer</p>	<p>Directory in place</p> <p>Log in place</p> <p>ED input in planning reports and results of planning applications</p>	<p>March 2018</p> <p>March 2018</p> <p>Ongoing</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>

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
		district opportunities  Work with wider Essex Partnership on promotion of Essex and Maldon's place and role within it					
<b>Creating opportunities for Economic Growth and prosperity</b>	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
<b>Creating opportunities for Economic Growth and prosperity</b>	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 (partner) Other local partners
<b>Creating opportunities for Economic</b>	Develop package to promote the District as a place of choice to start		Business retention and inward investment	Gross rateable value Business numbers Employment		Group Manager, Customers	<ul style="list-style-type: none"> <li>• Comms Team</li> <li>• Strategic Planning</li> <li>• Development Management</li> </ul>

Corporate Goal	Key Corporate Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescale and milestones	Responsible Officer	Resources/ Dependencies
<p><b>Growth and prosperity</b></p> <p><b>Delivering good quality, cost effective and valued services</b></p>	<p>and grow a business. With a range of offers including:-</p> <ul style="list-style-type: none"> <li>• Business rate discounts for new businesses and those relocating to the District</li> <li>• Fast tracked planning and regulatory services</li> <li>• A register of available land and premises</li> <li>• Business support services</li> <li>• 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</li> <li>• Master planning, development and planning briefs and support for key employment</li> </ul>	<p>Business case for discount scheme to F&amp;CS</p> <p>Review of service standards</p> <p>Promotion of Best Growth Hub and Dengie Enterprise Service</p> <p>Review content and accessibility</p> <p>Update content and publish</p>	<p>Increased business rate income</p>		<p>September</p> <p>September</p> <p>Ongoing</p> <p>March 2018</p>	<p>Group Manager Planning Services</p> <p>See above</p> <p>Economic, Development and Partnerships Manager</p> <p>Economic, Development and Partnerships Manager</p> <p>Planning Policy Manager</p>	<ul style="list-style-type: none"> <li>• Planning Enforcement Services</li> <li>• Environment Services</li> <li>• Revenues and Benefits</li> <li>• Customer services</li> <li>• IT Services</li> <li>• Elected Members</li> <li>• External partners</li> <li>• Businesses</li> <li>• Land owners</li> </ul>

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	<p>areas</p> <ul style="list-style-type: none"> <li>• Coordination and support for locality based business forums.</li> </ul>	<p>See above</p> <p>See above</p>					
<p><b>Protecting &amp; Shaping the District</b></p> <p><b>Creating opportunities for Economic Growth and prosperity</b></p>	Co-ordinate the delivery of an Enterprise Centre for the Maldon District	<p>Secure funding for detailed feasibility study</p> <p>Implementation strategy to deliver the project</p> <p>Secure project funding and acquire site</p>	<p>Increased small business unit space</p> <p>Increased business confidence</p> <p>Improved business survival rate</p> <p>Increased employment</p>	<p>Funding secured for the feasibility study</p> <p>Funding for project</p> <p>Delivery of project</p> <p>Ongoing performance KPIs to the agreed</p>	<p>Completion of feasibility study March 2018</p>	<p>Economic, Development and Partnerships Manager</p> <p>Planning Policy Manager</p>	<p>Magnox Consultancy support</p> <p>Causeway Businesses</p> <p>Land acquisition resource</p>
<p><b>Protecting &amp; Shaping the District</b></p> <p><b>Creating opportunities for Economic Growth and prosperity</b></p>	Agree a vision for, and develop, a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell	<p>Develop the ECC and MDC joint management board</p> <p>Communications plan</p> <p>Establish S43 (2008 Act) pre-application protocols with the National</p>	<p>Work towards the delivery a new nuclear powers station</p> <p>Council adequately resourced for the project</p>	To form part of an action plan	<p>Vision June 2017</p> <p>Agreement – March 2018</p> <p>This will be a long term project over the next 10 years or more</p>	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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		<p>Infrastructure Planning Unit</p> <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>					
<b>Creating opportunities</b>	Promote and support improved	Participate in the Essex Broadband	Increased broadband	Additional premises (residential and	Ongoing in accordance with	Economic and Partnerships	Working with ECC as lead authority on

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<b>for Economic Growth and prosperity</b>	Broadband connectivity	programme  Ensure that new development have infrastructure provided as part of the development to support superfast connections	coverage across the district	businesses) have improved access	programme timetable which is regularly reviewed.	Manager	Superfast Essex 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)**

<b>Key Activity</b>	<b>Specific actions/tasks</b>	<b>Outcome</b>	<b>Evidence (e.g. measures and indicators)</b>	<b>Timescales and milestones</b>	<b>Responsible Officer</b>	<b>Operational Resources</b>
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 corporate	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

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

<b>Key Activity</b>	<b>Specific actions/tasks</b>	<b>Outcome</b>	<b>Evidence (e.g. measures and indicators)</b>	<b>Timescales and milestones</b>	<b>Responsible Officer</b>	<b>Operational Resources</b>
		reducing officer time spent on process, quicker determination of planning applications.		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 Building Control services  Undertake analysis of the financial position and other	Greater resilience for the Building Control Service	Performance against revised and agreed targets	Options/Preferred Option – July 2017  Action Plan – August 2017	Director of Planning and Regulatory Services	External consultant  Support from within the Council e.g. HR, governance, finance and ICT

Key Activity	Specific actions/tasks	Outcome	Evidence (e.g. measures and indicators)	Timescales and milestones	Responsible Officer	Operational Resources
	potential benefits measured against risks of continuing as is.  Development and implementation of a Preferred Option					
Annual Authority Monitoring Report (AMR)	Review previous report and agree scope  Undertake surveys and evidence gathering, including retail and housing land availability  Produce report including Five-Year Housing land supply  Publish	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	Planning Policy Manager	Development Management team to support
Community Infrastructure Levy	Review of existing charging schedule / evidence base and decision on whether to continue with existing work or start again, postponing the Examination  Depending on outcome of review, recommission new evidence base and consult.	Robust CIL charge	KPI on CIL collected against charging schedule  KPI on % of successful exemption applications  KPI on collection of CIL	Review – March / April 2017  Timetable thereafter to be confirmed dependent on the Review	Planning Policy Manager	S106 Officer Procurement
Prepare and Approve:  • Vehicle Parking Standards SPD	Review of existing, national and local policy and best practice  Consultation	New guidance in place in accordance with Local Development	Delivery of documents against timetable  Quality of new	All to be adopted by end of 2017 (subject to individual project plans)	Planning Policy Manager	Planning policy with support from various departments within council, in particular Housing Strategy on

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<ul style="list-style-type: none"> <li>Renewable Energy SPD</li> <li>Affordable Housing SPD</li> <li>Statement of Community Involvement</li> </ul>	<p>Revisions</p> <p>Adoption</p>	<p>Scheme</p> <p>All involved in decision making</p>	<p>developments</p> <p>Measurement of standards through appeals</p>			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 Action Plan	Implement recommendations arising from consultants' study	More efficient and responsive planning service which provides enhanced value for money	Performance against suite of agreed indicators	<p>Report delivered in stages – April to August 2017.</p> <p>Action Plan developed and agreed as recommendations delivered</p> <p>Implementation to agreed timescale thereafter</p>	Group Manager Planning Services	As available within the Directorate, plus external consultancy support as required
Implement new SuDS regime	Amend validation list for new development	Implement Government	Planning Guidance and Government	Ongoing	Group Manager Planning Services	Essex County Council

<b>Key Activity</b>	<b>Specific actions/tasks</b>	<b>Outcome</b>	<b>Evidence (e.g. measures and indicators)</b>	<b>Timescales and milestones</b>	<b>Responsible Officer</b>	<b>Operational Resources</b>
	<p>Establish additional criteria for SuDS referral to ECC</p> <p>Establish process and decision making</p>	Policy	<p>Statements</p> <p>Monitor the new regime and suggest improvements if required</p>		Planning Policy Manager	<p>Environment Agency</p> <p>Anglian Water</p>
Implement the Regulators' Code	<p>Develop and seek adoption of a corporate enforcement policy for Council's regulatory services.</p> <p>Provide simple and straightforward ways to engage with those they regulate and hear their views</p>	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	<p>Annual Five Year Land Supply</p> <p>Demonstration of achieving Housing trajectory Delivery rates</p> <p>Others to be determined during year</p> <p>New Planning Fees implementation</p>	Reduced risk of planning by appeal and need for further housing allocations	<p>Achieve 5-year housing land supply</p> <p>Meet housing trajectory targets</p>	On going	Planning Policy Manager	<p>Housing strategy</p> <p>Development Management</p>
Self and Custom Build	<p>Maintain register</p> <p>Promote register</p> <p>Promote via pre-application discussions</p> <p>Produce local guidance</p>	Increased self and custom building housing	<p>Number of Self and Custom Build Homes</p> <p>Number of people on register</p>	2017-2020	Planning Policy Manager	<p>Planning Policy</p> <p>Development Management</p> <p>Use of Government New Burdens Funding 2017 to 2020</p>

<b>Key Activity</b>	<b>Specific actions/tasks</b>	<b>Outcome</b>	<b>Evidence (e.g. measures and indicators)</b>	<b>Timescales and milestones</b>	<b>Responsible Officer</b>	<b>Operational Resources</b>
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) Commuted 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.

<b>Changes/Actions required</b>	<b>Dependencies/Critical Factors/ Financial Implications</b>
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



## 2.5 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.

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

<b>Corporate Risk</b>	<b>Mitigating Action</b>	<b>Corporate Risk Owner</b>	<b>Timescales</b>
<b>investment to the Maldon District</b>	<ul style="list-style-type: none"> <li>• Develop robust business cases for external funding (including research and maintenance of up to date evidence)</li> <li>• Increasing awareness of SELEP/sub-regional/County strategies and scoring mechanisms</li> </ul>		
<b>Failure to have a co-ordinated approach to supporting new and existing businesses</b>	<ul style="list-style-type: none"> <li>• Establish an internal communications strategy to ensure all services are aware of the priority</li> <li>• Improve internal awareness/signposting of support available to businesses</li> </ul>	Director, Planning & Regulatory Services	30/09/2017 Ongoing
<b>Inefficient Committee structure</b>	<ul style="list-style-type: none"> <li>• Track impact of change in delegation/call in for planning applications</li> </ul>	Director, Planning & Regulatory Services	30/09/2017