

Draft Action Plan								
Theme	What	Action	Why	Responsible Officer (Director of Planning unless stated)	Lead Officer	Key Target Date or Expected Completion Date	Completed Date	Progress
To have an up-to-date Policy Framework	Delivery programme in place.	To progress the timetable.	Support delivery of housing.		Local Plan & New Communities Manager	As per LDS		Reg 18 consultation paused in September 2022 to allow for further work. Staff resources pose a real issue to progress.
Monitoring and Progress Management	Monitor PPA's, pre-app, progress of the application and S106 on major applications.	Create a majors monitoring tool and implement regular monitoring sessions with case officers and legal reps in addition to case management.	As a management tool and to have an overview of progress on every element of the scheme.		Development Manager	Jan-22	Jan-22	Completed.
		This to include Planning Performance Agreements (PPAs), Pre-application discussions, Application progress and s106 Progress						
	Monitor all applications associated with implementation.	To create a majors monitoring implementation tool in order to track and prioritise applications to discharge, vary conditions and vary s106 agreements.	In order to ensure that development that has consent is not delayed. Housing can be prioritised and delivered as quickly as possible.		Development Manager	Dec-22		To set up a tracking spreadsheet and start to populate. To be monitored using the majors (PPA) monitoring tool. Tool recently updated and on course.
	Establish effective working relationships with ECC	Use existing forums and prioritise information sharing and progress with applications.	There are a number of older applications which are delayed due to communication issues between ECC and UDC.		Development Manager	Jul-23	Ongoing	Director of Planning set up regular meetings with Head of Planning at Essex CC. Head of DM set up regular officer liaison meetings with Essex Highways Officer.
Pre-application	To have a Community Involvement Protocol agreed by Parish and Town Councils which supplements the Statement of Community Involvement	To implement the Protocol and draw it to the attention of the Planning Committee.	Improve quality of schemes at an early stage, support effective community engagement and to meaningfully involve the Planning Committee and Ward Members in feedback.		Development Manager	Jan-23		Drafted and has been out to consultation. PAS reviewed. Taking to Planning Member working Group - PCWG in September then on to adoption as corporate policy expected Mar 23.
	Early agreement Heads of Terms on s106 to be agreed with applicants prior to submission.	Heads of Terms on s106 to be jointly agreed with the applicant prior to submission of schemes and at the pre-application stage	To ensure transparency and reduces delays to the application due to inconsistencies and uncertainty in relation to the Heads of Terms		Development Manager	Aug-22	Aug-22	Doing this although a review will be undertaken to monitor.
	Provide guidance on s106	Create a s106 Supplementary Planning Guidance Document and consult before adopting and implementing.	To ensure there is a consistent approach to the negotiation of s106 Agreements.		Development Manager	Oct-22		Drafted and public consultation undertaken. Requires formal adoption. Anticipated March 23.

	Share all proposed conditions	In accordance with best practice full list of conditions (not just pre-commencement conditions) to be imposed on a consent to be shared in advance with the applicant for comment	To remove surprises and limit the amount of post decision amendments required by the applicant		Development Manager	Oct-22		To create themes and add standard conditions. Folder is in the shared drive. Being implemented.
	Enter into a PPA where resources to progress in accordance with agreement are in place	Ensure process and resource are available.	The PPA process is project managed and deals effectively with applications but only if there is sufficient resource to facilitate.		Development Manager	Ongoing		The PPA and Preapplication Service is intended to be re-launched to coincide with creation of Strategic Applications Team (following recruitment) in Mar/Apr 2023. Reliant in-part on successful recruitment. UDC part of PAS Pre-app/PPA best practice project.
Application, consideration and assessment.	Training for all case officers on the application of the Tilted balance to support decision making and the drafting of reports to Planning Committee		Improve the officer understanding of how to apply the tilted balance in favour of the need for housing		Development Manager	May-22	May-23	Training took place on 10th May and was hosted by Planning Advisory Service (PAS). Further training on professional planning report writing is being set up for officers in May 23.
	Ensure that 1st condition of any permission relates to the list of approved documents.	LPA to adopt consistent best practice approach of identifying approved drawings numbers as part of every permission granted	To allow for the easy substitution of drawing numbers where necessary and in order to ensure good public administration		Development Manager	Aug-22		Informing officers that this is the requirement and then reviewing quarterly. Turnover of staff means ongoing briefing required.
	Preparation of a reference document for use of all officers identifying the weight to be attached to current local plan policies and moderated by appeal outcomes on major applications.	Work as taken place to do this. Ongoing monitoring required.			Development Manager		03/01/22	Document in use and being updated as appropriate when appeal outcomes are known on major applications.
	Head of Terms and draft conditions to be issued to applicants before the report to Planning Committee is finalised.	Instructions to be issued to officers	To ensure transparency and reduces delays to the application due to inconsistencies and uncertainty in relation to the Heads of Terms		Development Manager	Aug-22	Aug-22	Now doing this although a review will be undertaken to monitor quarterly.
	Standard conditions to be drafted and made public on the UDC website.	In accordance with best practice full list of conditions (not just pre-commencement conditions) to be imposed on a consent to be shared in advance with the applicant for comment	To remove surprises and limit the amount of post decision amendments required by the applicant		Development Manager	Oct-22		To create themes and add standard conditions. Folder is in the shared drive and has started to be populated. On course.

Planning Committee	At the discretion of the Director Planning to temporarily place all major planning applications to be determined on the planning committee agenda.	The exercise of the discretion	The number of refused application decisions overturned at appeal is equally shared between delegated and committee decisions. Temporarily placing all major applications before planning committee will ensure there is a visible and joint appreciation of the number of applications and a consistent approach to decision making.		Development Manager	Will prevail for at least 12 months - Feb 23		This is happening, but will be reviewed as part of Constitution reviews (delegations) and against performance indicators.
	Increase the frequency of Planning Committee	Alter the corporate calendar.	To ensure there are no delays to the determination of major planning applications and S62A applications.		Development Manager	Feb-22	Feb-22	Completed, however was having a negative effect on staff. A second meeting within a month will be reserved only for urgent items only going forward.
	Ensure that planning committee reports are consistent with regard layout.	Create a consistent template for officer reports on Planning Committee.	Reports are inconsistent in format and approach depending on the application type.		Interim Transformation manager & PCMWG	Apr-22	Apr-22	Completed the following: Planning Applications/Variation of Conditions/Deed of Variations on s106 Agreements and s62 PINS Applications
	Create and implement a master timetable with deadlines to ensure that there is appropriate time for Team Managers and Development Manager to agreed reports before they are placed on the agenda and to have cut off times for closing the agenda, including the management of late representations	Create timetable	To promote confidence in the Planning Committee process and the recommendations. There is no consistent approach to report writing, or deadline management or management of late representations.		Interim Transformation Manager & Business Manager	Apr-22	Apr-22	Completed.
	Review of process and protocols for the operation of Planning Committee. Including Protocol for Public Speaking. Framework and running order for handling the consideration of each application (presentation, speakers, questions and debate) and Late item reporting.	Create a running order.	So that a robust and consistency framework is in place for the determination of planning applications. This supports transparency of process of will increase the confidence in the work of the Planning Committee and Officers		Interim Transformational Manager & Development Manager	Apr-22	Apr-22	Completed.
	Changed seating arrangements to ensure the Chair of Planning has direct access to the Development Manager and Lawyer during the Committee	Discuss with Democratic Services and agree the layout.			Development Manager	Apr-22	Apr-22	Complete
	Mandatory Training for Cllrs on an annual basis	Amend the constitution to require mandatory training in accordance with best practice	To ensure that Cllrs can have an up to date refreshers on the basic principles		Development Manager	Ongoing	First mandatory training 10/06/22 (by PAS).	Training programme 22/23 agreed and ongoing. Further amendments to Constitution to be drafted in 2023.
	Introduction of a late item list which is made publicly available together with deadlines for managing late representations.	Late item list introduced. Deadlines set and agreed with officers and Cllrs.	To manage the significant amount of late representations which get submitted on major applications		Development Manager	Apr-22	Apr-22	Complete.

Staffing and Recruitment	Re-profile Planning Service to best achieve above actions.	Create dedicated Major Applications sub-team to manage major apps, PPAs and pre-apps.	Provide better service on major applications and support better quality decision-making. Deliver good quality development.		Director	Apr-23		Restructure now being implemented (Jan - Mar 23), however hampered by staffing issues. No applicants for new District Team Manager post in DM.
	Update and refresh staff job descriptions with specific reference to continuous learning and development.	update and consult union	Focus on staff development - support knowledge and contribute to staff retention.		Director	Sep-22	Sep-22	Completed.
	Secure improved specialist input from consultees (Heritage, Ecology Etc) by whatever means.	Recruitment campaign to attract these services in house - part of restructure.	To support good quality and timely decision making on planning applications.		Director	Mar-23		Job descriptions written, budget identified and jobs advertised. Interviews underway for Conservation Officer. No shortlistable applicants for Ecologist post.
	Officer training plan in place	Training being developed to support all officers achieving 25 hours per year CPD.	To support a high level of professional competency		Director	Ongoing		Training needs and plan being formulated. PAS assisting with delivery. To be formally rolled out following appointments post recruitment campaign.