

**Development Management Operational Transformational & Development Management Implementation Pathway  
(Amalgamated Pathways)**

<b>What</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Lead Officer</b>	<b>Key Date</b>	<b>Completed Date</b>	<b>Progress</b>
Service re-invigorating and effective leadership & direction	Weekly Development Management Team Management Meetings	Interim Director Planning & Building Control	Development Manager & Transformational Lead		01/10/2021	Dates in diaries for Monday afternoons.
	Meetings to be set for sub-groups i.e. direct with Team Leaders & Interim Transformational Lead	Interim Director Planning & Building Control	Interim Transformational Manager	31/01/2022		Dates populated in diaries.
	Provide a centralised 'Bank of knowledge' - on how to deal with key issues	Interim Director Planning & Building Control	Interim Transformational Lead & Business Manager	28/02/2022		Reviewing options on how best to proceed with this. IT have offered solutions and now need to agree and communicate.
Recruit senior staff with experience of place making		Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead	31/03/2022		Failed two attempts to recruit Team Leader, readvertising. Recruitment finished 31/01/2022. Currently scoping alternative options.
Focus resources at the front end of the development management process	Recruit Project Officer	Interim Director Planning & Building Control	Business Manager		04/01/2022	Recruited Project Officer to manage applications with Planning Performance (PPA) Agreement
	Work through Planning Advisory Service Tool Kit to streamline processes/procedures	Interim Director Planning & Building Control	Interim Transformational Lead, Development Manager & Business Manager	Commencing 18/01/2022		Working with Planning Advisory Service to work through their tool kit for planning application processes.
Data Cleansing	Clear old applications - by determination or disposal.	Interim Director Planning & Building Control	Development Manager	commencement 1st week Oct 2021 - substantial progress 31/12/2021		Substantial data cleansing has taken place. Work in progress
Improve co-ordination between applicants, consultees, the public, Members, Town and Parish Councils and Legal Services	Regular meetings with all Town/Parish Councils need to be established. Date to be added to diaries.	Interim Director Planning & Building Control	Development Manager			Regular meetings with SWTC however this needs expanding to include virtual sessions with all Parish/Town Councils. Date of Parish Forum 29/03/2022.

Create and structure pre-application procedures setting objectives and using the right tools	Use Planning Advisory Service Tool Kit	Interim Director Planning & Building Control	Interim Transformational Manager	31/03/2022		Working with Planning Advisory Service to work through their tool kit for planning application processes fortnightly sessions with sub-groups to continue work.
	Session 1 - Applications Process	Interim Director Planning & Building Control	Interim Transformational Manager		18/01/2022	Session facilitated by Peter Ford of the Planning Advisory Service (PAS)
	Session 2 - Pre-application Process	Interim Director Planning & Building Control	Interim Transformational Manager	15/02/2022		Agree with PAS future programme and dates to cover further topics.
Promote Cultural Change	Organise a 'Team' walk - Hatfield Forest.	Interim Director Planning & Building Control	Business Manager	01/03/2022		Following a failed attempt - due to Covid we are looking to arrange a walk early March 2022.
	Organise a focused workshop on Culture.	Interim Director Planning & Building Control	Interim Transformational Lead, Development Manager & Business Manager	31/03/2022		Development Management Workshop focused on culture identifying the existing culture and communicating the culture we want to be. Picked the date to understand what the Covid restrictions are and whether this can be held in person.
DM Team Leaders to focus 75% of their time to support and mentor staff	Clear old applications - by determination or disposal.	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead	31/12/2021		With the additional experienced staff, the TL time is starting to be freed up to concentrate on support and mentoring their teams. We have significantly reduced the reliance on agency staff but have been unsuccessful with recruitment to TL role and 1 Principal planning officer role.
	Expand authorisation of signing off applications to Principal planners.	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead	27/01/2022		Agreed between the Interim Director & DM Manager that principal planning officers will sign off some application types. Authorisations to be issued.
Additional experienced capacity required at senior level to manage significant major applications.	Recruit Team Leader	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead			Failed to recruit to TL role and out to recruit again;
	Recruit Principal officer	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead			Recruited and commenced 1 no. Principal with a 2nd potentially in place March 2022.
	Recruit Principal officer	Interim Director Planning & Building Control	Development Manager & Interim Transformational Lead		01/07/2022	Offered and awaiting start date.

Receipt of applications by the Support & Registration Team for acknowledgement and either validation or request for additional information.		Interim Director Planning & Building Control	Business Manager		19/01/2022	Local validation checklist has been reviewed and adopted at Planning Committee - Jan 2022.
Allocation of application in complexity.	DM managers to implement a triage system to allocate staff time efficiently and to support case management	Development Manager	Development Manager & Team Leaders	31/01/2022		Development Manager and TL's are agreeing guidance and categories. Principal planning officers to support with allocation.
Post triage meetings for Major and Minor and Other applications to diagnose issues, provide consistent advice, set tasks etc.						
Initiate Weekly List		Interim Director Planning & Building Control	Business Manager	31/01/2022		Preparing to circulate link to weekly list which will be prepared every Monday afternoon.
Review of implemented schemes as part of professional development and training.						
Training / knowledge sharing	Appeals training for all officers - in three parts delivered by 6pumpcourt (Part 1)	Interim Director Planning & Building Control	Interim Transformational Lead		16/12/2021	Appeals training delivered by Barristers o 16 December 2021
	Appeals training part 2	Interim Director Planning & Building Control	Interim Transformational Lead		13/01/2022	Half day session on 13 Jan 2022
	IDOX training for officers - what when and how to use the systems.	Interim Director Planning & Building Control	Interim Transformational Lead & Business Manager		30/10/2021	Overview and expectations of how to use database - Tools to do the job.
	Refresher training and reiterating expectations of how to use the systems.	Interim Director Planning & Building Control	Interim Transformational Lead & Business Manager			A second session was held to cover what is expected of officers and how to use the systems.
	Policy working with DM Officers on LP Policies	Interim Director Planning & Building Control	Policy Manager & Development Manager		28/02/2022	

	Policy briefing sessions - general information	Interim Director Planning & Building Control	Policy Manager & Development Manager	28/02/2022		
	Staff briefing on appeal performance and key areas to note	Interim Director Planning & Building Control	Policy Manager & Development Manager	01/02/2022		DM & Policy working to put together a monitoring process. Feedback sessions with case officers taking place in Feb 2022.