

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

What	Action	Responsible Officer	Lead Officer	Key Target Date or Expected Completion Date	Completed Date	Progress
Service re-invigorating and effective leadership & direction	Weekly Development Management Team Management Meetings	Director Planning	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	Director Planning	Interim Transformational Manager	31/01/2022	31/01/2022	Dates populated in diaries. This was a critical part of the process, however since there is no longer an Interim Transformational Lead - these can no longer take place.
	Provide a centralised 'Bank of knowledge' - on how to deal with key issues	Director Planning	Interim Transformational Lead & Business Manager	29/04/2022	29/04/2022	Reviewing options on how best to proceed with this. IT have offered solutions and now need to agree and communicate. Resource Hub set up on R Drive this includes: training notes; links to relevant websites, log in information.
	Maintain centralised 'Bank of knowledge'	Director Planning	Business Manager	ongoing	ongoing	This piece of work is never completed as a bank of knowledge needs to be continually updated. Responsibility rests between the DM Manager, Local Plan & New Communities Manager and Director of Planning.
Recruit senior staff with experience of place making		Director Planning	Development Manager	31/05/2022 - if recruitment successful. September 2022 for next round of recruitment.		Failed two attempts to recruit Principal and one attempt for Team Leader, readvertising. Recruitment finished 31/01/2022. One further round of recruitment required in order to put market supplements in place. Adverts out week commencing 25/04/2022. Adverts closed on 10/05/2022. There were no applicants. Market supplements will now be agreed internally. Case being drafted by the service head. 23/08/2022 - Market Supplements have not been pursued at this time. There is to be a large, focused campaign towards the end September to try and recruit all necessary planning colleagues.

Focus resources at the front end of the development management process	Recruit Project Officer	Director Planning	Business Manager		04/01/2022	Recruited Project Officer to manage applications with Planning Performance (PPA) Agreement
Create and structure pre-application procedures setting objectives and using the right tools	Identify modules from the Planning Advisory Service (PAS) Toolkit to support the front end of the planning process.	Director Planning	Development Manager & Business Manager		31/12/2021	We identified three modules. Completed.
	Use Planning Advisory Service Tool Kit and identify three modules at a time for completion in accordance with priorities.	Director Planning	Development Manager	31/12/2021 first three modules agreed.		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	Director Planning	Interim Transformational Manager		18/01/2022	Session facilitated by Peter Ford of the Planning Advisory Service (PAS). WE introduced new and clearer acknowledgment letters for applicants and agents. Complete
	Session 2 - Pre-application Process	Director Planning	Interim Transformational Manager		15/02/2022	Session facilitated by Peter Ford and Shelly Rouse of the Planning Advisory Service (PAS). We introduced modifications to uniform so that officers can track progress on preapplication cases and introduced 28 day targets. Complete.
	Session 3 - Committee Report Templates	Director Planning	Interim Transformational Manager		22/03/2022	Business Manager & Interim Transformational Manager facilitated this session. Committee report templates are now finalised. Complete
	Identify the next three Toolkit Modules and agree dates for completion within the next 6 months	Director Planning	Development Manager	31/05/2022		To be agreed at monthly meetings with Planning advisory Service (PAS). These take place on the last Tuesday of every month.
Data Cleansing	To identify case files, with decisions that need to be closed on the planning register.	Director Planning	Development Manager		28/02/2022	Substantial data cleansing has taken place.
Finally disposed of programme	To create standard letter and standard decision notice templates.	Director Planning	Business Manager & Interim Transformational Manager	31/12/2021	31/12/2021	Complete

	To identify those for disposal and use the templates.	Director Planning	Development Manager & Team Leaders	31/08/2022 following review will now be complete by 31/10/2022		Identified approx. 50 old applications to be finally disposed of. This action is with the DM and TL's. We have a temporary resource for three months to support this - June to end August 2022. The temporary resource is an addition to permanent posts. 23/08/2022 - process slowed down due to the absence of a Team Leader. Now the resource is in place and these should progress and be completed by the end of October 2022.
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.	Director Planning	Development Manager		29/03/2022	Regular meetings with SWTC however this needs expanding to include virtual sessions with all Parish/Town Councils. Date of Parish Forum 29/03/2022.
To agree a date for the full service away date.	Organise a focused workshop on Communication for the whole service inc. Building Control.	Director Planning	Interim Transformational Lead, Development Manager & Business Manager	19/05/2022	19/05/2022	This was run with the support of the Planning Advisory Service (PAS). The focus of the day will be on communication.
DM Team Leaders to focus 75% of their time to support and mentor staff	Clear old applications - by determination or disposal.	Director Planning	Development Manager	No date until the stabilisation with the staffing situation		We have significantly reduced the reliance on agency staff but have been unsuccessful with recruitment to TL role and 1 Principal planning officer role. 23/08/2022 - Recently held a 'sprint' week which reduced the applications. Had resignations from 3 officers which have meant a greater reliance on temps.
	Expand authorisations so that Principal planners can sign off some categories of delegated decisions.	Director Planning	Development Manager	20/04/2022 - Full Council all agreed. 20/05/2022 - For implementation.		We have had failed recruitment to one of the principal officer roles and we have had a gap filling the roles with interims. The Principal planning officers have recently been supporting with allocations. With the agreement to the changes to constitution agreed at Full Council on the 20th April they will be given authorisations as soon as possible. 23/08/2022 - following a review the Principals will be given authorisation to be used as required.

Additional experienced capacity required at senior level to manage significant major applications.	Recruit Team Leader	Director Planning	Development Manager	15/05/2022		Failed to recruit and now attempting a third round of recruitment during April 2022. Outcome will support proposals for a restructure or market supplement. Adverts closed on 10/05/2022. There were no applicants. Market supplements will now be agreed internally. Case being drafted by the service head. 23/08/2022 - Market Supplements have not been pursued at this time. There is to be a large, focused campaign towards the end September to try and recruit all necessary planning colleagues.
	Recruit Principal officer 1	Director Planning	Development Manager & Interim Transformational Lead		01/11/2021	Recruited and commenced 1 no. Principal.
	Recruit Principal officer 2	Director Planning	Development Manager	15/05/2022		Failed to recruit and now attempting a third round of recruitment during April 2022. Outcome will support proposals for a restructure or market supplement. Adverts closed on 10/05/2022. There were no applicants. Market supplements will now be agreed internally. Case being drafted by the service head. 23/08/2022 - Market Supplements have not been pursued at this time. There is to be a large, focused campaign towards the end September to try and recruit all necessary planning colleagues.
Receipt of applications by the Support & Registration Team for acknowledgement and either validation or request for additional information.		Director Planning	Business Manager		19/01/2022	Local validation checklist has been reviewed and considered at Planning Committee - Jan 2022.
Post triage meetings for Major applications to diagnose issues, provide consistent advice, set tasks etc.	Set up PPA tracker and Major tracker and meet fortnightly.	Development Manager	Development Manager & Team Leaders		29/03/2022	Currently being implemented.

Post triage meetings for Non-Major applications to diagnose issues, provide consistent advice, set tasks etc.	Regular case reviews.	Development Manager	Development Manager & Team Leaders		29/03/2022	Currently being implemented.
Initiate Weekly List		Director Planning	Business Manager		02/02/2022	
Review of implemented schemes as part of professional development and training.	Organise the tour jointly with members of implemented schemes.	Development Manager	Development Manager in consultation with the Planning Committee Member Working Group (PCMWG)	29/09/2022		This is arranged for September.
Training / knowledge sharing	Appeals training for all officers - in three parts delivered by 6pumpcourt (Part 1)	Director Planning	Interim Transformational Lead		16/12/2021	Appeals training delivered by Barristers 16 December 2021
	Appeals training part 2	Director Planning	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.	Director Planning	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. 'Tools to do the job'	Director Planning	Interim Transformational Lead & Business Manager		05/11/2021	A second session was held to cover what is expected of officers and how to use the systems.
	Heritage training offered by Place Services - ECC	Director Planning	Development Manager & Interim Transformational Lead		16/11/2021	
	Training on the application of the Tilted Balance	Director Planning	Development Manager & Interim Transformational Lead	10/05/2022	10/05/2022	Training booked Planning Advisory Service (PAS) are leading the training. Legal team invited to attend together with Development Management.

	Policy working with DM Officers on LP Policies	Director Planning	Local Plan & New Communities Manager & Development Manager	Reg 18 & Reg 19 consultation.	Reg 18 & Reg 19 consultation.	This is an ongoing piece of work being progressed by the Policy team
	Policy briefing sessions - general information	Director Planning	Local Plan & New Communities Manager & Development Manager	Reg 18 & Reg 19 consultation.	Reg 18 & Reg 19 consultation.	This is an ongoing piece of work being progressed by the Policy team
	Staff briefing on appeal performance and key areas to note	Director Planning	Principal Planning Officer - Lyndsay Trevillian		01/03/2022	DM & Policy working to put together a monitoring process. Feedback sessions with case officers took place in March 2022.
Protocol with corporate and third-party consultees to include Town and Parish Councils to enable the council to manage Major planning applications within 13 weeks.	Progress the consultation that was issued to Parish & Town Councils in December 2020. Protocol is currently being used informally.	Director Planning	Development Manager	31/07/2022 following review the date has been altered to November 2022.		Protocol has been shared in draft, with Parish and Town Councils. Final protocol to be shared with planning committee. Report has been drafted for Planning Committee to agree and note the protocol. Draft protocol has been shared with the Planning Advisory Service (PAS) for comment. 23/08/2022 - Director to review document following PAS comments and update before taking to Planning Committee Member Working Group (PCMWG) in September 2022. Following the PCMWG this will be shared at Planning Committee in October 2022 with a recommendation to implement.