

Enforcement Implementation Pathway						
What	Action	Responsible Officer	Lead Officer	Key Target Date or Expected Completion Date	Completed Date	Progress
Promotion of the four pillars of enforcement - public value, prevention, intervention, enforcement.	Promote existing adopted Enforcement Planning Policy	Director Planning	Development Manager & Enforcement Team Leader	16/03/2022 03/03/2022 29/03/2022	29/03/2022	Member training 03/03/2022 Information item Planning Committee 16/03/2022 Officer training 29/03/2022 Parish Forum 29/03/2022
	Review and update planning enforcement part of website	Director Planning	Interim Transformational Lead	31/03/2022	15/02/2022	Completed.
Collaborate with other authorities to form common explanatory templates and signposting	Find a 'trail blazer' using IDOX and have a discussion.	Director Planning	Enforcement Team Leader		11/01/2022	Had discussion with South Staff's council who also use the Enforcement Module. They are some distance behind UDC. However, they have noted that all users of the enforcement module are about the same level of use. A big investment needs to be made by all authorities
Promote common explanatory templates UDC website and through other media.	Undertake template training.	Director Planning	Development Manager & Enforcement Team Leader		17/02/2022	Complete
	Awareness raising of the adopted Planning Enforcement Policy	Director Planning	Development Manager & Enforcement Team Leader		29/03/2022	Member training 03/03/2022 Information item Planning Committee 16/03/2022 Officer training 29/03/2022 Parish Forum 29/03/2022
Enlist the support of stakeholders as a communication channel on high-profile cases and keep Members and Clerks informed of progress	Improve communication with stakeholders - hold Parish Forum and share the Planning Enforcement Policy.	Director Planning	Development Manager & Enforcement Team Leader	29/03/2022		Parish Forum 29/03/2022 Strategy to be agreed between DM Manager and Enforcement Team Leader.

	Improve communication with stakeholders – send out questionnaire to parishes asking how they think communication can be improved.	Director Planning	Development Manager & Enforcement Team Leader	31/08/2022	-	Parish Forum 29/03/2022 Strategy to be agreed between DM Manager and Enforcement Team Leader but to look at a questionnaire being sent out with the adopted Policy so that this can be a two way discussion. Notification letters being sent; TL to send Policy and covering email asking how the Parishes want to be notified of closures /updates – do they want more forums etc? The Enforcement Register has been the priority which has taken longer than anticipated due to the nature of the work and therefore this has been delayed slightly. 24/08/2022 - A decision has been made not to pursue this action at this time.
	Improve communication with stakeholders - prepare templates to send notification letter when an investigation has been raised in their parish/ward.	Director Planning	Development Manager & Enforcement Team Leader		17/05/2022	Complete. Notification templates written and checked by legal. Notification email sent to all Parish Clerks and Ward Members notifying them that this will commence on the 20th May 2022.
Report on the work of the team including success, prevention, issues and long running complaints	Provide regular updates of case numbers etc to Members	Director Planning	Development Manager & Enforcement Team Leader	08/06/2022	08/06/2022	Date agreed between Enforcement Team Leader and Development Manager report to Planning Committee on the 08 June 2022 and Dec 2022.
Develop and promote awareness about enforcement procedures, ethos, limits of powers.	Provide regular updates to Parish/Town Councils and Ward Members	Director Planning	Development Manager & Enforcement Team Leader		Ongoing	Parish Forum on 29/03/2022 - Planning Enforcement Policy is a dedicated topic. Future forums will continue to promote an understanding of Planning Enforcement.
Manage community expectations	Promote existing adopted Enforcement Planning Policy	Director Planning	Development Manager & Enforcement Team Leader		31/03/2022	Member training 03/03/2022 Information item Planning Committee 16/03/2022 Officer training 29/03/2022 Parish Forum 29/03/2022 Parish Forum 20 September 2022.
	Review acknowledgement letter	Director Planning	Enforcement Team Leader		31/03/2022	Complete
	Set date and send invites to Parish Forum.	Director Planning	Development Manager & Enforcement Team Leader	29/04/2022	27/04/2022	Calendar invite sent for the next year.

	Attend a Parish Forum to promote the adopted Planning Enforcement Policy.	Director Planning	Development Manager & Enforcement Team Leader		29/03/2022	Forum has taken place.
Triage of requests to investigate.	Review the priorities set out in the adopted Enforcement Planning Policy.	Director Planning	Interim Transformational Lead	31/03/2022	08/03/2022	Complete
	To implement the Investigation priorities in line with the adopted Planning Enforcement Policy.	Director Planning	Development Manager & Enforcement Team Leader	17/03/2022	17/03/2022	Session took place on 17/03/2022 with the Enforcement Team.
Formal confirmation of decisions made following investigations to those who requested the investigation	Utilise the existing system to its full potential.	Director Planning	Development Manager & Enforcement Team Leader	31/12/2021	31/12/2021	These templates are in use in uniform and are sent to those who requested the investigation, parish/town councils and landowners. Complete
Manage vexatious complainants. Consider inter agency case reviews, and other approaches	To hold a session with planning enforcement team to profile raise the existing and up to date UDC vexatious complaints policy.	Director Planning	Development Manager & Enforcement Team Leader		17/03/2022	Circulated links to the corporate policy on the website to the whole of development management and we addressed the issue in a session with the enforcement team on the 17/03/2022.
Promote greater resilience in the enforcement team	Investigate whether Career grades are appropriate.	Director Planning	Development Manager & Enforcement Team Leader		28/02/2022	Career grades are appropriate for enforcement officer roles and have been created. The DM Team have already taken advantage of the apprenticeship scheme and used it in part to support career grade posts.

	Investigate whether apprenticeship scheme is appropriate	Director Planning	Development Manager & Enforcement Team Leader	31/03/2022	28/02/2022	Apprenticeships are appropriate for enforcement officer roles. The DM Team have already taken advantage of the apprenticeship scheme and used it in part to support career grade posts. Interim Director has recommended that this approach is adopted as part of the Service reorganisation. 24/08/2022 - Director Planning has reviewed and will not be taking this forward. It is considered that the most appropriate way is to go through a planning career first.
	Ensure continual training is undertaken	Director Planning	Development Manager & Enforcement Team Leader	29/03/2022	Ongoing	UDC supports and promotes continuous professional development (CPD). Training needs are identified through uPerform on a quarterly basis. UDC have commissioned enforcement training for all officers within the service to take place on 29/03/2022. CPD requirements added to all new JDs.
	Fill vacant post	Director Planning	Development Manager & Enforcement Team Leader		28/02/2022	Completed
	Investigate additional support whilst implementation of Review is taking place.	Director Planning	Development Manager & Enforcement Team Leader		24/01/2022	Created a 12 month fixed term post in October 2021. Successful recruitment to the post took place. Subsequently, a permanent member of the enforcement team left and permanent vacancy was filled by the temporary member of staff. Between January and present an agency person has been filling the gap. During this time the enforcement investigation backlog has been substantially reduced from an open case load of 2000 to a more manageable approx. 270.
	Review lone working	Director Planning	Development Manager & Enforcement Team Leader		08/11/2021	Development Manager updated the site visit procedure. This is a dynamic action and updates issued when necessary. 24/08/2022 - lone worker devices have been ordered for officers and will be implemented shortly.
Invest in and use the enforcement module which is part of the councils existing planning processing system.	IDOX consultancy day 1	Director Planning	Development Manager & Enforcement Team Leader	10/05/2022	10/05/2022	Completed
	IDOX consultancy day 2	Director Planning	Development Manager & Enforcement Team Leader	16/05/2022	16/05/2022	Completed

Participate in audit		Director Planning	Development Manager & Enforcement Team Leader	01/11/2021	01/01/2022	Audit complete. Actions being taken forward.
Implement Recommendations in Audit Report finalised March 2022.	Investigation prioritisation - in accordance with adopted Enforcement Policy.	Director Planning	Development Manager & Enforcement Team Leader	01/03/2022	31/03/2022	Complete
	Undertake template training	Director Planning	Enforcement Team Leader	17/02/2022	17/02/2022	2 days of training took place, with key staff, on the 17 and 18 Feb 2022.
	To review acknowledgement letter to ensure it reflects the adopted planning enforcement policy and implement it.	Director Planning	Enforcement Team Leader		31/03/2022	Complete
	Create & implement a notification template for Parish/Town Councils.	Director Planning	Enforcement Team Leader	16/05/2022		Template has been created and agreed with the Information Officer and Legal. Due to be launched imminently pending resolution of a coding IT issue which we have been unable to resolve with our own IT team.
	Create & implement a notification template for Members.	Director Planning	Enforcement Team Leader	16/05/2022		Template has been created and agreed with the Information Officer and Legal. Due to be launched imminently pending resolution of a coding IT issue which we have been unable to resolve with our own IT team.
	Discretionary Investigation Action - this requires an officer report template.	Director Planning	Development Manager & Enforcement Team Leader	31/10/2022	31/1/23	This is the final officer template to be put in place. Work programmed Jan 23.
	Investigation Performance	Director Planning	Development Manager & Enforcement Team Leader		31/03/2022	Pentana has been amended to reflect the site visit targets in the adopted Enforcement Policy. Training with Enforcement Officers has also taken place to ensure they are populating the correct information in the correct fields. The statistics will be reported from Q1 2022/23. This did not happen and will now be reported Q4 2022/23.

	Enforcement Register - it was identified that a compliance date was not always available on the register where an enforcement notice had been served.	Director Planning	Development Manager & Enforcement Team Leader	31/08/2022 - revised to 30/09/2022		Piece of work has commenced originally agreed with audit that this work would be complete by the end March. Subsequently discovered more cases to be updated. This piece of work takes a lot of investigating and interrogation which has slowed the process down. Currently 52 cases to be done.
	Enforcement Register Task 1 - Extraction of 786 Enforcement Notice Cases and captured into a spreadsheet	Development Manager	Enforcement Team Leader		01/04/2022	Complete
	Enforcement Register Task 2 - look at every enforcement notice, read the history and establish if it had been complied with.	Development Manager	Enforcement Team Leader	ongoing		Approx. 100 cases are currently inconclusive. Decision taken to progress to task 4 - update uniform whilst leaving the inconclusive cases until after the majority are on the enforcement register. This has gone as far as possible taking into account historic records.
	Enforcement Register Task 3 - Write a procedure note for officers setting out how to alter Uniform to show an enforcement notice on the register and setting out the compliance details.	Development Manager	Enforcement Team Leader	01/06/2022		Details of the procedure note are emerging as a consequence of task 2. At the Enforcement meeting on the 1st of June - to write the process collaboratively.
	Enforcement Register Task 4 - updating Uniform.	Development Manager	Enforcement Team Leader	31/08/2022		Complete
	Governance - issue an up to date authorisation to the Enforcement Team Leader.	Director Planning	Development Manager & Enforcement Team Leader	21/04/2022	21/04/2022	Up to date authorisation issued by the Director of Planning in July 2022.
	Governance - organise refresher training re the Bribery Act and Conflicts of Interest in association with other Enforcement Teams corporately	Director Planning	Development Manager & Enforcement Team Leader	Date to be advised by Legal and HR.	Date to be advised by Legal and HR.	Training being set up as part of the Enforcement Audit response and will be reported separately. Conflicts of interested refresher information circulated to all staff in Nov 2022.

Data cleansing	Identify all investigation cases which were transferred from the old system incorrectly and were not closed. Extract Enforcement Notices and close.	Director Planning	Development Manager & Enforcement Team Leader		24/01/2022	In excess of 2000 cases were identified. Enforcement Notices were extracted. Many of these, approx. 786, were not recorded correctly on the enforcement register. This task is complete.
To ensure there is an annual review of the adopted Enforcement Planning Policy	To review document to see if there are any legal or factual updates required. Document to be put into the new UDC format.	Director Planning	Development Manager & Enforcement Team Leader	25/04/2022	Ongoing	Annual review requirement will be in the Service Plan.