

SUMMARY OF MAIN RECOMMENDATIONS

Area of Action	Agree/Not agree	Indicative timescale	Additional resources required	Comments if applicable
Review the performance monitoring process to ensure that corporate, department and service priorities are regularly monitored at the appropriate level and to the right timescales.	Agreed	September 2018	None required	
Quarterly monitoring of CLG current and proposed 'designation' criteria.	Agreed	September 2018	None required	This relates to the Government KPI regarding appeals decisions. Driver for this KPI is to ensure that the Council makes appropriate planning decisions based on law and evidence so that it does not lose many appeals. This is expressed as ensuring that no more than 10% of major planning application appeal decisions are lost by the Council.
Regular reporting of the key performance	Agreed	September 2018	None required	

indicators to members.				
Review the roles of the DM Manager and the Team Leaders to ensure their respective management and professional roles are clarified.	Agreed	August 2018	Potentially to be clarified following the review.	This will aim to clarify management responsibilities and enable the Council to focus more managers' on managing resources more effectively and efficiently while aiming to generate more income through Planning Performance Agreement's and other income generating measures.
The authority reviews the project management process to ensure delivery while freeing up key resources for plan preparation.	Agreed	September 2018	None Required	

PERFORMANCE

Reinforce with both officers and members the need for an approach to decision making which reflects the Council's vulnerability at appeal, in	Agreed	September 2018	None required	To include a programme of training sessions for officers and members of Planning Committee.
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respect of 5-year housing supply issues, and the potential impact on designation as a poorly performing authority.				
Local targets set should be ambitious but realistic, with interim and ultimate levels.	Agreed	December 2018	None Required	
Implement Performance Management Software - Enterprise as soon as possible, with training for all Development Management team and Support and Registration Staff	Agreed	October 2018	Funding for implementation supplied from the 20% planning application fee increase income as this would be an investment into the service.	
Introduce a monitoring system for MAJOR applications.	Agreed	September 2018	None required	

POLICY

Ensure that the Local Plan Strategy minimises the risk of vulnerability at appeals for MAJOR applications.	Agreed	September 2018	None required	Working closely with relevant departments within the Council to review strategies to ensure that they are all consistent in their objectives and actions
Put mechanisms in place to establish	Agreed	September 2018	None required	Team meetings are important to assist with

common objectives which are fully communicated and endorsed throughout the Planning Service.				common objectives and their communication. There is also a need for greater exchange of information between teams therefore there will be more focus on officers from different teams attending other team meetings.
Review Geographical Information System (GIS) licences and the compatibility of GIS with other Information Technology (IT) systems.	Agreed	March 2019	None required	Need to look at ways of making the GIS service more of a corporate resource with corporate responsibility for addressing the Council needs. This could involve training some staff across the Council to develop their GIS skills. Also need to consider linking into other authorities for back up if necessary to help prevent one point of failure.

DEVELOPMENT MANAGEMENT

Introduce a fit for purpose Pre-application process, with realistic timescales which are	Agreed	October 2018	None required	As Central Government funding for local government continues to be reduced it is
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achievable and with fees which cover the costs of the service. Set up a monitoring system and introduce performance targets.				becomes more important for the Council to ensure that the Council generates income. The Planning Service has an opportunity to play an important role in this process by introducing a customer focussed, fee paying service to those who want a bespoke planning service.
Review the requirement for an advertised duty planner.	Agreed	October 2018	None required	More efficient use of scarce skilled planner resource.
Introduce a triage process for applications to give initial guidance and assist allocations.	Agreed	July 2018	None required	Implemented.
Set up regular MAJOR case meetings to project manage large applications from pre-app through to implementation.	Agreed	July 2018	None required	Implemented
Establish a clear protocol for the use of Extensions of Time (EOT).	Agreed	July 2018	None required	Implemented
Consider what applications may benefit	Agreed	September 2018	None required	

from Planning Performance agreements at pre-app stage.				
Use the appointment of a s106 Monitoring officer to develop a fit for purpose s106 monitoring system.	Agreed	October 2018	Funding from s106 obligation monitoring.	
Introduce a format for streamlined delegated reports.	Agreed	March 2019	None required	Officers need to prepare more focussed reports addressing the key statutory issues, especially relating to delegated reports. This will free up more officer time to deal with more complex cases and issues.

OFFICER-MEMBERSHIP RELATIONSHIPS

Consider what opportunities there could be for briefing members in advance of Committee to ensure that the answers to any members questions are available at the meeting.	Agreed	September 2018	None required	Members of the Planning Committee may benefit from having the opportunity to discuss factual matters with officers before Planning Committee in order to make a fully informed decision at the Planning Committee itself.
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Introduce a protocol for applications recommended for refusal which the Committee wishes to grant.	Agreed	September 2018	None required	
Reduce the member call-in time period from 5 to 3 weeks.		October 2018	None required	Members views on this will be sought.
Review the public speaking arrangements.	Disagree			Current arrangements considered to work well with both Committee Members and Public. However, this recommendation will be reviewed should public speaking at Committee become an issue.

ADMINISTRATION AND PROCESSES

Arrange for the electronic application forms to be updated to reflect recent changes in the local validation list and also the number of copies of documents required.	Disagree			The forms are provided from government, it is not considered necessary as current arrangements correlate with the Government's proposals.
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RESOURCES, STRUCTURE AND RESILIENCE

Review the siting of the	Disagree			Review of what is
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printer and its proximity to the Support and Registration team in any further office accommodation re-organisation.				printed and look towards becoming a 'less' paper office.
Ensure that diarised team meetings are not habitually cancelled and continue to take place at least once a quarter on varying days of the week to ensure the participation of part-time staff.	Agreed	June 2018	None required	Completed
Arrange cross departmental attendance at team meetings to enable briefings and updates on policy and processes.	Agreed	July 2018	None required	In progress
Explore whether there is any scope to increase the attractiveness of permanent posts, including increase in salaries thus reducing the reliance/expenditure on agency personnel.	This is a Corporate Issue and will need to be considered in a wider context than just the Planning Service.	December 2018	None Required	
Remove the responsibility for procuring agency	Agreed	Immediately	None required	Completed

personnel from Team Leaders.				
Review arrangements currently being provided for administrative support to the Policy Team at this crucial time in the Local Plan process.	Agreed	September 2018	To be reviewed following the Planning Service Budget Review.	
Review the authority's conservation resources in the medium term and consider the addition of urban design skills to the team in the light of the proposed new garden communities.	Agreed	March 2019	To be reviewed following the Planning Service Budget Review.	
Consider the case for additional resources for development management casework in conjunction with the other factors identified elsewhere in the report which will contribute towards more efficient handling of applications.	Agreed	March 2019	To be reviewed following the Planning Service Budget Review.	
Resolve the issues surrounding grading and delegation arrangements in enforcement as a matter of urgency.	Agreed	July 2018	Funding from the 20% planning application fee increase income as this would be an investment into the service.	

Train other members of the validation team to validate all types and scale of MAJOR applications as a matter of urgency to ensure resilience within the processing system.	Agreed	May 2018 and ongoing	None required	
Review the workload and the current level of resourcing for street name and numbering (SNN).	Agreed	March 2019	Any additional resources will be funded from the SNN fees.	
Identify a dedicated resource from within the department to provide the appropriate level of input regarding process and timescales to work with IT and IDOX during the preparation for the introduction to Enterprise.	Agreed	April 2018	None required	Completed
Seek advice from other authorities who have recently implemented the Enterprise module.	Agreed	June 2018	None required	Completed
Provide informative “on the job” training sessions for members of the Support & Registration Team.	Agreed	December 2018 and ongoing	Funding for any courses can be provided from the 20% planning fee increase.	

In the long term, consider staff exchanges/secondments between teams – especially the Planning Policy and Development Management staff.	Agreed	March 2019	None required	
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