Appendix 2

Development Management Service Review

Action Plan – May 2017 Update

Vision and Leadership					
	Recommendation	**Action**	**Timeframe for actions described**	**Lead Officer**	**Progress Update – May 2017**
1	Permanent recruitment to the Head of Spatial Planning should be undertaken as a matter of urgency, possibly in partnership with a neighbouring authority		Ongoing	Kevin Mowat	
2	A Development Manager post should be created with responsibility for all aspects of the Development Management function, including technical support with properly appointed team leaders		Ongoing	Kevin Mowat	
3	Following a support and training programme for staff, case officers should present planning applications to the development management Committee at the earliest opportunity	COMPLETE		Helen Addison	This is now in place. The majority of reports are now presented as it should be noted that not every report is required.

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Vision and Leadership					
	Recommendation	**Action**	**Timeframe for actions described**	**Lead Officer**	**Progress Update – May 2017**
4	Development Management Committee Members should have a structured training programme that includes effective decision making and the priorities for growth in the Local Plan	Adam Luscombe to organise training. Helen Addison to speak with Teignbridge to see if there is a possibility of a joint training programme with them.	Initial training with Adam Luscombe to be organised by end of April 2017	Governance Support & Helen Addison & Adam Luscombe	To be established - Training to take place every 3 months – before site visits take place. *Update – following a review of the next committee dates AL has advised that the next available date for the training to take place would be September.*
5	The Council should undertake a benchmarking exercise to: 1. Modernise its Scheme of Delegation and Code of Good Practice 2. Including a review of the member site visit process, a review of the site review meetings and arrangements for Brixham Town Council	Lisa Chittenden to speak with governance support regarding the decision making process to change the constitution.		Ailsa Delaney & Helen Addison	Decision making process & timeline to be established. *Timeline provided by Governance is as follows:* • *SLT to approve list of items 20 June* • *Draft report deadline 29 June* • *Comments from Statutory officer back to report author 6 July* • *MEG to note items for Council meeting 29 June* • *Member conversation 5 July* • *Final report deadline 11 July* • *Council 20 July.*

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Vision and Leadership				
Recommendation	**Action**	**Timeframe for actions described**	**Lead Officer**	**Progress Update – May 2017**

Management					
	Recommendation	**Action**	**Timeframe for actions described**	**Lead Officer**	**Progress Update**
6	Modernise the existing structure of development management and planning technical support through a restructure which better balances junior and senior positions for greater future resilience		To be reviewed when HOSP in post	Kevin Mowat	To be reviewed when HOSP in post. Changes will be made to structure of DM team from 30th May to include line management responsibilities for Senior Planning Officers.
7	Undertake as a matter of priority an activity-based costing exercise to identify non-value-adding processes in relation to all aspects of determining planning applications	Darryl Jones to book meeting with Mark Irving to progress this asap.	TBC – likely to be completed by mid-July.	Kevin Mowat & Mark Irving	Darryl Jones (Transformation Team) to support the activity based costing / BPR exercise working with Mark Irving. BPR exercise underway - DJ is

					currently mapping the processes for the service development team – and will be moving into the planning office in the next couple of weeks. Mid July timescale is still on track.
8	Release management capacity by reducing the layers of management who check work, stop multiple sign-offs of case officer reports, empower staff and case officers, and re-focus management on to the key added value tasks			Kevin Mowat	This action will be undertaken as part of the re-structure process.
9	Review the officer report structure to ensure it meets both statutory requirements and the requirements for development management Committee Members	Helen Addison to undertake by mid may.	Mid May.	Helen Addison	Mark Irving to update template and reports to be reviewed/re-written by mid-May.
10	Review the pre application process against the PAS "10 Commitments"		End of August.	Helen Addison & Mark Irving	The PAS '10 Commitments' is a best practice way of working rather than a statutory requirement – therefore this is a low priority action. This action will be progressed once the Senior Planning Officer is in post (30th May) and is likely to be completed by the end of August.

11	Introduce a regular management communication mechanism that includes all managers involved in the development management process	Mark Irving to set up a regular monthly management team meeting – COMPLETE.	ASAP – By end of April.	Mark Irving to set up management team meetings - COMPLETE. HOSP to establish a regular communication mechanism when in post.	It is envisaged that the head of Spatial Planning (HOSP) will want to take the lead in ensuring that regular management communications are undertaken (including regular 1:1s) – however until the recruitment of the HOSP has taken place it has been agreed that a regular monthly management team meeting can be organised – this will be set up immediately.
12	Introduce regular performance communication to staff that includes celebrating success	S106 officer / CIL Officer to be appointed and board to be set up to capture successes	Mid May	New S106 and CIL Officer	It was suggested as part of the peer review that a board should be placed in the planning offices so that a running total of income generated/successes achieved could be logged, and then communicated. Currently the totals are not collated centrally – therefore this responsibility will fall to the new S106 officer / CIL Officer when in post. It will be the responsibility of the new HOSP to then communicate these successes to JOT - to then be fed to SLT.
13	Prepare protocols to assist staff with taking a consistent approach to development management e.g. consultation protocol, conditions, validation, flooding etc.	Darryl Jones/Mark Irving to undertakes as part of activity-based costing / BPR exercise (See No 7 above)		Helen Addison & Mark Irving	There are a number of existing protocols / checklists in place – however a number of these may need to be refreshed/updated. It is proposed that the review/refresh of these protocols are picked up as

					part of the activity-based costing / BRP exercise (see No 7 above) – a central folder will then be created where all protocols will be saved. Copy of Plymouth's protocols to be sought - to be undertaken when HOSP in post.
14	Review opportunities to share historic environment resource	Lisa Chittenden to seek clarity from Plymouth peer Review Team	ASAP – By end of May.	Shared resource	Clarity needs to be sought from Plymouth around this action – it is believed that there may be some misunderstanding around the historic environment post. Lisa Chittenden to follow up.
15	Have a clear lead-in timetable for Development Management Committee that is owned and adhered to by both development management officers/managers and Tech Support		COMPLETE / ONGOING	Helen Addison & Mark Irving	There is already an established timetable in place for Development Management Committee and staff have been reminded of the importance of adhering to it. HA and MI to ensure that staff adhere to the timetable as far as possible.

16	Provide updated case officer training in key areas of:
	  1. flood risk
	  2. urban design and ecology
		Create Standing Advice
		
		Lisa Chittenden to chase Dave to establish timescales for the standing advice – COMPLETE training delivered on the 2nd May.
			Mid May	Helen Addison	1. Training for Flood Risk (standing advice) currently being drafted by Dave Stewart – TDA. Lisa Chittenden to chase Dave to establish timescales for the standing advice.
					2. Helen Addison to speak with Teignbridge re delivery of Ecology/Urban Design Training

		Lisa Chittenden to chase Jo Sandbrook re presentation training Helen Addison to speak with Teignbridge re delivery of Ecology/Urban Design Training			It is proposed that there are other training needs required within the team that are more urgent then the above – 'presentation training' is required for all staff presenting to the development management committee. Lisa Chittenden to peruse this (Jo Sandbrook emailed – LC to chase).
17	Ensure both officers and members have sufficient training to ensure clear decision making at Development Management Committee	COMPLETE - Members received training 31st March 2016.		Governance Support & Adam Luscombe & Helen Addison	Members received training 31st March 2016. Please also see No 4 as above Re ongoing training programme.
18	Consider career progression training to enable staff from a non-Planning background to appreciate more fully the planning process and/or to develop routes to a professional qualification	Mark Irving to look into options available and will present findings by the end of April.	End of April.	Mark Irving	It has been agreed that Mark Irving to look into options available and will present findings by the end of April.
19	Review the use of extensions of time for planning applications particularly in relation to non-major applications so they are only used as an exception	Kevin Mowat / Lisa Chittenden to raise challenge on action with Plymouth and agreement for action to be removed.	End of April.	Mark Irving/Helen Addison	Not a priority action– following email advising DCLG do not object to the use of 'extensions of time'. This action to be progressed after items 7 and 8 are implemented
20	Consider a more formalised mechanism for staff to elevate key development management issues to senior managers across the department so that the	Produce a list of larger developments	Awaiting HOSP	Helen Addison	Awaiting HOSP for this action to be progressed. It is proposed that the HOSP should attend JOT meetings so that larger developments can be

	necessary support is provided to staff in making decisions				communicated and then fed up to SLT.
21	Make full use of available IT systems for better performance management e.g. Use of Enterprise in IDOX	Look at IT options & arrange presentations Mark Irving to arrange a presentation with IDOX by end of May – COMPLETE.	Presentation by end of May. Review of IT systems likely to be completed by mid-July (as per No 7 above).	Mark Irving	Mark Irving has arranged a presentation by IDOX 12 May 2017. A review if the IT systems will also be undertaken by Darryl Jones and Mark Irving as part of action 7 above - likely to be completed by mid-July.

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Community Engagement					
	Recommendation	**Action**	**Timeframe**	**Lead Officer**	**Progress Update**
22	Recruitment to the vacant enforcement officer post should be undertaken immediately if Councillor and community faith in the planning function is not to be lost, with consideration given to partnership working with other Local Planning Authorities	Commence recruitment	Complete by end of April	Helen Addison	Underway
23	Review the site notices to make more customer friendly	Mark Irving to ask Plymouth for a copy of their site notices so that a comparison can be made.	Decision on whether to make any changes to existing site notices by end April.	Mark Irving & Helen Addison	No customer complaints have been received relating to Torbay's current site notices – the site notices are based on existing statutory guidelines. Although this action is deemed as low priority (as no complaints received) Mark Irving to ask Plymouth for a copy of their site notices so that a comparison can be made.

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Partnership Engagement

	Recommendation	Action	Timeframe	Lead Officer	Progress Update
24	A quarterly Local Agents Forum should be re-established immediately to improve working relationships and to maintain closer dialogue with all aspects of the service	Set up a Local Agents Forum that meets at least twice a year	By end of August.	Helen Addison & Mark Irving	A Local Agents Forum has previously been organised although last meeting only attended by 10 agents. Forum to be re-established by Mark Irving. Mark to speak to neighbouring LA's to see if he can attend their Local Agents Forum meetings & see how many attendees they have and what topics are on the agenda.
25	The relationship between the TDA and the planning function needs to be modernised, with a new Memorandum of Understanding to ensure earlier engagement for investor enquiries and pre-application processes	Refresh and formally introduce the MOU	By end of May.	Pat Steward	Draft MOU circulated by Pat Steward (10th May) to KM, HA, AL.
26	The Council should explore further how it could work with other Local Planning Authorities in relation to the delivery of the development management service to maximise value for money and improve overall resilience of the service, utilizing the Planning Advisory Service Development Management Challenge Toolkit methodology	Explore options for a shared service. Make use of the Planning Advisory Service Development Management Challenge Toolkit methodology	Ongoing	Kevin Mowat Helen Addison and Mark Irving to look at the Toolkit	The planning Advisory Service Development Management Challenge Toolkit methodology is best practice and this will be an ongoing action. Work on exploring how we could work with other Local Planning Authorities to maximise value for money and improve overall resilience of the service is in

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Partnership Engagement					
	Recommendation	**Action**	**Timeframe**	**Lead Officer**	**Progress Update**
					progress.

Achieving Outcomes					
	Recommendation	**Action**	**Timeframe**	**Lead Officer**	**Progress Update**
27	The service should celebrate success, by presenting its achievements to members, partners and stakeholders	Investigate the opportunities to better manage CIL/S106 through new software		Helen Addison & Mark Irving	See action 12.
28	Review the customer journey and take action to ensure a more consistent experience by setting service standards and agreeing a common approach, so that employees feel empowered and confident that their decisions will be supported	Ask for clarity on the meaning of this recommendation	Clarity to be sought by end of May	Helen Addison & Mark Irving	Lisa Chittenden to follow up and ask for clarity on the meaning of this recommendation.

Weekly peer review meetings are already in place where officers bring forwards any decisions they would like some 'critical friend' advice/challenge from colleagues on how decisions should be made. |

Achieving Outcomes					
	Recommendation	**Action**	**Timeframe**	**Lead Officer**	**Progress Update**
					Notes of these meetings are now being taken so that they can be used as a reference point for future decisions.
29	To improve the customer experience, consider adopting different approaches for different types of application and a development team approach for major applications	Look at process re-engineering	Likely to be completed by mid-July	Helen Addison & Mark Irving	Please see action 7 as above – this work will be undertaken as part of the activity-based costing / BPR exercise
30	Provide investment in personal development to make sure development management staff are up to date with current best practice, and consider sharing staff between different parts of the service to assist with sharing practice and cultural change as well as managing peaks and troughs in workload	Investigate possible options to achieve this recommendation		Adam Luscombe, Helen Addison & Mark Irving	Please see actions 1, 2, 3, 6, 7, 8, 11, 13, 17, 18, and 20 as above. If all of these actions are implemented this will assist in the achievement of this recommendation.