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Date: Wednesday, 14 June 2017

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Dear Member

**POLICY DEVELOPMENT AND DECISION GROUP (JOINT OPERATIONS TEAM) -
MONDAY, 19 JUNE 2017**

I am now able to enclose, for consideration at the Monday, 19 June 2017 meeting of the Policy Development and Decision Group (Joint Operations Team), the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
7.	Transformation Project - A Redesign of Spatial Planning	(Pages 13 - 35)

Yours sincerely

Teresa Buckley
Clerk



Meeting: Policy Development and Decision Group
(Joint Operations Team)

Date: 19 June 2017

Wards Affected: All wards in Torbay

Report Title: Transformation Project - A Redesign of Spatial Planning

Is the decision a key decision? Yes

When does the decision need to be implemented? Immediately

Executive Lead Contact Details: Councillor Mark King, Executive Lead for Planning, Transport and Housing (07873254117 – Mark.King@torbay.gov.uk

Supporting Officer Contact Details: Kevin Mowat, Executive Head of Business Services, 01803 292429, Kevin.Mowat@torbay.gov.uk

1. Proposal and Introduction

- 1.1 It is proposed that the Council should to explore and establish a suitable partnership arrangement for the delivery of Development Management and Spatial Planning functions with a nearby Local Planning Authority. Such a partnership should enable Torbay Council to drive forward, at pace, the necessary modernisation needed to make improvements and deliver value for money, whilst at the same time achieving a more sustainable and resilient planning service.
- 1.2 A recent Development Management Service Peer Review identified that there is an opportunity, through the better sharing of resources with like-minded Councils, to improve resilience whilst also enhancing the best elements of development management services, such as staff, quality outcomes and local accountability.
- 1.3 The Council's Development Management Service performs well in terms of the Department for Communities and Local Government's (DCLG) statistics and continues to make improvements to that performance. However, it performs less well in other areas such as levels of electronic submission, utilising technology and delivery of planning enforcement.
- 1.4 Given the ongoing budget pressures, which have resulted in resource constraints, an opportunity exists to consider a partnership arrangement for the delivery of Development Management and Spatial Planning functions with a nearby Local Planning Authority. By partnering with a like-minded neighbouring planning authority Torbay Council could drive forward, at pace, the necessary modernisation needed to achieve a more sustainable and resilient planning service.
- 1.5 Businesses and residents in Torbay would like to see an improved planning service that is modern, resilient, value for money and fit for purpose.

2. Reason for Proposal

- 2.1 The Councils Transformation Programme was established to save the Council money, generate additional income or to provide resilience to Council services.
- 2.2 One of the Transformation Projects is entitled “**Redesign of Spatial Planning**” and the project is tasked with considering options for Spatial Planning to provide the Council with resilience.
- 2.3 A recent Peer Review of the Council’s Development Management Service made a very clear recommendation that – “**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.**”

3. Recommendation(s) / Proposed Decision

That the Mayor be recommended:

- 3.1 That 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.
- 3.2 That the Chief Executive, in consultation with the Executive Lead for Planning, Transport and Housing and the Executive Head of Business Services, be given delegated authority to explore and establish a suitable partnership arrangement for the delivery of Development Management and Spatial Planning functions with a nearby Local Planning Authority, so that Torbay Council can drive forward, at pace, the necessary modernisation needed to achieve a more sustainable and resilient planning service.

Appendices

Appendix 1: Development Management Service Review – Background & Scope Extract

Appendix 2: Development Management Service Review – Action Plan – May 2017

Background Documents

<https://www.local.gov.uk/pas/dm/dm-challenge-toolkit>

Section 1: Background Information

1.

What is the proposal / issue?

In November 2016 Torbay Council invited Plymouth City Council to undertake a Service Peer Review of its Development Management Service, which forms part of the Council's wider Spatial Planning Service.

The review took place between 13th December 2016 and 30th January 2017. Initial feedback presentations highlighting key messages were made to senior managers, Councillors and service managers, and planning service staff on 30th January 2017.

The Service Review Team undertook this review at the invitation of Torbay Council and it was undertaken as 'critical friends'. Torbay Council wanted the Service Review to be undertaken by an experienced nearby Local Planning Authority team with a proven track record of service improvement and with experience of wider sector-led improvement approaches. Management of the Council's Planning Services had passed to the Executive Head of Business Services on 1st May 2016 and following discussions with the Head of Spatial Planning it became clear that the current operation of the planning function in Torbay required improvement. A re-design of Spatial Planning had also been identified as a Transformation Project.

As part of the Review brief, a number of high level challenges were set, which sought to focus on the efficiency, effectiveness and quality of the development management function.

One of the outcomes of the recent Peer Review was a very clear recommendation that – "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."

2.

What is the current situation?

The Council's Development Management Service performs well in terms of the Department for Communities and Local Government's (DCLG) statistics and continues to make improvements to that performance. However, it performs less well in other areas such as levels of electronic submission, utilising technology and delivery of planning enforcement.

Torbay's planning application performance is good compared to Torbay's family group. The latest performance figures released by DCLG for the period October 2014 to September 2016 shows that Torbay dealt with 91.9% of major applications in time and this places Torbay 67th out of 336 local planning authorities. In comparison :-
Plymouth – 25th
Cornwall – 59th
Teignbridge – 168th
Exeter – 308th

	<p>For non-major applications, Torbay dealt with 85.4% in time putting it 124th out of 337 local planning authorities. In comparison :- Plymouth – 28th Cornwall – 143rd Teignbridge – 193rd Exeter – 313th</p> <p>The delivery of Development Management and Spatial Planning functions needs to change at pace to modernise even further, make improvements and deliver value for money, whilst at the same time achieving a more sustainable and resilient planning service with limited resources.</p>
<p>3.</p>	<p>What options have been considered?</p> <p>Since the middle of March 2017 the Executive Head of Business Services has been exploring further how Torbay Council could work with nearby Local Planning Authorities to deliver a shared Development Management service. Following consideration of the various strategic options the Executive Head of Business Services commenced discussions with Plymouth City Council regarding the opportunity for a strategic partnership, which could represent the best way forward in the delivery of planning functions given both authorities’ ambitious plans for growth. The intension would be to develop a strategic partnering arrangement that drives forward integrated working on a phased basis between the Strategic Planning & Infrastructure Department in Plymouth with the Spatial Planning Service in Torbay.</p> <p>Options for partnering with Local Planning Authorities, other than Plymouth City Council, were briefly considered but have not been investigated further at this time due to their current performance data (see section 2 above).</p> <p>The Council’s Head of Spatial Planning is currently seconded to the Torbay Development Agency and is leading on regeneration of the Bay’s Town Centres. Therefore, another option would be for Torbay Council to recruit an experienced professional planner with the ability to drive forward at pace the modernisation of the Development Management and the wider Spatial Planning Service. Given the short-term nature of such a post, this option will be more expensive and less reliable than working with a neighbouring local authority that has a proven track record of service improvement with experience of sector-led improvement approaches.</p>
<p>4.</p>	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p> <p>An improved and better focused Development Management and Spatial Planning Service will support the Council’s ambition for a ‘Prosperous and Healthy Torbay.</p> <p>A suitable partnership arrangement for the delivery of Development Management and Spatial Planning functions with a nearby Local Planning Authority will reflect the following corporate Principles and Targeted Actions :-</p> <p>Principles</p> <ul style="list-style-type: none"> ● Use reducing resources to best effect ● Reduce demand through prevention and innovation ● Integrated and joined up approach

	<p>Targeted Actions</p> <ul style="list-style-type: none"> • Working towards a more prosperous Torbay • Ensuring Torbay remains an attractive and safe place to live and visit
<p>5.</p>	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>In conducting the Service Review, the Service Review Team:</p> <ul style="list-style-type: none"> • Held telephone and on-site interviews with key consultees and stakeholders. • Held focus groups with local agents and consultees. • Heard from local councillors. • Heard from internal and external stakeholders and partners. • Heard from staff within the Service. • Attended Development Management Committee.
<p>6.</p>	<p>How will you propose to consult?</p> <p>Following the consultation outlined in (5) above, the Peer Review Team made a total of 30 recommendations to address the issues that they had identified. Five of the recommendations relate to 'vision and leadership'; sixteen relate to 'management of the service'; two relate to 'community engagement', three to 'partnership engagement', and four to 'achieving outcomes'. It was the Peer Review Team's view that if these recommendations are implemented, as they have indicated, they believe that the service would become fit for the future.</p> <p>A copy of the Peer Review Report was sent to Councillor King & Councillor Kingscote in March and an Action Plan has been developed based on the 30 recommendations.</p> <p>Consultation will continue with the Executive Lead for Planning, Transport and Housing and the Chief Executive, as the Executive Head of Business Services explores and establishes a suitable partnership arrangement for the delivery of Development Management and Spatial Planning functions with a nearby Local Planning Authority.</p>

Section 2: Implications and Impact Assessment

7.	<p>What are the financial and legal implications?</p> <p>Any future partnership arrangement for the delivery of Development Management and Spatial Planning functions with a nearby Local Planning Authority would aim to initially be cost neutral but the Transformation Board target is to achieve a £50,000 saving/efficiency to the revenue budget. In time both local authorities should benefit from economies of scale and shared resources.</p> <p>Significant planning decisions would still be made by the Development Management Committee of Torbay Council but changes to the officer scheme of delegation will be required, for both local authorities, if and when Planning Officers are making delegated planning decisions as part of a shared service arrangement in the future.</p>
8.	<p>What are the risks?</p> <p>The most significant risk is the failure of a strategic partnership and or shared service. This risk can be mitigated by ensuring that a formal Strategic Partnering Agreement is put in place that drives forward integrated working on a phased basis. Further mitigation can be achieved by an underpinning operational and political relationship that is based on a clear Memorandum of Understanding and founded on trust and transparency. Any formal arrangement can and should include an appropriate exit strategy and notice period that can be implemented if the partnership ceases to work or fails to deliver what either party is seeking to achieve.</p>
9.	<p>Public Services Value (Social Value) Act 2012</p> <p>Not applicable</p>
10.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>In November 2016 Torbay Council invited Plymouth City Council to undertake a Service Peer Review of its Development Management Service, which forms part of the Council's wider Spatial Planning Service. The review took place between 13th December 2016 and 30th January 2017. Initial feedback presentations highlighting key messages were made to senior managers, Councillors and service managers, and planning service staff on 30th January 2017.</p> <p>The Service Review Team undertook this review at the invitation of Torbay Council and it was undertaken as 'critical friends'. Torbay Council wanted the Service Review to be undertaken by an experienced nearby Local Planning Authority team with a proven track record of service improvement and with experience of wider sector-led improvement approaches.</p>

<p>11.</p>	<p>What are key findings from the consultation you have carried out?</p> <p>The Peer Review Team made a total of 30 recommendations to address the issues that they had identified and these recommendations can be seen in Appendix 2.</p> <p>Five of the recommendations relate to ‘vision and leadership’; sixteen relate to ‘management of the service’; two relate to ‘community engagement’, three to ‘partnership engagement’, and four to ‘achieving outcomes’.</p> <p>Feedback from the consultees identified in section 5 above have helped to form the Peer Review recommendations.</p>
<p>12.</p>	<p>Amendments to Proposal / Mitigating Actions</p> <p>If given approval to explore further how the Council 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, officers will need to develop initial ‘Heads of Terms’ as the basis for a partnership agreement. It is likely to take somewhere between six to nine months from the point of any decision for a formal partnership to go live. During this period, managers and staff from the partnering local authority would support Torbay to address known and immediate capacity issues, and to begin the process of implementing an Improvement Plan in response to the Service Review, so that Torbay Council can enter the partnership on a secure and firm footing.</p>

Equality Impacts

13	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people			There is no differential impact
	People with caring Responsibilities			There is no differential impact
	People with a disability			There is no differential impact
	Women or men			There is no differential impact
	People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			There is no differential impact
	Religion or belief (including lack of belief)			There is no differential impact
	People who are lesbian, gay or bisexual			There is no differential impact
	People who are transgendered			There is no differential impact
	People who are in a marriage or civil partnership			There is no differential impact

	Women who are pregnant / on maternity leave			There is no differential impact
	Socio-economic impacts (Including impact on child poverty issues and deprivation)			There is no differential impact
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			There is no differential impact
14	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	Not applicable		
15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	Not applicable		

Development Management Service – Peer Review Extract

Background and Scope of the Development Management Service Peer Review

Dates of the Peer Review - 13 December 2016 ~ 30 January 2017

Final Report issued - 13th February 2017

The Brief

1. The brief for this work was issued by Torbay Council on 23rd November 2016. The reasons stated for the review were:

- **Quantity and Quality**

Development Management performs well in terms of DCLG statistics and continues to make improvements to that performance, but less well in other areas such as levels of electronic submission, utilising technology and delivery of enforcement.

- **Resilience and Devolution**

There is an opportunity, through the better sharing of resources with like-minded Councils, to improve resilience whilst also enhancing the best elements of development management services, such as staff, quality outcomes and local accountability.

2. Torbay Council wanted the review to assess 3 key areas – “smart working”, a “cradle to the grave” approach to inward investment, and a “one team approach” to development.
3. Specifically Torbay Council wanted the Service Review to answer the following questions:

“Smart Working”

- What does that mean for development management ?
- Should it include a more risk based approach to process and priorities ?
- How is that embedded ?
- How much change is required to historic and outdated working practices and constitutional requirements (e.g. Scheme of delegation, SRM process) ?
- Does this respond positively to stakeholder needs ?

“Cradle to Grave”

- Considering the Council’s pro-activity towards development through to delivery of projects on the ground.
- Whether a project and outcome based approach is needed, alongside process requirements.

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“One Team”

- Is the existing structure / resourcing appropriate to manage the development management process ?
- How well does the development management function work with / respond to Corporate requirements (e.g. Corporate and Delivery Plans; Efficiency Plan ?
- Is the team fit for the future, taking account of devolution and budgets ?
- Is the existing structure / resourcing appropriate to manage the development management process ?

4. The Service Review was asked to comment on “outcomes”:

- How does Torbay’s development management service compare to its peers ?
- Is a redesign of the service required and, if so, what does that look like ?
- Are efficiencies required or does the service need more / different resources ?
- Is the service fit for the future? What opportunities are there for change/improvement and what would be the benefits ?
- What are the mechanisms and timescales for, including any costs and budgetary implications of, implementing recommended changes to the development management function ?

The Process

5. The review took place between 13th December 2016 and 30th January 2017. Initial feedback presentations highlighting key messages were made to senior managers, Councillors and service managers, and planning service staff on 30th January 2017. This report sets out the detailed findings of the Service Review. The Service Review Team from Plymouth City Council comprised:

- Paul Barnard – Assistant Director for Strategic Planning & Infrastructure, Plymouth City Council.
- Peter Ford – Head of Development management, Plymouth City Council.
- Rebecca Boyde – Planning Officer, Plymouth City Council.

6. The Service Review Team undertook this review at the invitation of Torbay Council and was undertaken as ‘critical friends’. Torbay Council wanted the Service Review to be undertaken by an experienced nearby Local Planning Authority team with a proven track record of service improvement with experience of sector-led improvement approaches. These approaches can provide added value to the Council’s own performance and improvement focus arising from its recent Corporate Peer Challenge and its own recognition that the current operation of the planning function in Torbay requires improvement.

7. The Service Review is based on the identified high level challenges from Torbay Council which sought to focus on the efficiency, effectiveness and quality of the development management function.



Development Management Service Review

Action Plan – May 2017 Update

Vision and Leadership					
Page 24	Recommendation	Action	Timeframe for actions described	Lead Officer	Progress Update – May 2017
	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.

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. <i>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.</i>
	The Council should undertake a benchmarking exercise to: <ol style="list-style-type: none"> 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. <i>Timeline provided by Governance is as follows:</i> <ul style="list-style-type: none"> • 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

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					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	<p>The PAS ‘10 Commitments’ is a best practice way of working rather than a statutory requirement – therefore this is a low priority action.</p> <p>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.</p>

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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 undertake 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

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					<p>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.</p> <p>Copy of Plymouth’s protocols to be sought - to be undertaken when HOSP in post.</p>
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	<p>There is already an established timetable in place for Development Management Committee and staff have been reminded of the importance of adhering to it.</p> <p>HA and MI to ensure that staff adhere to the timetable as far as possible.</p>
16	Provide updated case officer training in key areas of: <ol style="list-style-type: none"> 1. flood risk 2. urban design and ecology 	<p>Create Standing Advice</p> <p>Lisa Chittenden to chase Dave to establish timescales for the standing advice – COMPLETE training delivered on the 2nd May.</p>	Mid May	Helen Addison	<ol style="list-style-type: none"> 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

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		<p>Lisa Chittenden to chase Jo Sandbrook re presentation training</p> <p>Helen Addison to speak with Teignbridge re delivery of Ecology/Urban Design Training</p>			<p>It is proposed that there are other training needs required within the team that are more urgent than 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).</p>
17	<p>Ensure both officers and members have sufficient training to ensure clear decision making at Development Management Committee</p>	<p>COMPLETE - Members received training 31st March 2016.</p>		<p>Governance Support & Adam Luscombe & Helen Addison</p>	<p>Members received training 31st March 2016.</p> <p>Please also see No 4 as above Re ongoing training programme.</p>
18	<p>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</p>	<p>Mark Irving to look into options available and will present findings by the end of April.</p>	<p>End of April.</p>	<p>Mark Irving</p>	<p>It has been agreed that Mark Irving to look into options available and will present findings by the end of April.</p>
19	<p>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</p>	<p>Kevin Mowat / Lisa Chittenden to raise challenge on action with Plymouth and agreement for action to be removed.</p>	<p>End of April.</p>	<p>Mark Irving/Helen Addison</p>	<p>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</p>
20	<p>Consider a more formalised mechanism for staff to elevate key development management issues to senior managers across the department so that the</p>	<p>Produce a list of larger developments</p>	<p>Awaiting HOSP</p>	<p>Helen Addison</p>	<p>Awaiting HOSP for this action to be progressed. It is proposed that the HOSP should attend JOT meetings so that larger developments can be</p>

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	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	<p>Look at IT options & arrange presentations</p> <p>Mark Irving to arrange a presentation with IDOX by end of May – COMPLETE.</p>	<p>Presentation by end of May.</p> <p>Review of IT systems likely to be completed by mid-July (as per No 7 above).</p>	Mark Irving	<p>Mark Irving has arranged a presentation by IDOX 12 May 2017.</p> <p>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.</p>

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	<p>No customer complaints have been received relating to Torbay's current site notices – the site notices are based on existing statutory guidelines.</p> <p>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.</p>

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	<p>A Local Agents Forum has previously been organised although last meeting only attended by 10 agents.</p> <p>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.</p>
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 (10 th 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	<p>Explore options for a shared service.</p> <p>Make use of the Planning Advisory Service Development Management Challenge Toolkit methodology</p>	Ongoing	<p>Kevin Mowat</p> <p>Helen Addison and Mark Irving to look at the Toolkit</p>	<p>The planning Advisory Service Development Management Challenge Toolkit methodology is best practice and this will be an ongoing action.</p> <p>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</p>

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	<p>Lisa Chittenden to follow up and ask for clarity on the meaning of this recommendation.</p> <p>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.</p>

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.