

Planning Peer Challenge – Action Plan

The following plan outlines the specific actions that will be taken to respond to the Peer Challenges recommendations. Reporting back on delivery against the actions will include the outcome/outputs of the action.

Overall monitoring of performance improvement will be through the new suite of key performance indicators detailed in Recommendation 9 and through delivery of the Joint Local Plan

Peer Challenge Recommendation	Comments/Actions completed	Proposed Action	Timescale	Lead Officer(s)	Status (plus comments)
1. Develop and embed the T18 model to respond more specifically to the context and challenges of the DM service. Specifically consider issues relating to how the T18 model can deal with the whole end to end processes of negotiating and determining proposals, to achieve better accountability,	<p>1.1 The model is being developed and implemented within Development Management to reflect these recommendations.</p> <p>1.2 Under present trials L6 Senior Case Managers ('Junior planners') handle lower level householder apps from cradle to grave. The majority of other cases will be managed by Case Managers (CM) – ie they will push the application through the process and ensure that dates are met, consultations gathered, applicants/neighbours kept informed of progress etc. The Specialist will be accountable and responsible for the decision having assessed the application. Accountability will be clear; we will effectively have a CM managing the</p>	A1. Extend trial to all CM/Specialists dealing with planning applications.	September 2016	Drew Powell Kate Hamp	<p>Complete</p> <p>Roles now defined – further embedding of case management role as processes are refined.</p>

<p>increased capacity and a greater customer focus.</p>	<p>application and a Specialist determining the application.</p> <p>1.3 The Community of Practice Lead will be responsible for ensuring that the DM process is delivered efficiently and lawfully.</p> <p>1.4 The weekly list for Parish and Town Councils has now been amended to identify the relevant Case Manager and Specialist (if relevant).</p> <p>1.5 The need for an accountable officer to be contactable by agents, applicants, Parish's etc is fully recognised.</p>				
<p>2. Act on the findings of resource reviews, especially at the case manager level, so as to ensure that sufficient capacity to deliver an effective and customer facing DM service.</p> <p>This should include developing a strategy for dealing with</p>	<p>2.1 Recent reports to West Devon Hub Committee (minute) and South Hams Executive (minute) detail the resources at Case Manager level already identified to support transition.</p> <p>2.2 There has been an initial focus on securing a marked improvement in determination performance (with extension of time agreements) in order to minimise the risk to the Councils from</p>	<p>A2. Review staffing levels during transition to ensure post transition levels will be sufficient to sustain performance</p> <p>A.3 As part of the new approach to</p>	<p>February 2017</p> <p>August 2016</p>	<p>Drew Powell Kate Hamp</p> <p>Drew Powell</p>	<p>Ongoing</p> <p>Transition resources under review now that W2 and APP processes are in place</p> <p>Complete</p>

<p>applications more efficiently within the time limits without the need for excessive recourse to extension of time agreements, and also to ensure that applicants and the public have a single point of contact.</p>	<p>new performance measures proposed within the Housing and Planning Bill.</p> <p>2.3 See 1.4 and 1.5 above</p>	<p>performance management (see also 9.1) we will also be measuring determination performance in line with the relevant 8 and 13 week statutory targets.</p>			
<p>3. Work with the IT partner to ensure that the recognised IT problems, especially in relation to the planning constraints and history, and the labelling of plans, are tackled as a matter of urgency. In doing this ensure that the web site is easy to use and learn from currently high performing customer</p>	<p>3.1 Since the visit there have been major improvements in terms of functionality in relation to planning history and constraints. There remains issues with the stability and functionality of the website and it is accepted that further development/improvement is necessary.</p>	<p>A.4 Review present action plan to develop the website in line with best practice and to facilitate self-serve and channel shift in line with operating model principles.</p>	<p>September 2016</p>	<p>Mike Ward</p>	<p>Ongoing</p> <p>New website and improved functionality on planning search in place – further development in progress</p>

focussed planning services.					
4. Urgently reinstate regular local agent's forums.	4.1 The frequency of forums has reduced during transition but the need for an active dialogue is fully recognised by officers.	<p>A.5 A joint Developer/Agent forum will take place w/c 22 August 2016 at the Watermark Centre in Ivybridge.</p> <p>A.6 Training on how agents can self-serve using new software will be given at future forums.</p> <p>A.7 Specialists and Senior Case Managers will attend the Forums to facilitate and build closer working relationships</p>	August 2016	Pat Whymer	<p>Complete</p> <p>Third forum held on 16th March</p> <p>Complete</p> <p>Complete</p>

<p>5. Facilitate engagement with Town and Parish Council representatives to develop appropriate protocols to ensure that the concerns of these stakeholders are fully taken into account, and that feedback is given to them where a recommendation that differs to their views is reached.</p>	<p>5.1 The current consultation on the Joint Local Plan has specifically targeted workshops with all town and parish councils. Responses from town and parish councils will be addressed and responded to as the Joint Local Plan progresses. Further engagement will be planned and set out in the Joint Local Plan Engagement Strategy.</p>	<p>A.8 Consult Town and Parish Councils and establish direct liaison during current and future consultation phases.</p>	<p>In line with JLP programme</p>	<p>Tom Jones Lesley Crocker</p>	<p>Ongoing</p>
		<p>A.9 Provide clear summary of Town and Parish Council comments and an explanation of any divergence from their comments in the officer report. A copy of the report to be provided to T/P Councils with the decision notice</p>	<p>October 2016</p>	<p>Pat Whymer</p>	<p>Complete</p>
	<p>5.2 Councils have dedicated staff resource focussed on Neighbourhood Plans and targeted support package.</p>	<p>A.10 Offer direct planning training sessions</p>	<p>November 2016</p>	<p>Pat Whymer</p>	<p>Ongoing</p>

<p>Also engage with the town and parish councils on expectations around support for neighbourhood plans.</p>	<p>Current JLP consultation raises following for consideration</p> <ul style="list-style-type: none"> Supporting the emerging Networks in West Devon and South Hams. Entering into a Neighbourhood Plan Agreement with each group to clearly establish the intended purpose of the Plan, the relationship to the Joint Local Plan and roles & responsibilities of those involved. 	<p>T/P Councils either individually or by cluster</p> <p>A.11 Establish liaison arrangements in JLP Engagement Strategy</p> <p>A.12 Update Neighbourhood Plan Protocol to incorporate updated support package and clarify support level to NP networks and individual NP groups.</p>	<p>September 2016</p> <p>October 2016</p>	<p>Tom Jones</p> <p>Tom Jones</p>	<p>Complete</p> <p>Complete</p>
<p>6. Ensure timely processes and mechanisms for adoption of a Local</p>	<p>6.1 Local Development Scheme is under current review by the Joint Local Plan (JLP) Member Steering Group.</p>	<p>A.13 Maintain as standing item for JLP Member Steering Group and issue as</p>	<p>In line with JLP programme</p>	<p>Tom Jones</p>	<p>Ongoing</p>

<p>Development Scheme (LDS) as part of the rapid progression of the South West Devon Joint Local Plan to adoption.</p>	<p>6.2 Currently under watching brief to take into account any impacts on work programme in response to economic uncertainties</p> <p>6.3 Adoption of LDS already delegated to senior officers in consultation with lead members – allowing for speedy adoption once timing is clarified.</p>	<p>soon as reasonable.</p>			
<p>7. Keep the communities, planning agents and stakeholders regularly informed of and involved in the South West Devon Joint Local Plan’s progress recognising the benefits of maintaining an expeditious timeline for adoption</p>	<p>7.1 Current and future consultations to be undertaken in line with Engagement Strategy adopted by all three Local Planning Authorities (SH, WD, Plymouth). This includes involvement of all stakeholders.</p>	<p>A.14 Implement JLP Engagement Strategy. Review and update as necessary.</p>	<p>In line with JLP Programme</p>	<p>Lesley Crocker</p>	<p>Ongoing</p>
<p>8. Engender strong leadership of the Planning Committees through regular training and appropriate</p>	<p>8.1 All Members receive training on Planning matters as part of their induction. Additional training is undertaken in advance of becoming a DM/P&L Committee Member, and</p>	<p>A.15 Review and, where necessary, develop and implement a new training</p>	<p>March 2017</p>	<p>Pat Whymer Darryl White</p>	<p>Complete</p>

<p>updates on planning policy (including on the 5 year land supply for housing). General planning training should be made available to help non-planning committee members to be more effective local community leaders.</p>	<p>offered to other Members subject to availability.</p> <p>8.2 The Planning Advisory Service were engaged to deliver Member training during 2015/16.</p>	<p>programme for planning committee members with wider membership invited and supported.</p>			
<p>9. Report a suite of performance indicators directly to the Planning Committees and where necessary Cabinet and Hub, including productivity and performance of Planning Committee itself. KPIs including quality, value and customer focus and land supply, should be reported via a performance dashboard</p>	<p>9.1 A range of KPIs have been reported through to different Committees in the past, most recently through O&S (Internal) at WD and O&S at SH.</p>	<p>A.16 A suite of KPIs, covering the suggested areas, will be developed and reported to Development Management/Planning and Licensing Committee on a monthly basis. The KPI's will provide trends over time and be supported by</p>	<p>September 2016</p>	<p>Drew Powell</p>	<p>Complete</p> <p>Full suite of PIs reported to DM at each committee and used for internal Performance Management</p> <p>Further data will soon be available from W2 that will allow internal and external consultee performance to be measured</p>

<p>to demonstrate the Service's contribution to wider corporate objectives.</p>		<p>narrative by exception.</p>			
<p>10. Ensure there are adequate resources to focus on economic growth and affordable housing. This should include reviewing the approach of viability assessments paid for by planning applicants, and developing a pool of knowledge about comparables including values and build rates across the relevant market areas.</p>	<p>10.1 It is considered that there is suitable in-house resource to manage affordable housing issues although there will be the need to engage external support on occasions.</p> <p>10.2 A Member working group has now been set up with responsibility for economic growth. The outcomes arising from this group will determine future resource provision.</p> <p>10.3 An initial assessment of how viability assessments are commissioned has been undertaken and harmonisation of approach between the two councils is being considered.</p> <p>10.4 An identified gap in in-house knowledge with regard to viability has been addressed during the recruitment of a Specialist into the Assets Community of Practice – an example of utilising transferable skills across the organisation</p>	<p>A.17 A review of our approach to viability and how we can ensure consistency and efficiency – in terms of cost and timeliness – will be undertaken</p>	<p>December 2016</p>	<p>Alex Rehaag</p>	<p>Complete</p> <p>Ongoing</p> <p>Complete</p> <p>Negotiations with developers has resulted in viability being funded by them in most cases</p>

	in line with the key principles of the new operating model.				
11. Review in 12 months' time the operation of the Schemes of Delegation to examine whether even greater harmonisation would be beneficial.		A.18 A review of the Scheme of Delegation will be undertaken in conjunction with the Chairs of Committee	July 2017	Pat Whymer	On schedule
12. Further evaluate the risks at this time of moving to a Local Authority Controlled Company.	12.1 Since publication of the Report, the councils have received the Price Waterhouse Cooper Report evaluating the risks. Proposals are presently being reported to Members through Hub and Executive.	Pending decision by Members	N/A	N/A	The Local Authority Controlled Company was considered by Council on 2 nd March 2017. At this meeting, Council agreed with the Joint Steering Group recommendation to not form a Local Authority Controlled Company in its

					proposed form at this time.
13. Ensure sufficient focus, capacity and consistency in delivering a high quality pre application service to provide greater certainty to customers and allow more time for helping shape development to meet community needs. Enhanced pre application engagement should also include delivering informal pre planning briefings to members of the Committees on significant major developments.	13.1 There has been a reduction in performance with regard to turn around times for pre-applications during transition. This has resulted in a reduction in volume.	A.19 Review pre-application process and charges.	October 2016	Pat Whymer	A19-21 Rescheduled for July 2017 as included in the Fees and Charges report
	13.2 SHDC negotiated and agreed its first Planning Performance Agreement (PPA) in June 2016. PPA's offer a mutually beneficial way for applicants and the councils to secure timely development.	A.20 Develop a Planning Performance Agreement protocol to include standard agreement template and charging policy.	November 2016	Tom Jones	
		A.21 Develop a protocol to ensure early engagement of Members on major developments.	November 2016	Pat Whymer	
14. Review Committee site visit protocols to ensure planning		A.22 Undertake a review of site visit protocols in	September 2016	Pat Whymer	Complete

decision making is as
efficient as possible.

conjunction
with relevant
Committees