

PLANNING REVIEW TEAM'S RECOMMENDATIONS				
<i>PROPOSED ACTION</i>	<i>ACTIONS CONSIDERED BUT NOT BEING PURSUED</i>	<i>Timescale</i>	<i>Lead Officer</i>	<i>Resource allocation</i>
1. Set a clear political narrative for the long term future of the borough stressing the need and importance of homes, jobs, infrastructure and locally generated income/grant. Develop a 'golden thread' linking this to key corporate policy documents including the local plan.				
<i>Prepare revised Council Plan that reflects the relationship between key strategies and setting out broad strategic policy objectives.</i>		<i>Oct 2014</i>	<i>MB / EMT</i>	<i>Time</i>
<i>More active use of the Council's media and communications resources showcasing good work</i>		<i>Ongoing</i>	<i>PJ</i>	<i>Time</i>
2. Develop a coherent strategy for investment and growth which recognises the key role that planning performs. Examine opportunities for the release or reuse of land assets with partners to stimulate growth and economic development				
<i>Strengthen the narrative and strategic context in the next Asset Management Strategy and Capital Strategy.</i>		<i>Jan 2015</i>	<i>Assets / Finance</i>	<i>Time</i>
3. Develop an interim planning policy statement as part of local plan preparation process				
<i>Bring forward a report to Cabinet on this recommendation identifying the potential benefits and costs of such a proposal, including implications for the existing Local Plan timetable and the weight that such a statement could have in development management decisions</i>	<i>To Rule out at this stage this option either because no apparent benefit in pursuing it (because limited or no weight could be given to it in development management decisions), or because the diversion of resources that it would involve will set back further the timescale of the Local Plan</i>	<i>By end Dec 14</i>	<i>HB and GRB</i>	<i>Time, & diversion of resources from Local Plan</i>
<i>If proposal is agreed by Cabinet, report back with a timetable for the preparation of such a Statement, identifying required consultation and resource implications</i>		<i>By end March 15</i>	<i>HB and GRB</i>	<i>Time</i>
<i>Implement the decision of Cabinet</i>		<i>As per any agreed</i>	<i>HB</i>	<i>Time and opportunity cost</i>

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		<i>timetable</i>		
4. Re-examine resource allocations, especially in planning policy and enforcement to ensure that these match priorities and needs. Switch or increase resources to match priorities including pump priming, partnering and planning performance agreements (PPAs).				
<i>Consider whether within Planning Policy a fixed 4 year term Senior Planning Officer post should be created and recruited to rather than the agreed but currently unfilled Planning Officer post (bringing Planning Policy team up to 4 – Business Manager, 2 Seniors and 1 officer) – perhaps on a shared basis with the City Council ?</i>		<i>By end Oct 14 – report to EMT If agreed – go to market Nov 14</i>	<i>GRB with HB</i>	<i>Additional salary and on-costs not covered in budget</i>
<i>Review whether to either create a temporary post dedicated planning enforcement support officer or create, by other means additional capacity for planning officers to progress their enforcement workload</i>	<i>Carrying on with existing arrangements - a single planning enforcement officer, with planning officers providing input where required, and with Development Management Team Manager having oversight of work of planning enforcement officer</i>	<i>By end Nov 14 report to EMT If new post agreed go to market Dec 14</i>	<i>GRB with EM</i>	<i>Additional salary and on-costs not covered in budget</i>
<i>Explore idea of creating a premium or fast track service for development management – report to Cabinet</i>		<i>By end of March 15</i>	<i>EM with GRB</i>	<i>Initial time and opportunity costs, setting up costs, but</i>

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				<i>might bring in additional revenue</i>
<i>Engage with Staffordshire One Place initiative (inter authority trading of services)</i>		<i>By end of Dec 14</i>	<i>EM with GRB</i>	<i>Cost if purchasing services. Income if selling services</i>
<i>Explore whether any scope to utilise SOTCC's planning enforcement services on a temporary basis</i>		<i>By Feb 15</i>	<i>EM</i>	<i>Cost</i>
<i>Consider whether to make an application for Neighbourhood Planning Grant, to provide additional resources to support potential Neighbourhood Development plans</i>		<i>Next oppy to apply</i>	<i>HB</i>	<i>Time, but potential increased revenue to meet additional demands</i>
<i>Investigate further cost recovery options including charging for return of invalid but processed applications, and review of pre-application charges as part of fees and charges review</i>		<i>By 15th Oct 14</i>	<i>EM with GRB</i>	<i>Time, but potential increased revenue</i>
<i>Process review to identify tasks that should no longer be undertaken</i>		<i>By end of Jan 15</i>	<i>EM and SPOs in DM</i>	<i>Time but potential savings</i>
<i>Reassess current targets in the 2014 Service Plan, seeking member views</i>		<i>By March 15</i>	<i>GRB with</i>	<i>Time</i>

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			<i>portfolio holder</i>	
<i>Consider potential use again of consultants to address short term DM staffing issues, requiring report to EMT</i>		<i>When required</i>	<i>GRB with EM</i>	<i>Time and £</i>
<i>Resolve issue of authority to enter into Planning Performance Agreements and explore, in appropriate cases, whether use of PPA could bring in additional income</i>		<i>By end of Feb 2015</i>	<i>GRB with EM</i>	<i>Time and opportunity cost</i>
5. Develop systematic links between financial planning and local plan development / monitoring to help focus on costs and income in relation to non-national domestic rate, council tax and new homes bonus				
<i>Review of information flow arrangements between Planning and Finance on projected completions, housing development trajectories</i>		<i>By end Dec '14</i>	<i>Finance / PIng (SD)</i>	<i>Time, opportunity cost</i>
<i>Include within review of decision reports structure specific section on finance considerations and weight to be given to them</i>		<i>By end Dec 14</i>	<i>EM with GRB</i>	<i>Time</i>
<i>Consider engaging in the DCLG development benefits pilot</i>		<i>By mid Oct 14</i>	<i>NSC</i>	<i>Time</i>
<i>Training for Planning Committee on local finance considerations as a material consideration in the determination of applications</i>		<i>Within 14/15 training sessions</i>	<i>GRB</i>	<i>If delivered by external providers £. If delivered internally time and opportunity cost</i>
<i>Council as a landowner engages fully in the Local Plan preparation process including the Call for Sites</i>		<i>Nov 14 Cabinet</i>	<i>NSC</i>	
6. Establish an informal pre planning briefing for members of the planning committee including a review of strategic planning group.				

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<i>Review remit, membership (widened to include all members of the Planning Committee) and business of Strategic Planning Consultative Group, involving the Group and bring report to Cabinet for decision</i>	<i>Introduction of Planning Briefing meeting, having considered the probity and practical implications of such a proposal</i>	<i>By end of Dec 14</i>	<i>NSC with GRB</i>	<i>Time</i>
<i>Introduce Proactive presentation of items by officers at Planning Committee</i>		<i>With immediate effect</i>	<i>Presenting officers</i>	<i>Time – longer Cttee meetings</i>
<i>Change frequency of planned Planning Committee from every 3 weeks to every 4 weeks, holding separate meetings where possible and required to deal with planning policy items – it will adversely affect performance unless other measures are taken, and responsiveness of Service to requests for quick committee consideration will be affected regardless. However purpose of reduced frequency to create headroom for service improvement is overwhelming consideration</i>	<i>No change in the frequency of planning committee meetings</i>	<i>From January onwards</i>	<i>J Cleary</i>	<i>Potentially some savings in meeting attendance costs but may be balanced out by costs of additional Policy Planning meetings</i>
<i>Decide whether to reschedule at same time, onto a four weekly cycle CAWP, SPCG, & Development Team meetings</i>		<i>Before Jan changes</i>	<i>J Cleary GRB and EM</i>	<i>Some saving in CAWP attendance costs</i>
7. Set up effective mandatory councillor training programme that is bespoke to meeting local needs. Develop wider training				

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programme for councillors and officers to be delivered jointly where ever possible focusing on improving understanding of respective roles and the need for effective engagement				
<i>Maintaining current provision of induction training to any member of the Planning Committee prior to their first meeting, with attendance not permissible unless received</i>	<i>Ending this induction training</i>	<i>Ongoing – as at present</i>	<i>GRB with EM</i>	<i>Time</i>
<i>Continue to bring subject specific reports to the Planning committee – e.g. on the 5 year housing land supply issue, and on the results of evidence base gathering for the Joint Local Plan, but to a Committee meeting with no development content wherever possible, even if an additional meeting is required</i>	<i>Ceasing bringing such reports</i>	<i>Ongoing</i>	<i>Planning Service</i>	<i>Time, and potential additional committee attendance costs if additional meetings required</i>
<i>Continue with feedback reports including on appeal and costs decisions and annual appeal performance reports to Planning Committee</i>	<i>Ceasing bringing such reports to the Planning Committee</i>	<i>Ongoing – as at present</i>	<i>RK</i>	<i>Time</i>
<i>Set up and deliver 6 training programme in 2014/15 involving delivery of two off the peg training sessions delivered by TRA or similar (to both Planning Committee and Non-Planning Committee members) and 4 bespoke sessions for Planning Committee members only delivered probably externally rather than in house – Report to Planning Committee informing members of this. Training to include specific training on planning policy issues and</i>	<i>No training</i>	<i>Report By end of Oct 14 Sessions Nov 14 to March 15</i>	<i>GD on instns from Plg</i>	<i>£ - say 15K</i>
<i>Arrange above out of hours training sessions, at a time when officers can also attend (early evening) with time off in lieu recompense, in order to provide local examples to add to external training inpu</i>	<i>Holding training sessions during the day which would exclude those members who are in employment</i>	<i>By end of Oct 14</i>	<i>GRB</i>	<i>Opportunity cost, Time off in lieu</i>

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<i>Encourage members even more than is already done to take up conference, training and similar opportunities</i>		<i>By end of Sept 14</i>	<i>GRB</i>	<i>Yes - £ depending upon takeup</i>
<i>Chair and Vice Chair to be sent on courses specific to that role</i>		<i>By end of Nov 14</i>	<i>GRB</i>	<i>Yes, depending upon take up</i>
<i>Remind members of Planning Committees' agreed policy that failure to attend 2/3rd of training sessions means that they cannot then take part in decisions at Planning Committee - relying upon compliance with decision of Chair to exclude members from voting if they don't not achieve two thirds attendance or upon Group leaders to impose sanction of removal of non-attendees</i>	<i>Bring report to either Planning Committee or Council if necessary changing the Council's constitution to require members of the Planning Committee to undertake an agreed amount of training every year</i>	<i>By end of Nov 14</i>	<i>GRB/ JCleary</i>	<i>No</i>
<i>Putting on wider training sessions for non- planning committee members on probity, member officer relations, etc</i>		<i>By end of April 15</i>	<i>Member Services</i>	<i>Yes</i>
8. Review the guidance and protocols in relation to section 106(s) to seek to frontload the system and reach decisions more quickly on major applications				
<i>Reviewing Section 106 procedures</i>				
<i>Review local validation requirements to consider whether more applications should require to be accompanied by 'Heads of terms', or whether draft agreements should be required</i>	<i>Making draft agreements rather than Heads of Terms a mandatory validation requirement</i>	<i>By end of Nov 14</i>	<i>EM</i>	<i>No</i>
<i>Ensure that the validation requirements of submission of Heads of terms (of any likely Section 106 agreement) are applied in a consistent, but also not disproportionate manner</i>		<i>Ongoing</i>	<i>EM</i>	<i>No</i>
<i>Renewed focus on clarity of instructions to Legal and completion of all sections of 'instructions to legal' memo</i>		<i>By end of Nov 14</i>	<i>NB</i>	<i>No</i>
<i>Confirmation of receipt of instructions to legal to be sent in all</i>		<i>By end of</i>	<i>SMT</i>	<i>No</i>

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<i>cases to Planning</i>		<i>Nov 14</i>	<i>and JM</i>	
<i>Informing SCC where party to the agreement of the terms of the resolution of the Planning Committee immediately post Cttee</i>		<i>By end of Nov 14</i>	<i>Case offcrs</i>	<i>time</i>
<i>Introduce officer check in Planning that prior instructions to Legal Services has been undertaken in all possible cases</i>		<i>By end of Nov 14</i>	<i>EM/ GRB</i>	<i>No</i>
<i>Introduce early check procedure of instructions received</i>		<i>By end of Oct 14</i>	<i>LH</i>	<i>No</i>
<i>Introduce Service Level agreement between Legal and Planning setting standards for response times to instructions/ request s for clarification</i>		<i>By end of Oct 14</i>	<i>GRB/ MB</i>	<i>No</i>
<i>Resume monthly S106 meetings</i>		<i>Already underway</i>	<i>EM and LH</i>	<i>Time</i>
<i>Consideration to be given to use of external solicitors where Legal services do not have capacity to act upon instructions</i>		<i>By end of Oct 14</i>	<i>LH and MB</i>	<i>Yes – significant</i>
<i>Reaching decisions more quickly on Major applications</i>			<i>EM, RK and NB</i>	
<i>Support officers in DM to stop doing validation on Major applications (because of the degree of judgement required)</i>				
<i>DM Team leader and SPOs to start doing validation of Majors</i>			<i>EM, RK and NB</i>	
<i>Invite Education Authority to become part of the Council's Development Team</i>			<i>EM</i>	
<i>Inviting other key consultees to enter into a Service Level Agreement, as already in place between the BC and the Highway Authority</i>			<i>EM</i>	<i>time</i>
<i>Project Management approach to Major developments</i>			<i>EM and GRB</i>	<i>Already adopted in some cases</i>

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	<i>Introducing site visits for ALL Majors in advance of application being considered by Committee</i>			<i>costs</i>
<i>Draft conditions to be prepared within 2 weeks of Committee in all cases and to be subject to consultation with developer</i>			<i>Case Offrs</i>	<i>time</i>
9. Re-examine the scheme of delegation to allow the Planning Committee to focus on major applications				
<i>Review Scheme of delegation with particular reference to telecom apparatus, consultations by other authorities, historic building grant applications</i> <i>Consider introducing making call ins subject to Chairs approval, and seek required changes to the Constitution to give effect to such changes</i>	<i>Removing probity safeguards</i>	<i>Report to Planning Ctte and then to the next Council meeting</i>	<i>GRB/ MB/Chair and Vice Chair of Plg</i>	<i>No, and could be savings</i>
<i>Review of public speaking arrangements, guillotine on late reps , site visit protocol and withdrawal of call in procedures</i>		<i>By end of December</i>	<i>GRB with Chair and Vice Chair</i>	<i>Time to undertake, - likely long term cost implications unknown but not significant</i>
<i>Review of Planning Committee Members Protocol, seeking approval of the Planning Committee</i>		<i>By end of December</i>	<i>GRB with MB</i>	<i>Time to undertake – no long term resource implications</i>

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10. Review the decision to suspend work on community infrastructure levy				
<i>Seek external legal advice on the issue of pooling post April 2015</i>		<i>By end of Nov</i>	<i>GRB and HB</i>	<i>Cost of external legal advice</i>
<i>Bring report to Cabinet at earliest opportunity</i>		<i>By Jan 14</i>	<i>GRB and HB</i>	<i>Opportunity cost of not being able to resource infrastructure. Opportunity cost of diversion of staff resources away from Local Plan preparation</i>
11. Undertake systematic review of the effectiveness of the service's methods of communication and access focussing on councillors, parish councils and service users				
<i>Review decision to remove direct dial facility for DM staff (introduced as part of move towards support based triage system)</i>			<i>GRB</i>	<i>Yes</i>
<i>Depending on above reintroduce Direct Dial perhaps with number available only to members (and agents ?)</i>				<i>Probably not</i>

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<i>Ensure all staff working @home have access to phone</i>	<i>Prevent home working, and end privilege of extended flexitime for DM staff</i>		<i>GRB</i>	<i>Yes</i>
<i>Review current appointment based system and consider alternatives</i>			<i>GRB with EM</i>	<i>Probably not</i>
<i>Review use of Customer Service agents as front end of the planning service</i>			<i>EMT</i>	<i>Yes, if pursued</i>
<i>Customer Service training for all planning staff</i>			<i>EM</i>	<i>Yes, but could be done inhouse ?</i>
<i>Review Delegated and Committee reports, particularly for effectiveness and use of Plain English – remembering who reports are for</i>			<i>GRB with EM</i>	<i>Additional preparation time</i>
<i>Include officer details on adverts/weekly list</i>		<i>Immediate</i>	<i>JP</i>	<i>No cost</i>
<i>Statement of Community Involvement, review</i>		<i>Oct 14 Cabinet to consider</i>	<i>GRB, HB and EM</i>	<i>Already underway-potential staff resources released if proposals agreed</i>
	<i>Stop drive towards Self service</i>			
<i>Continue support for Parish council training/ attendance at parish/town council forum as recently undertaken</i>			<i>GRB</i>	<i>Time</i>
<i>Improve DM office layout and make it clearer who is who for visitors</i>		<i>Done</i>	<i>EM</i>	<i>Nil</i>
<i>Encouraging members to meet officers in reception in more suitable setting</i>			<i>All</i>	<i>Nil</i>

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