

Service Plan 2019-2020

Service:	Planning	Head of Service:	Elizabeth Sims
		Strategic Director:	Graeme Clark
		Portfolio Holders:	Cllr Chris Storey, Cllr Kevin Deanus

Service Profile 2019-22

The Planning Service includes three Sections:

- Development Management;
- Planning Policy; and
- Building Control (including Street Naming).

Development Management provides general planning and pre application advice to customers; The Team also validates and processes planning and analogous applications and makes recommendations on these to the Council, for them to be decided by Members at Committee meetings or by the Head of Planning under Delegated Powers. Subsequent appeals against refusals are defended on behalf of the Council. The performance of the Section is monitored by Government indicators for speed and quality (major appeal success). The consequence of underperformance is designation under special measures.

The Planning Enforcement Team investigates alleged breaches of planning control and takes formal action to remedy breaches when necessary.

Planning Policy covers the preparation of Local Plans, and the monitoring of policies. It monitors the receipt and spending of S106 agreements and will support the implementation of CIL, once implemented. The Projects Team provides specialist advice on design, heritage and trees/landscaping.

Building Control is concerned with the structure, safety, accessibility and sustainability of development. The Team provides pre application advice, assesses building control applications and notices and carries out enforcement of unauthorised work. Waverley Building Control operates in a commercial environment and is in competition with Approved Inspectors. They are working to a 3 year Business Plan approved by Council 2016, which envisages the budget to break even by the end of 19/20.

Service Team: Development Management

Section Manager: Beth Howland-Smith - Development Manager

Business As Usual

Outcome 1. Delivery of excellent customer service						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

P1.1	Respond to enquiries in person/writing in accordance with corporate targets	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction will reduce and complaints increase.
P1.2	Improve Customer and Member trust and confidence with timing and content of advice, through enhanced communication and engagement.	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction will reduce and complaints increase.

Outcome 2. Delivery of efficient and effective pre-application advice						
Corporate Priority: People/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P2.1	Corporate timescales for written responses met	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction and quality of submitted development will decline.
P2.2	PPA timescales met and use maximised to reduce service costs.	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction and quality of submitted development will decline.
P2.3	Planning surgeries held bi weekly for immediate, high level customer advice	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction and quality of submitted development will decline.

Outcome 3. Planning and analogous applications are processed in a timely, delivery focused and customer friendly manner						
Corporate Priority: People/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P3.1	Planning decisions are determined in accordance with the development plan (unless material considerations indicate otherwise) and aim to optimise delivery of housing to meet requirements of Housing Delivery Test	None	01/04/19	31/03/20	Development Manager (BHS)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.

P3.2	Key PIs are met for speed and quality of decision	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction will reduce and Government penalties incurred for under-performance (Special Measures)
P3.3	Minor and small scale applications are validated within five days of receipt	None	01/04/19	31/03/20	Development Manager (BHS)	As above

Outcome 4. Planning appeals are defended to ensure Council's Local Plan policies and Government targets for quality indicator are met and "Special Measures" designation is avoided.						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P4.1	Statutory timeframes and national indicators for handling appeals are met and "special measures"/designation avoided	None	01/04/19	31/03/20	Development Manager (BHS)	Government penalties will be incurred for under-performance; unnecessary cost to Council of indefensible appeals
P4.2	Evidence to support Local Plan Policies provided to defend decisions	None	01/04/19	31/03/20	Development Manager (BHS)	As above

Outcome 5. Planning Enforcement function ensures that development is built out in compliance with the Council's adopted policies and guidelines and the adopted Enforcement Plan						
Corporate Priority: Place/Prosperity						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P5.1	Enforcement Action taken in timely way to minimise length of breach	None	01/04/19	31/03/20	Development Manager (BHS)	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact

P5.2	Action taken in accordance with priorities and timeframes adopted in Enforcement Plan	None	01/04/19	31/03/20	Development Manager (BHS)	As above
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Team Project

Outcome 6. New IT system is implemented						
Corporate Priority: Prosperity/People/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P6.1	Scoping of project completed	None	01/01/19	01/03/19	Development Manager (BHS)	Inefficiencies and reduced customer service due to continued reliance on existing out of date software.
P6.2	Test phase carried out and completed	None	01/03/19	01/06/19	Development Manager (BHS)	As above
P6.3	Training for all Officers/users	None	01/04/19	01/07/19	Development Manager (BHS)	As above
P6.4	New system implemented for Development Management/Enforcement	None	01/03/19	01/08/19	Development Manager (BHS)	As above

Outcome 7 Enforcement Plan Review complete, adopted and published on website						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P7.1	Planning Enforcement Plan reviewed, adopted, published and implemented in compliance in compliance with NPPF, legal framework and new Local Plan.	None	01/04/19	31/03/20	Development Manager (BHS)	Planning Enforcement priorities may not reflect current Council aspirations and legal requirements.

P7.2	Training completed for Officers and Councillors on new Enforcement Plan	None	01/04/20	01/07/20	Development Manager (BHS)	Officers and Members may not be fully cognisant and able to implement reviewed Plan.
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Outcome 8. Planning decision making is more efficient and delivery focused						
Corporate Priority: Prosperity/People/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P8.1	Review of Planning Committee structure completed and implemented	Democratic Services	01/06/19	31/03/20	Head of Planning Services (ES)	Planning Committee decision taking is less strategic and may undermine performance on housing delivery.

Outcome 9. Customer satisfaction with Planning Service is improved						
Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P9.1	Customer engagement protocol for Planning Service adopted and implemented to include Councillors, developers, Town and Parish Councils and resident groups	None	01/01/19	30/06/19	Head of Planning Services (ES)	Customer and stakeholder satisfaction does not improve.
P9.2	Towns and Parishes training meetings, including "Roadshows" around Parishes, continued	None	01/04/19	31/03/20	Head of Planning Services (ES)	Customer and stakeholder satisfaction does not improve.
P9.3	Annual post development learning visits for Councillors ("The Good, the Bad and the Mediocre tour")	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Customer and stakeholder satisfaction does not improve.
P9.4	Regular Agents' and Developers' Forums continued	None	01/04/19	31/03/20	Head of Planning Services (ES)	Customer and stakeholder satisfaction does not improve.

P9.5	Scope parameters of the Systems thinking review of processes.	None	01/07/19	31/08/19	Development Manager (BHS)	Continued operational inefficiencies and reduced customer service due to reliance on existing processes.
P9.6	Systems Thinking review undertaken and actions implemented.	None	01/09/19	31/04/2020	Development Manager (BHS)	Continued operational inefficiencies and reduced customer service due to reliance on existing processes.

Outcome 10.						
Corporate Priority: <i>People/Prosperity</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P10.1	In line with approved HR Strategy, comprehensive review of structure and pay scale in Development Management Section is carried out to improve recruitment success, reduce turnover and establish roles to support housing delivery objectives; establish reasons for staff turnover.	HR Support (KM)	01/01/19	01/04/20	Head of Planning Services	Performance and customer satisfaction are not improved due to continued turnover and loss of experienced staff and failure to recruit suitable replacements.

Service Team: Planning Policy **Section Manager: Graham Parrott - Planning Policy Manager**

Business As Usual

Outcome 11.						
The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way						
Corporate Priority: <i>Prosperity/Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

P11.1	Complete task of inputting historic Section 106 information into the Exacom system	None	01/04/19	30/06/19	Planning Policy Manager (GP)	Customer and Member dissatisfaction will increase with a lack of access to information
P11.2	Timely responses to requests for information on Section 106 Agreements	None	01/04/19	31/03/20	"	As above

Outcome 12. The collection, monitoring and spending of CIL receipts are carried out in an efficient, effective and transparent way						
Corporate Priority: Prosperity/Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P12.1	CIL receipts are collected and recorded in accordance with agreed procedures.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Loss of CIL income to support infrastructure provision

Outcome 13. The quality of development proposals is enhanced through provision of specialist advice and determination of applications						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P13.1	Provision of excellent and timely design advice to Planning Officers in relation to development proposals	Design South East (£3,000 contribution to Surrey Design)	01/04/19	31/03/20	Planning Policy Manager (GP)	Quality of design in proposals will reduce
P13.2	Provision of excellent and timely tree and landscape advice to Planning Officers in relation to development proposals	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Quality of arboriculture content of proposals will reduce
P13.3	Provision of excellent and timely heritage and conservation advice to Planning Officers in relation to development proposals	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Quality of heritage/conservation content of proposals will reduce

P13.4	Tree work applications are determined in a timely manner in accordance with statutory framework and guidelines.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Customer dissatisfaction will increase and risk of increase in appeals against non-determination
P13.5	Listed building applications are determined in accordance with the Council's targets.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	As above

Outcome 14. Housing delivery is maintained to ensure availability of affordable and other housing to meet needs and to maintain Council control over decision making						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P14.1	Regular monitoring of starts and completions and direct liaison with developers, particularly where there is evidence that sites are not coming forward as quickly as expected	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Inadequate information will be available to inform Council's understanding of performance against the HDT. Corrective action may not be triggered in a timely way.
P14.2	Expand the scope of monitoring information reported in the Authority's Monitoring Report (AMR) to include monitoring the effectiveness of the adopted LPP1 policies	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Penalties from Government - this is a requirement

Team Project						
Outcome 15. Local Plan Part 2 completed and adopted in accordance with agreed milestones						
Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

P15.1	Local Plan Part 2 submitted to Government	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Development Management policies (e.g. internal space standards) cannot be applied.
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Outcome 16. Neighbourhood Plans are supported and progressed to adoption

Corporate Priority: Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P16.1	Timely responses to draft Neighbourhood Plans and other requests for guidance and support from Neighbourhood Plan groups	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.
P16.2	Neighbourhood Plans successfully proceed to Examination, Referendum and Adoption	None	01/04/19	31/03/20	Planning Policy Manager (GP)	As above

Outcome 17. Infrastructure is provided to support planned growth

Corporate Priority: Place/Prosperity						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

P17.1	Timely implementation of infrastructure projects	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/Member dissatisfaction.
P17.2	Successful bidding for funds from external sources to support infrastructure provision	Shared Transport Planner post with Surrey County Council	01/04/19	31/03/20	Planning Policy Manager (GP)	As above
P17.3	Agreed procedures for the identification of new requests for Section 106 contributions and for the allocation of Section 106 funds to projects	None	01/04/19	31/03/20	Planning Policy Manager (GP)	As above
P17.4	Systems and processes in place to ensure the effective administration of CIL ready for implementation	Additional CIL Officer funded from CIL	01/04/19	31/03/20	Planning Policy Manager (GP)	As above

Outcome 18.	Dunsfold New Settlement is developed as a garden village community					
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Corporate Priority: <i>Place/People</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P18.1	Timely and positive progress with pre-application, master planning and planning applications to support the implementation of Local Plan Part 1 Policies SS7 and SS7A	Development Management Corporate Support	07/11/18	ongoing	Planning Policy Manager (GP/SW)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.

Outcome 19.	Environmental quality is maintained and enhanced					
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Corporate Priority: <i>Place</i>						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P19.1	Conservation Area appraisals carried out in line with Project Plan.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Conservation Area decision making will occur without up to date review to support quality of decision.
P19.2	Tree Preservation Orders are reviewed (10 per year)	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Decision making on trees on an ad hoc basis will occur. Out of date protection of trees may lead to unnecessary constraint; but trees worthy of protection may be lost.
P19.3	Buildings of Local Merit are agreed and reviewed when necessary or as identified through the Development Management process.	None	01/04/19	31/03/20	Planning Policy Manager (GP)	Buildings of Merit may not constitute a material consideration in planning decisions, or given less weight.

Service Team: Building Control **Section Manager: Jane Clement - Business Manager - Building Control**

Business As Usual

Outcome 20.	Building Control is budget neutral and market share has increased					
Corporate Priority: <i>Prosperity</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

P20.1	Surveyors increase number of partners by 10%	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Three year Business Plan not fully realised in line with Council's expectations; under-achievement on income. Failure to move Service to next stage of alternative models of delivery at expense at Council Tax subsidy.
P20.2	Promote service to gain instruction from 2 + developers (20+ homes)	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	As above
P20.3	Develop relationships internally, e.g. Planning, Property Services, Environmental Health and Executive / Councillors - identify role and cross service instructions (i.e. fire risk assessments; asset development) to enable increased income of 10% + from internal instructions.	None	01/11/18	31/03/20	Head of Planning Services (ES/JC)	As above
P20.4	Increase market share to 65% +	None	01/11/18	31/03/20	Head of Planning Services (ES/JC)	As above

Outcome 21.	Building Control and SNN applications processed in a timely, customer focused manner					
	Corporate Priority: People/Prosperity					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P21.1	Validation checks carried out within 24 hours of receipt of application	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Customer dissatisfaction will increase. Loss of market share to AIs due to competition
P21.2	Street Naming applications processed within 4-6 weeks	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Customer dissatisfaction will increase.

P21.3	90% Building Control plans checked within 10 working days	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Customer dissatisfaction will increase. Loss of market share to Als due to competition
P21.4	Customer survey response 95% Good and Above	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Three year Business Plan not fully realised in line with Council's expectations; under-achievement on income. Failure to move Service to next stage of alternative models of delivery at expense at Council Tax subsidy.

Team Project

Outcome 22.	Building Control & Street Naming will be electronic achieving efficiencies in process and customer service					
	Corporate Priority: Prosperity/People					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P22.1	Implement agile working for Building Control	mobile equipment	01/04/19	01/10/19	Business Manager (Building Control) (JC)	If IT not delivered on time; inefficiencies and reduced customer service due to continued reliance on existing out of date software.
P22.2	Develop electronic case management system for SNN	IT Project Manager (RM)	01/06/19	31/03/20	Business Manager (Building Control) (JC)	As above

Outcome 23.	Review Business Plan and identify other fee earning services					
	Corporate Priority: Prosperity					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
P23.1	Mid-term review of business plan, assess model for the future and suggest adjustments in alignment with corporate strategy. Update plan.	Consultants	01/04/19	31/03/20	Business Manager (Building Control) (JC)	Three year Business Plan not fully realised in line with Council's expectations; under-achievement on income. Failure to move Service to next stage of alternative models of delivery at expense at Council Tax subsidy.
P23.2	Professional team members and Team Leaders to identify and research viability of additional services with the aim of creating at least one new service which could generate additional income for the team.	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	As above
P23.3	Identify cross border working applications, review success and lessons learned; each surveyor to identify more than one new opportunity for cross border working	None	01/04/19	31/03/20	Business Manager (Building Control) (JC)	As above