

PEER REVIEW 2018 – PROPOSED ACTION PLAN

Action Plan

Service:	Planning	Portfolio Holder:	Cllr Christopher Storey (CS) Cllr Kevin Deanus (KD)	Other Members:	Cllr Julia Potts (JP) Cllr Andrew Bolton (AB)
Head of Service:	Elizabeth Sims (ES)	Other Officers:	Tom Horwood (TH) Beth Howland-Smith (BHS) Kelvin Mills (KM) Andrew Smith (AS) Matthew Ellis (ME) Graham Parrott (GP) Robin Taylor (RT) Kate Ferguson (KF)		
Strategic Director:	Graeme Clark (GC)				

Theme 1 – Housing Delivery

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R2	Significantly increase Officer and political oversight and ownership of housing delivery and key Local Plan priorities including learning from good practice elsewhere.	i. Member presentation on Housing Delivery ii. Include Housing Delivery and five year Housing Land Supply information in Quarterly Performance report and Planning Committee reports to provide up to date tracking against targets iii. Engage with other local authorities in respect of best practice regarding driving delivery agenda	TH/GC CS/KD TH/GC/ES TH/GC/ES	Completed 31/01/19 31/01/2019	

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R3	<p>Planning Service has to reprioritise focus on growth delivery of re-examining roles, responsibilities, targets and working with internal and external delivery partners.</p>	<p>i. Defaulting major housing consents to two years implementation;</p> <p>ii. Limiting pre-commencement conditions and being more explicit with the stage in the development process when a condition needs to be discharged for examine pre-construction phase, pre-occupation, pre-occupation of xxxx dwellings etc;</p> <p>iii. Helping developers find suitable registered housing providers by having housing delivery specialists embedded into the decision making team;</p> <p>iv. Develop account manager type role for certain sites so that Officers own development from application to construction;</p> <p>v. Having a clear understanding of which sites are stalled and finding innovative, customer-centred solutions to unblock these stalled sites, including working with developers, Homes England, LEPs etc to unlock sites;</p> <p>vi. Working with developers/agents to think imaginatively and creatively about unimplemented consents for example phasing to improve viability where necessary; Work with developers of allocated/approved sites.</p>	<p>BHS/KD</p> <p>BHS/KD</p> <p>AS/ES</p> <p>BHS/KD</p> <p>GP/CS</p> <p>BHS/KD/GP</p>	<p>31/06/19</p> <p>Completed</p> <p>Completed</p> <p>31/12/19</p> <p>On-going</p> <p>On-going</p>	<p>one additional Planning Technician to assist with delivery monitoring</p>

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R3		vii. Senior level political engagement with landowners and developers, holding strategic level meetings to throw political weight behind unblocking constraints, especially in relation to joint public service collaboration.	GC/TH JP/KD/CS	31/3/19	
R8	Examine opportunities for stronger co-ordination in place shaping with the four larger settlements to maximise partnership opportunities.	<p>i. Establish a cross-service Officer/Member working group with key partners to provide improved co-ordination of place shaping in four larger settlements</p> <p>ii. Prepare joint place shaping strategy to be agreed by Executive to identify and promote actions to maximise place shaping opportunities.</p> <p>Projects to include:</p> <p>Weyhill Fairground Brightwells/Woolmead The Burys/Crown Court Haslemere Key Site Pump House, Farnham</p>	KM/TH KD/AB	31/12/19	
R7	Review capacity to support Parish and Town Councils and communities to develop Neighbourhood Plans.	<p>i. Review progress of Neighbourhood Plans across the Borough and capacity/necessity for greater support from Waverley Planning Team</p> <p>ii. Establish a programme of more regular review meetings with Parish Councils, which support front loading of progress on Neighbourhood Plans and to include joint project management</p>	GP/ME GP/ME	30/11/19 31/12/18)) Vacant) Neighbourhood) Plans Officer post) appointed to)

Theme 2 – Planning Decision Making Structure/Process

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R1	Improve the operation and efficiency of planning decision making through increasing delegation, simplifying and adhering to agreed protocols and creating one borough-wide Planning Committee in line with detailed suggestions in this report.	<p>i. Review Scheme of Delegation for Planning by increasing delegation and review of Member call-in arrangements</p> <p>ii. Create one borough-wide Planning Committee</p> <p>iii. Establish new protocol where Ward Member cannot vote on Planning Committee in relation to Ward matters (differentiate between Committee role and community representation role). Ward Member to be limited to same time given to objectors and supporters</p>	<p>ES/RT/KD</p> <p>RT/JP</p> <p>RT/JP</p>	<p>On hold</p> <p>On hold</p> <p>30/09/19</p>	
R6	Review learning and development plans for Members and Officers focussing on opportunities for joint work and training to build team work and a stronger understanding of roles and responsibilities.	<p>i. Scope and set up learning and development programme on Planning for <u>Members</u> to include:</p> <ul style="list-style-type: none"> • planning growth/delivery agenda • making defensible planning decisions • the role of Planning Committee: <ul style="list-style-type: none"> – planning for sustainable development and delivery of LP – scope and set up learning and development programme for Officers: <ul style="list-style-type: none"> ◦ effective working with Members ◦ effective customer engagement ◦ leadership (for Managers) ◦ set up training events ◦ Design 	<p>ES/RT</p> <p>BHS/KF</p>	<p>31/3/19</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>	training budget

Theme 3 – Customer Engagement

	Peer Review Recommendations	Actions	Lead Officer/ Member	By When	Resource
R4	Explore opportunities to rebuild trust and confidence in planning decision making between Members and Officers and externally with customers and stakeholders.	<ul style="list-style-type: none"> i. Joint workshops for Officers/Members on planning and opportunities for closer working with Members/Stakeholders ii. PC/TC Workshops to explain planning process including national delivery agenda 	<ul style="list-style-type: none"> ES/KD ES/KD 	<ul style="list-style-type: none"> 31/03/19 31/03/19 	
R5	Revisit customer engagement Improvement Plan to reflect need for significant step-up in satisfaction with customers and stakeholders through close working with Communications Team.	<ul style="list-style-type: none"> i. Continue with implementation of action out of Development Management Improvement Plan 2018 in respect of customer engagement ii. Establish a programme of customer care and team working training for all staff within the Service iii. Establish a programme of management and leadership training for managers and team leaders iv. Parish and Town Council training meetings including Roadshows around the Parishes v. Agents' Forums and Developer Forum meetings 	ES/BHS	<ul style="list-style-type: none"> 31/03/19 Completed Ongoing Ongoing 	