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| Service Plan 2023-2026 (rolling 3 years) | | Executive Head of Service: | Gilian MacInnes |
| | | Joint Strategic Director: | Dawn Hudd |
| Service: | Planning Development | Portfolio Holders: | Cllr Liz Townsend |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. From time to time Service Plans will be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by the Joint Management Team, O&S Committees and Executive.

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| Service Profile |
| <ul style="list-style-type: none"> • Planning applications • Planning enforcement • Planning integration and improvement |

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| Service Team: Development Management | Section Manager: Development Leads (Beth Howland-Smith, Chris French, Marie Clarke) |
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Business As Usual - Annual

| Outcome 1. | Delivery of excellent customer service. | | | | | | | |
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| | Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 PD1.1 | Continue to monitor and respond to enquiries in person/writing in accordance with corporate targets | None | 01/04/2022 | 31/03/2025 | Business & Performance Manager | Customer satisfaction will reduce and complaints increase. | D | Reduction in number of Level 1 and Level 2 complaints received |
| SP23/26 PD1.2 | Maintain ongoing Customer and Member trust and confidence with timing and content of advice, through enhanced communication and engagement. | None | 01/04/2022 | 31/03/2025 | Head of Planning & Economic Development | Customer satisfaction will reduce and complaints increase. | D | Reduction in number of Level 1 and Level 2 complaints received |

| Outcome 2. | Delivery of efficient and effective pre-application advice. | | | | | | | |
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| | Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 PD2.1 | PPA timescales met and use of PPAs maximised to provide additional income stream to cover service costs. | None | 01/04/2022 | 31/03/2025 | Business & Performance Manager | Reputational damage. Customer satisfaction and quality of submitted development will decline. | D | Ongoing assessment of PPAs and income generated |
| SP23/26 PD2.2 | Implement increased income generating opportunities (including new pre-application services and charges, and positive review of other charges) | None | 01/04/2022 | 31/03/2025 | Business & Performance Manager | Additional income not achieved to help in order to balance the budget. | D | Increase in income from discretionary services |

| Outcome 3. | Planning and other formal applications are processed in a timely, delivery focused and customer friendly manner. | | | | | | | |
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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 | D/S* | Success is measured / demonstrated by |
| SP23/26 PD3.1 | Planning decisions are determined in accordance with the development plan (unless material considerations indicate otherwise) in accordance with requirements of Section 38(6) of Planning and Compulsory Purchase Act 2004 | None | 01/04/2022 | 31/03/2025 | Head of Planning & Economic Development and Development Leads | Reputational damage. Increased risk of successful appeals and enhanced risk of legal challenge to the Council's decisions. | S | Quality checks of decisions and success at appeal |

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| SP23/26 PD3.2 | Strategic planning applications for residential development processed in a proactive and expeditious manner to seek to facilitate delivery of housing in accordance with Local Plan targets and to meet requirements of national Housing Delivery Test | None | 01/04/2022 | 31/03/2025 | Head of Planning & Economic Development and Business & Performance Manager | Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Lack of 5-year housing land supply leads to increased number of applications for new development in areas not identified in Local/Neighbourhood Plans and potentially costly appeals and harm to the character of those areas. | D | Assessment of housing delivery levels and annual HDT result |
| SP23/26 PD3.3 | Key national PIs are met for speed and quality of decision: 60% determined within 13 weeks for major development; 70% determined within 8 weeks for non-major applications | Planning Policy, Design & Co | 01/04/2022 | 31/03/2025 | Development Leads | Reputational damage. Customer satisfaction will reduce and Government penalties incurred for under-performance (Special | S | Assessment of KPIs and quarterly PS1/PS2 returns |
| SP23/26 PD3.4 | All planning applications (where required information/documentation is not missing) are validated within five working days of receipt | Planning Policy, Design & Co | 01/04/2022 | 31/03/2025 | Systems & Processes Team Leader | Delays to validation impact negatively on ability to meet key performance indicators for processing applications with implications as set out in P3.3. | D | Assessment of performance against this target |

Outcome 4. Planning appeals robustly defended to ensure Council's Local Plan policies and Government targets for quality indicators are met and "Special Measures" designation avoided.

Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
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| SP23/26 PD4.1 | Statutory timeframes and national indicators for appeals are met and "special measures" designation avoided in terms of percentage of appeals on Major applications upheld | Legal Services | 01/04/2022 | 31/03/2025 | Head of Planning & Economic Development, Development Leads and Business & Performance Manager | Government penalties will be incurred for under-performance; unnecessary cost to Council of indefensible appeals | S | Special measures designation avoided |
| SP23/26 PD4.2 | Continue to review and improve appeals process and focus to ensure no more than 30% of all appeals allowed | Planning Policy, Design & Co | 01/04/2022 | 31/03/2025 | Head of Planning & Economic Development, Development Leads and Business & Performance Manager | Reputational damage and potential awards of costs | D | No more than 30% of all appeals upheld by the Planning Inspectorate |

Outcome 5. Ensure development is built out in compliance with the Council's approvals and alleged breaches investigated in accordance with the adopted Local Enforcement Plan.

Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

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| SP23/26 PD5.1 | Local Plan Enforcement Plan implemented in accordance with NPPF, legal framework and new Local Plan and reviewed every two years or when there are material change to legislation, policy or guidance. | None | 01/04/2022 | 31/03/2025 | Development Team Leader (BHS) | Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact | D | Current and up to date policies post review |

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| SP23/26 PD5.2 | Investigations and any necessary actions arising taken in accordance with priorities and time frames as identified in the Local Enforcement Plan 2022 | None | 01/04/2022 | 31/03/2025 | Development Team Leader (BHS) | Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact | D | TBC |
| SP23/26 PD5.3 | Formal Enforcement Action (where expedient and in the public interest) taken in timely way to minimise length of breach and potential lawfulness being established | None | 01/04/2022 | 31/03/2025 | Development Team Leader (BHS) | Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact | D | Cases closed |
| SP23/26 PD5.4 | Training completed for Officers and Councillors on new Local Enforcement Plan | None | 01/05/2023 | 01/08/2023 | Development Team Leader (BHS) | Officers and Members may not be fully cognisant and able to implement reviewed Plan. | D | Training completed |

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| Outcome 6. | Customer satisfaction with Planning Service is improved. |
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| SP23/26 PD6.1 | Towns and Parishes training meeting and planning briefings continued | None | 01/04/2022 | 31/03/2025 | Business Support Team Lead | Customer and stakeholder satisfaction does not improve. | D | Number of meetings held |
| SP23/26 PD6.2 | Annual post development learning visits for Councillors | None | 01/04/2022 | 31/03/2025 | Business & Performance Manager | Customer and stakeholder satisfaction does not improve. | D | Member feedback |
| SP23/26 PD6.3 | Agents' and Developers' Forums continued on six-monthly basis | None | 01/04/2022 | 31/03/2025 | Business & Performance Manager | Customer and stakeholder satisfaction does not improve. | D | Level of attendance |

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| Team Projects |
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| Outcome 7. | Dunsfold New Settlement is developed as a garden village community. |
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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 | D/S* | Success is measured / demonstrated by |
|---------------|---|---|------------|------------|---|--|------|--|
| SP23/26 PD7.1 | Timely and positive progress with pre-application, master planning and planning applications to support the implementation of Local Plan Part | Development Management, Corporate Support, Homes England GC Grant monies (£130,000) | 07/11/2022 | 31/03/2025 | Head of Planning & Economic Development and Planning Policy | Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. | D/S | Delivery targets met and pre-app submissions meet forecast |

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| Service Team: Planning Business Support | Section Manager: Sally Busby - Business and Performance Manager |
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| Business As Usual - Annual |
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| Outcome 8. | Performance Management Actions to be in place and reportable |
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| Corporate Priority: | |
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| SP23/26 PD8.1 | Continue to monitor the Planning Service for streamlined and accountable performance, along with annual review of processes and statistics to ensure all in accordance with legislation and fit for purpose | None | current | 31/03/2025 | Business Support Team | Risk of a continuance of customer dissatisfaction and complaints. Stagnation, poor or no delivery of service area. | D | Improved delivery of services. Success annual review of procedures implemented and supported by process notes, update to be current, progressive and accurate as required by legislation |
| SP23/26 PD8.2 | Manage the service plan and review internal audit figures (Pentana) for the service, and champion change to improve internal and national statistics. | None | current | 31/03/2025 | Business Support Team | No change in culture, direction or customer focus. Economic detriment in terms of service delivery. | D/S | Accurate and timely submissions of performance data and statistics |

| Outcome 9. | Service Data and FOI Management with timely delivery | | | | | | | |
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| | Corporate Priority: | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 PD9.1 | Work alongside Data Governance Service to deliver data in a timely manner and improve | None | 01/04/2022 | 31/03/2025 | Business Support Team | Risk of not delivering the actions and outcomes of the Governance Policy could result in legal action | S | Response delivery times being met |
| SP23/26 PD9.2 | Work with other service managers to ensure data governance is adhered to | None | 01/04/2022 | 31/03/2025 | Business Support Team | Increased data breach rates across the service | S | Improved communications and responses to FOI requests |

Team Projects - Annual

| Outcome 10. | New Horizon IT system is fully embedded into day-to-day practices and refined to ensure efficient and effective use of the technology. | | | | | | | |
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| | Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / high quality public services accessible for all | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 PD10.1 | Next module launch for Horizon system enabling the main system for Enforcement roll out | System Officer - 12 mos. Contract | 01/04/2022 | 31/03/2025 | Business Support Team | Inefficiencies and reduced customer service due to continued reliance on existing out of date software. | D | Execution and adoption of software and processes. |
| SP23/26 PD10.2 | Annual in service process and systemic audit and review of Horizon System and functionality undertaken. Ensuring current and fit for purpose. | None | 01/04/2022 | 31/03/2025 | Business Support Team | Inadequate review of project | D | Improved functionality and development points delivered |

Corporate compliance

| Outcome 11. | Standing Corporate Compliance Actions are achieved | | | | | | | |
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| | Corporate Priority: ALL | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 PD11.1 | All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified. | Within existing budgets, support of HR Team needed | March | May | Executive Head of Planning Development | Staff performance and personal development is compromised and morale affected. | D | Objective achieved |
| SP23/26 PD11.2 | Service Plans are reviewed and budget implications fed into budget process. | Dependent on outcome of review, support of the Policy & Performance Officer | August | January | Executive Head of Planning Development | Corporate Strategy objectives will not be achieved. | D | The Service Plans proposals are prepared and presented to the OS and Executive |

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| SP23/26 PD11.3 | Complete budget preparation in line with agreed timetable. | Within existing budgets, support of Finance Team needed | August | January | Executive Head of Planning Development | Legal obligations are jeopardised. | D | Budget adopted by Full Council. |
| SP23/26 PD11.4 | The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable. | Dependent on outcome of review, support from the Procurement Officer | Quarterly | | Executive Head of Planning Development | Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation. | S | HoS has updated the register |
| SP23/26 PD11.5 | Internal Audit Recommendations are actioned in line with agreed timescales. | Within existing budgets, support from the Internal Audit Manager | Ongoing | | Executive Head of Planning Development | Organisation is put at risk. | D | no outstanding recommendations |
| SP23/26 PD11.6 | Annual Review of Employee Risk Assessments. | Within existing budgets, support from Emergency Planning Officer | April | July | Executive Head of Planning Development | Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations. | S | All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team. |
| SP23/26 PD11.7 | Annual Business Continuity Plans Review. | Within existing budgets, support from Emergency Planning Officer | January | February | Executive Head of Planning Development | Unable to provide vital services in an emergency situation. | S | Each Service to review their business continuity plan annually. Measured by annual test of plans |
| SP23/26 PD11.8 | Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate. | Within existing budgets, support from Corporate Equality Group | Ongoing | | Executive Head of Planning Development | Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined. | S | All documents published on our website to be accessible - checked quarterly by Website Team |
| SP23/26 PD11.9 | EHoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board. | Within existing budgets, support from Safeguarding Board | Ongoing | | Executive Head of Planning Development | Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk. | S | Awaiting information from KW |
| SP23/26 PD11.10 | Information management - data is deleted in accordance with the data retention schedule. | Within existing budgets, support from Data Protection Officer and Information Governance representatives | Ongoing | | Executive Head of Planning Development | Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and | S | The teams can demonstrate that data outside of the retention period gets logged and |

Last update: 03/03/2023 12:08

*D/S - Discretionary / Statutory