

Service Plan 2023-2026 (rolling 3 years)		Executive Head of Service:	Claire Upton-Brown
		Joint Strategic Director:	Dawn Hudd
Service:	Planning Development	Portfolio Holders:	to be confirmed

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.

Service Profile

- Planning applications
- Planning enforcement
- Planning integration and improvement

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.							
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	Executive Head of Planning 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.							
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.							
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 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	Executive Head of Planning 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

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	Executive Head of Planning 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
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	Executive Head of Planning 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

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 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 upto date policies post review
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

Outcome 6.	Customer satisfaction with Planning Service is improved.							
	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
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

Team Projects

Outcome 7.	Dunstable New Settlement is developed as a garden village community.							
	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
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	Executive Head of Planning 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

Service Team: Planning Business Support **Section Manager: Sally Busby - Business and Performance Manager**

Business As Usual - Annual

Outcome 8.	Performance Management Actions to be in place and reportable							
	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 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
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Outcome 9. Service Data and FOI Management with timely delivery								
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.								
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 fir 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								
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
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: 25/05/2023 15:29

*D/S - Discretionary / Statutory