Planning Services

Route Map to Delivering Change

About us

The Isle of Wight Council is a unitary authority off the south coast of England. The Council's Planning Services consists of Development Management, Planning Enforcement, Planning Policy and Building Control.

PROVIDE FURTHER BACKGROUND AND CONTEXTUAL INFORMATION HERE

The Planning Policy Team is currently prioritising bringing forward a new local plan – the Island Planning Strategy. The draft Island Planning Strategy (DIPS) has been subject to extensive public consultation, but there has not yet been political agreement over the content of the DIPS to enable it to be published for the regulation 19 period of representation and then to be submitted to the Planning Inspectorate for an independent examination.

About this document

This route map does not provide all the answers at this point. It sets out the intended direction of travel and how, at this stage, we think it will work. The content, particularly the actions, will be continuously reviewed and updated as necessary. Further work to explore critical pathways between all the actions in order to optimise sequencing to achieve the desired outcomes.

The Peer Review

The Corporate Plan 2021-25 committed to holding a review of Planning Services. This was independently undertaken by the Local Government Association (LGA) in May 2022.

The Peer Review report made six recommendations and identified a wide range of actions and outcomes linked to those recommendations.

The six recommendations were

R1

Urgently review the constitution and procedural rules to effectively deliver the council's democratic function.

The existing constitution is comprehensive in its scope but requires a refresh, in particularly a review of the code of practice for councillors and officers should be undertaken as a matter of urgency. A review of protocols would benefit from a joint input from both councillors and officers.

R2

Support this through member and officer training and development opportunities on both the democratic function and planning matters.

Support more useful and appropriate councillor behaviours through on-going training, development and learning opportunities to embed behaviours to create a sustainable culture.

R3

There is a need to rebuild trust between councillors, officers and the community.

The planning function, which includes both councillors and officers, is dealing with a number of issues that cause it to function sub-optimally. There was evidence from different sources outlining how it doesn't work and causes unexpected outcomes.

R4

Urgently finalise and adopt the Island Plan.

The local plan provides a degree of certainty for communities, businesses and investors, and a framework for guiding decisions on individual planning applications. Without one it is possible for the submission and acceptance of developments that are deemed not in the public interest and outside of the needs and priorities of local people, as outlined in a local plan.

R5

Improve communication.

Presently there is a lack of effective communication between councillors and officers, and those in the planning service, other stakeholders and the public at large. This needs to change. Better communication will improve understanding, build relationships and ultimately improve outcomes.

R6

Need for improvements in planning outcomes.

The planning service needs to embark upon a programme of improvement. This includes both councillors and officers at all levels in the service. This work will have several aspects to it that the detailed recommendations [in this report] cover in greater detail [from page 14 onwards].

The council also asked the Peer Review group six specific questions. These questions and the Peer Review group's responses were:

Scope question 1

1. Whether the draft local plan is aligned to deliver the objectives of both the corporate plan and the council regeneration strategy.

   Yes, the draft local plan is aligned to deliver the objectives of both the corporate plan and the council regeneration strategy.

   The draft local plan provides a means to deliver the priorities of the corporate plan. The council also needs to recognise the presumption in favour of sustainable development and the threat of government intervention if the local plan is not adopted. Without an up-to-date local plan there is a risk to delivering the corporate objectives.

Scope question 2

2. The capacity of the planning service to encourage, manage and support the implementation of the regeneration strategy and the associated journey of planning applications.

   Planning officers are held in high regard, however there is widespread concern about delays in determination and workloads, particularly to external stakeholders, which is impacting on the team's ability to communicate effectively and add real value to the development process.

Scope question 3

3. A review of the 'customer focus' of the service and is it perceived as being open for growth? (Anti or pro development).

   The planning service has received mixed views on the customer responsiveness. Internal customers praised officers, however, external applicants were less complementary about communication and timescales. The wider 'service' was not perceived as either being anti or pro development. Officers were considered to be neutral, but councillors were perceived as being anti-development.

Scope question 4

4. The processes and technology deployed in the planning application journey.

   The website needs to continue to improve to allow self-service and help manage demand.

There is room for improvement in internal processes such as notification of receipt of applications and correspondence using IT solutions. Systematic review of processes will identify further areas for improvement.

Scope question 5

5. The level of corporate, political and managerial understanding of, and support to, the planning service, and if it is sufficient to enable the adoption of a local plan which delivers the regeneration strategy.

   This needs to improve across all areas. Strong corporate, political and managerial leadership is required to deliver a local plan. Councillors and officers need to work together collaboratively to take ownership of the local plan as a delivery vehicle for the wider council ambitions. Consideration should be given to the establishment of a local plan panel/committee, which will increase transparency and engagement in the process.

Scope question 6

6. Assess the operation of the Planning Committee and comment on areas that might assist in driving improvement in decision making.

   Planning committee performance has resulted in reputational damage to the council. Behaviour of a few councillors needs to change, and a review of the constitution and protocols is urgently required. There is a need for regular joint training, briefing and learning to ensure sound decision making.

What we've done so far

The interim Chief Executive and Council Leader have directed the Cabinet Member for Planning and Enforcement and Planning Services itself to drive the changes and improvements from within, and we have already started our improvement journey following receipt of the LGA Peer Review Group's report.

56 individual actions, objectives or outcomes have been identified within the LGA Peer Review Group's report. We have sought confirmation of these from all Councillors and the internal and external stakeholders who were involved in the Peer Review interviews that we had properly captured the actions, objectives or outcomes.

The Planning Services Improvement Steering Group has been established, with agreed terms of reference, to drive the improvements that need to be implemented in response to the report recommendations. The Steering Group provides an opportunity to bring together a diverse group of people to gain consensus about the changes that are needed. The Steering Group consists of Councillors, Planning Staff and external stakeholders to ensure a wide range of views. There are six members, as set out below, and the Steering Group is chaired by the Cabinet Member for Planning and Enforcement.
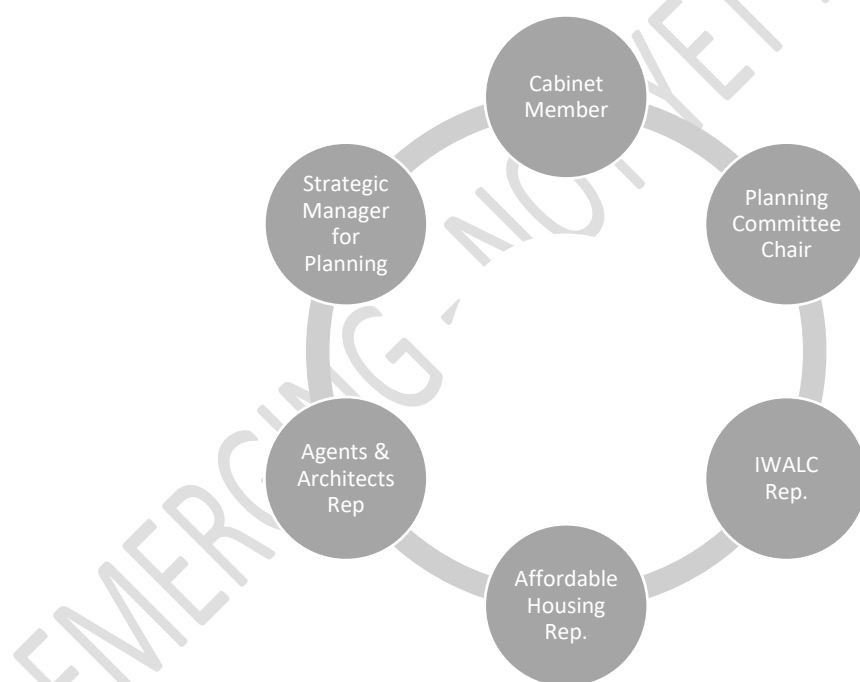
The Steering Group will provide leadership and set the agenda for change. It will provide oversight of progress against the agreed Improvement Delivery Plan for improvements in relation to the Peer Review findings.

The Steering Group will make recommendations but will not make decisions. All decisions will follow the normal decision-making route within the Council. A range of decisions may need to be made by the Strategic Manager for Planning & Infrastructure Delivery; the Director for Regeneration; the Planning and Enforcement Portfolio holder; the Cabinet or the Full Council in accordance with the Council's constitution and scheme of delegation.

The Steering Group has already begun meeting and has identified key work areas to prioritise actions.

A number of actions identified by the Peer Review have already been undertaken and completed in advance of the Steering Group being established. Specifically these are:

1. 1 - Establish governance of action plan and reporting requirements. Completing this action has put in place the governance arrangements for the Steering Group to function and lead the improvement journey.

2. 10 – Introduce monthly planning committee and senior planning staff workshops. The Chair has introduced monthly 'Wednesday Workshops' with a formal agenda for points of discussion and shared learning. These include quarterly sessions reviewing appeal decisions and learning from them.

3. 26 – Improve notification process to Councillors and Town and Parish Councils of new planning applications. This could be done by Ward to make it easier to follow. The positive change in completing this action is that the press list is now listed in parish order, rather than chronological planning application number. This was completed by IT during a scheduled downtime for the website.

4. 39 – Review Cornwall County Council's Enforcement Guidance and Policy as an example of best practice. Completing this outcome feeds into the wider exercise of rebooting our Enforcement Service and preparing a new Planning Enforcement Strategy, which links into a number of other actions.

Building our Improvement Delivery Plan

There has been very clear agreement within the Steering Group in identifying four key work areas to prioritise action. These are:

- Progressing the local plan

- Improving our pre-application advice offer

- Improving our Development Management function

- Improving our Enforcement function

The Steering Group is very clear that that there should be an overarching core principle of improving trust, learning and customer service that should be at the heart of how we tackle the four key work areas.

The decisions made by Planning Services will, to varying degrees, impact on Island residents and visitors. Different people will also engage in the planning process in different ways, and hope for different outcomes.

A resident applying to extend their home will have a different engagement and seek a different outcome to someone alleging an enforcement breach, or objecting to a planning application. Parish, Town and Community Councils will engage with the LPA in a different way and with different regularity than a Planning Agent or Architect might.

It is therefore essential that our wide range of service users, and the staff providing the services, are involved in the preparation of our Improvement Delivery Plan.

We will also make use of the wide range of good practice and performance measuring tools organisations such as the Planning Advisory Service provide.

Once we have established our Improvement Delivery Plan (IDP) we will then also be able to clearer about what, if any, further funding and/or resources will be required to deliver the intended changes and improvements.

Without further funding and/or resources the pace of change is unlikely to be as fast as many would like, and the current situation may not immediately improve. Therefore, how we sequence and manage this change will be critical and it will have an impact on both the providers and users of our services.

It is unlikely that Planning Services will be able to deliver all the changes and improvements from within. We are likely to be dependant on others, both in the Council and outside. If, for example, we want some new IT software, we will either have to buy it in from a specialist provider or 'bid' for time and resource from colleagues in IT.

Who will help to make this happen?
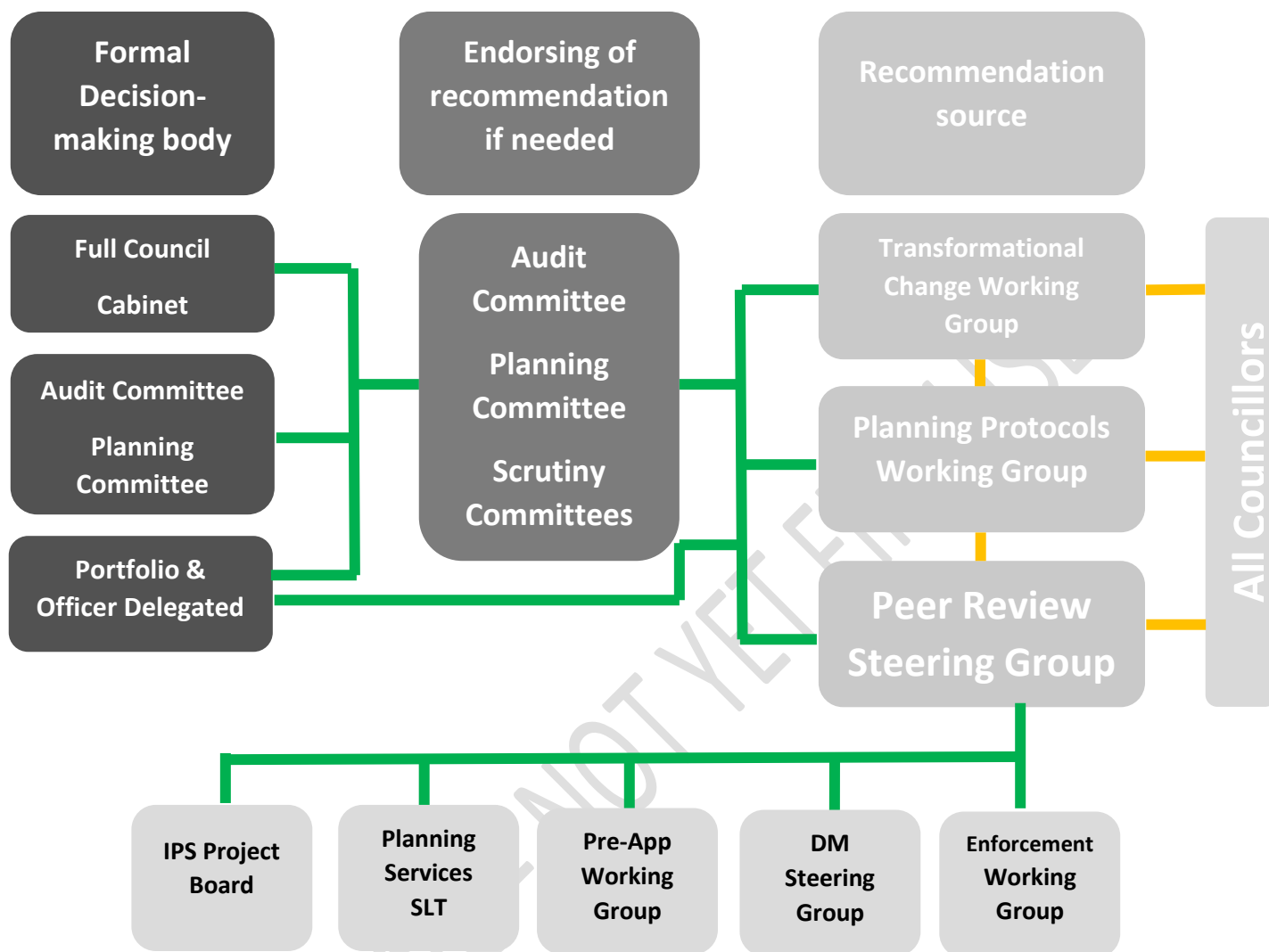
The Steering Group, instigated by the Interim Chief Executive and Leader, will take the strategic oversight for delivering change across the spectrum of planning work undertaken by Planning Services. It will major on workstreams arising from the recommendations from the Peer Review Group. There are already some specific workstreams and mechanisms established to undertake some of this work, and the Steering Group does not want to duplicate the time and effort already being undertaken.

A councillor-led cross-party Planning Protocols Working Group has been established through the Planning Committee to review the Code of Practice for Members and Officers Dealing with Planning Matters in relation to the operation of the Planning Committee. This will report to the Planning Committee, which in turn will make its recommendations to the Audit Committee.

An informal Transformational Change Working Group for councillors has also been established to look at the elements the Council's Constitution outside of the Code of Practice for Members and Officers Dealing with Planning Matters. It will make recommendations to

the Audit Committee. The Audit Committee will, in turn, then make their own recommendations to Full Council (as the decision-making body for any changes to the Constitution).

The decision-making route will also incorporate the Corporate Scrutiny and/or the Policy and Scrutiny Committee for Neighbourhoods and Regeneration as appropriate.

It is recognised in the Steering Group's terms of reference that it may be necessary and/or appropriate to invite others to attend the Steering Group, in an advisory and non-voting capacity.

In a similar vein, it is anticipated that a range of working groups will be required and that these will need to consist of Council staff, external users of the service and any other external individuals or groups with specialist experience. We will also be informed by the public through engagement such as customer surveys. These working groups will then provide information to the Steering Group for their consideration.

Where we want to be

A vision / strapline for the service of what we want to achieve

An accessible service that facilitates sustainable, high quality growth that delivers benefits to the Island and provides predictability to all stakeholders.

Effectiveness and efficiency of the department… Transparency…

Make ££ - profit for purpose (i.e. fee income to then be recycled back into the Service for benefit to the Island by supporting new jobs, homes etc…)

Greater autonomy for service areas…?

Where applications are good enough to approve, not bad enough to refuse

A known hierarchy of attention to types of apps (h/holders, majors etc) > it's the same as the new approach to Enforcement > if h/holders are sucking resource then look at minimising them – LDOs? Massively reducing the reports etc…

We will need a corporate commitment to support both the Steering Group and to give Planning Services the necessary tools and the chance to succeed in achieving the desired positive change and improvements.

https://www.centralbedfordshire.gov.uk/info/44/planning/1263/planning_delivery_customer_charter

https://www.southhams.gov.uk/planning-customer-charter

https://www.cornwall.gov.uk/the-council-and-democracy/feedback-and-complaints/customer-service-promise/

https://www.harrogate.gov.uk/planning-development/planning-customer-charter

https://www.nottinghamcity.gov.uk/your-council/contact-us/have-your-say-comments-compliments-and-complaints/customer-charter-nottingham-city-council/

Development Management Customer Charter

How we'll get there

As well as the six main recommendations, the Peer Review Group identified 56 separate actions, objectives and outcomes. These have been attributed to the relevant four key work areas or the overarching core principle of improving trust, learning and customer service.

The Core Principle and four key work areas have also been linked to the relevant six recommendations (R1-R6) set out in the Peer Review Group's report. Where the recommendations are linked, they are in blue.

The actions recommended by the Peer Review Group have a number in brackets in front of them (i.e. [4]).

Key actions have also been identified as actions to focus on, as they will underpin and inform the rest of the work. These are shown with a key symbol 🔑.

An initial assessment of the potential cost associated with each action and is indicated by the following:

Likely to be within existing budget - 🪙

Likely to require additional budget (up to £50k) - 🪙🪙

Likely to require significant additional budget (£50k+) - 🪙🪙🪙

Similarly, an assessment of the potential time resource associated with each action which is indicated by the following:

Likely to have some impact on time resource - 🧍

Likely to have an appreciable impact on time resource - 🧍🧍

Likely to have a significant impact on time resource - 🧍🧍🧍

The potential costs and time resource may not just refer to Planning Services; they could relate to other Council departments (such as IT).

Core Principle: Improving Trust, Learning & Customer Service (TLCs)

(R1) (R2) (R3) (R4) (R5) (R6)

The desired outcomes are:

1. All stakeholders in the planning process are well-informed through a regular programme of training and have at least a reasonable knowledge of the planning process.

2. Add an outcome re Trust…

3. Add an outcome re Respect…

4. Add an outcome re Customer Service…

To achieve these desired outcomes the following actions will be undertaken:

- [25] Undertake customer feedback to establish baseline 🔑 🪙 👨👩

- Establish and publish a Customer Charter for the Service 🪙 👨

- [26] Improve the notification process to Councillors and Town, Parish & Community Councils of new planning applications. This could be by Ward to make it easier to follow 🪙 👨

- [23] Reintroduce programme of site visits – the good the bad and the ugly 🪙 👨

- [29] Incorporate early and on-going informal dialogue into typical working activity to improve understanding and working relationship 🪙 👨👩

- [43] Initiate a systematic review of the planning processes from start to finish to understand what is effective in the service and where it can improve 🪙🪙 👨👨👩

- [46] Develop training, mentoring and coaching and other continuing professional development opportunities for officers so that a greater number of people can be delegated to make decisions 🪙 👨/👨👨

- [47] Review the use of IT to support the processes (e.g. notification of receipt of applications and correspondence) 🪙 👨👩/👨👨

- [48] Work out the implications for the skill set and resources within the service of relationship building and demand management 🪙 👨👨

- [49] Review the long-term resource requirements of the Planning Service and staffing structure to ensure there is clarity of role throughout so that the Service uses the right people with the right skills to do the right work 🪙🪙🪙 👤

- [50] Re-introduce the 'grow your own' approach to recruitment 🪙🪙/🪙🪙🪙 👤👥/👤👤👥

- [15] Councillors and staff need to collaborate to understand planning policy and the resultant rules and regulations and what they mean for all involved in planning and the benefits of an agreed Island Plan 🪙 👤👥/👤👤👥

- [16] All councillors have a role in explaining the positive impacts of sustainable development and inward investment to their residents and the electorate at large 🪙 👤👥/👤👤👥

- [21] Recognise the presumption in favour of sustainable development and the threat of government intervention if the local plan is not adopted 🪙 👤👥/👤👤👥

- [14] Investigate the PAS Leadership Essentials courses that deal with current topics in planning such as the Government's new changes to the planning system, the political role in leading planning services, and developer engagement and development viability 🪙 👤

- [13] Raise the awareness for Councillors of the risk to legal challenge and costs of unguarded comments made in Committee 🪙 👤

- [12] Undertake behavioural awareness training for planning committee members 🪙🪙 👤👥/👤👤👥

- [11] Develop regular scheduled learning for Councillors and officers to review cases, policies and outcomes 🪙 👤👥

- [10] Introduce monthly planning committee and senior planning staff workshops 🪙 👤👥

- [9] Need for regular joint training, briefing and learning to ensure sound decision making 🪙 👤👥

- [8] All councillors should be well trained in the complexities of the planning system 🪙 👤👥

- [7] Councillors need to think strategically when it comes to planning matters and not purely focus on local ward issues 🪙 👤

- [6] All councillors need to adhere to the stringent process and procedural rules 🪙 👤

- [5] Provide greater clarity on the different roles Councillors play on Planning Committee

- [4] Planning Committee decisions made objectively and professionally

- [3] Ensure Councillors declare all conflicts of interest fully and consistently

- [2] Review of the Constitution and protocols is urgently required

- [1] Establish governance of action plan and reporting requirements

- [53] The website needs to continue to improve to allow self-service and help manage demand

- [51] Planning service could reach out to partners to increase resources and improve service delivery. There appears to be a number of other partners who are willing to work in this way on projects of mutual benefit which are worth exploring

- [52] The planning service should look to work collaboratively with partners to seek better outcomes

- [17] Consider introducing Portfolio Holder input into the Developer Forum to allow democratic oversight (links to number 24)

- [24] Publish notes of the Developer Forum meeting (recognising there will be commercially sensitive discussions that will be confidential)

- Publish a new Statement of Community Involvement (SCI). The SCI sets out how and when the council will seek the views of local people, businesses key organisations on local planning matters

- Introduce a new S106 tracking system, complementary public facing information and mechanism for parish, town and community councils to identify projects that S106 monies could go towards. Link to recent Audit recommendations

- Re-introduce the regular cluster meetings for parish, town and community councils

- Officers to re-engage with the Agents & Architects forum

- Revamp the new councillor and committee members training material

- Investigate whether a structured and regular programme of learning for Councillors could be mandatory 🪙 👤

- Create an online learning resource hub for councillors and parish, town and community councils 🪙 👤👤

EMERGING - NOT YET FINALISED

Progressing the local plan

(R1)   (R2)   (R3)   **R4**   **R5**   (R6)

The desired outcomes are:

Add desired outcomes

To achieve these desired outcomes the following actions will be undertaken:

- [15] Councillors and staff need to collaborate to understand planning policy and the resultant rules and regulations and what they mean for all involved in planning and the benefits of an agreed Island Plan

- [22] Consideration should be given to the establishment of a Local Plan Panel / Committee, which will increase transparency and engagement in the process

- [28] Re-establish the strategic housing partnership to discuss potential developments that are in the 'pipeline' and how these can be differently prioritised

- [18] Strong corporate, political and managerial leadership is required to deliver a local plan

- [19] Councillors and officers need to work together collaboratively to take ownership of the local plan as a delivery vehicle for the wider council ambitions

- [20] Urgently finalise and adopt the Island Plan

- [21] Recognise the presumption in favour of sustainable development and the threat of government intervention if the local plan is not adopted

- [17] Consider introducing Portfolio Holder input into the Developer Forum [assumed to be the SHLAA Panel] to allow democratic oversight (links to number 24)

- [24] Publish notes of the Developer Forum [assumed to be the SHLAA Panel] meeting (recognising there will be commercially sensitive discussions that will be confidential)

- Update the Local Development Scheme (LDS) – the document that sets out the timetable for the production of new or revised development plan documents

Improving our pre-application advice offer

(R1)   (R2)   (R3)   (R4)   **R5**   **R6**

The desired outcomes are a pre-application advice service that:

1. Is customer-focussed and driven, with responses that are proportionate to the nature of the scheme, the information provided and fee paid and are provided within the advertised time frames

2. Demonstrably adds value by facilitating a shorter determination period for a subsequent planning application

To achieve these desired outcomes the following actions will be undertaken:

- [25] Undertake customer feedback to establish baseline

- [35] Review other LA good practice examples on pre application advice

- Planning Officers to participate in PAS Pre-App and PPA Project Officer Group

- Buddy-up with other LPAs to share experiences and learning

- [33] Urgently address the backlog of outstanding pre-application advice

- [31] Implement performance indicators to track case backlogs more effectively

- [34] Review the process of making decisions on re-application advice to understand bottlenecks and implement improvements

- Establish working group of providers and users of the service to understand their requirements and expectations

- Undertake the PAS DM Challenge Toolkit on pre applications

- [45] Introduce a structured hierarchy so that direct line management is shared between more people and the use of short and quick 'in principle' responses to pre-applications

- [55] Make use of the PAS: <u>Pre-application advice and Planning Performance Agreements (PPAs)</u>

- [53] The website needs to continue to improve to allow self-service and help manage demand

- Reference pre-app in officer reports

- Improve the PPA offer and increase their use

Improving our Development Management function

(R1) (R2) (R3) (R4) **R5** **R6**

The desired outcomes are a Development Management function that:

1. Delivers lawful, sound and clear planning decisions that contribute to delivering the Island's strategic priorities.

2. Fulfils its statutory responsibilities and meets, as a minimum, all required national targets.

3. Is customer-focussed and driven, with decisions issued within that statutory timeframe and the use of extension of time are the exception.

To achieve these desired outcomes the following actions will be undertaken:

- [25] Undertake customer feedback to establish baseline 🔑 💰 👥

- [30] Formalise the process to deal with the backlog of over 200 unresolved cases 💰💰 👥/👥

- [31] Implement performance indicators to track case backlogs more effectively 💰 👥/👥

- [32] <u>Urgently</u> address the backlog of outstanding applications and conclude whether they need to be withdrawn or determined 🔑 💰 👥/👥

- [42] Understand the amount of delay to legal agreements (S106) and implement performance indicators to track 💰 👥

- [44] Consider whether staff in the admin team could allocate applications and other work to free up team leaders 💰 👥

- [45] Introduce a structured hierarchy so that direct line management is shared between more people and the use of short and quick 'in principle' responses to pre-applications 💰 👥

- [54] Make use of the PAS Development Management Challenge kit: provides a 'health check' for Planning Authorities and acts as a simple way to develop an action plan for improvements 🔑 💰 👥

- [56] Make use of the new PAS note about handing major applications: Project managing major planning applications 🔑 🪙 👥

- [53] The website needs to continue to improve to allow self-service and help manage demand 🪙 🪙 👥/👥👥

- [51] Planning service could reach out to partners to increase resources and improve service delivery. There appears to be a number of other partners who are willing to work in this way on projects of mutual benefit which are worth exploring 🪙 👥/👥👥

- [52] The planning service should look to work collaboratively with partners to seek better outcomes 🪙 👥/👥👥

- Update the local requirements for validating planning applications to reflect IPS requirements (when adopted) and any other relevant changes within the service and community engagement. 🪙 👤

- Introduce a Design Review Panel to improve the design quality of planning applications and new developments 🪙 👥/👥👥

- Update and formalise the 'playbook' which sets out processes and expectations of staff 🪙 👥/👥👥

- Introduce an accredited agent scheme 🪙 👥/👥👥

- Establish working group of providers and users of the service to understand their requirements and expectations 🔑 🪙 👥/👥👥

Improving our Enforcement function

R1   R2   R3   R4   **R5**   **R6**

The desired outcomes are an Enforcement function that:

1. Achieves the best possible outcomes for the greatest number of people.

2. Is customer-focussed and driven, and investigates alleged breaches investigated in compliance with a new Enforcement Strategy.

To achieve these desired outcomes the following actions will be undertaken:

- [25] Undertake customer feedback to establish baseline 🔑

- [27] Develop a proactive approach to communications with all stakeholders, which could include discussions with councillors, communities and Town, Parish & Community Councils about what the tools of the service are and the reality of enforcement issues 🪙 👤👤/👤👤

- [31] Implement performance indicators to track case backlogs more effectively 🔑 🪙 👤

- [36] <u>Urgently</u> address the backlog of outstanding enforcement complaints 🪙🪙 👤👤/👤👤

- [37] <u>Urgently</u> review enforcement strategy to ensure better understanding for stakeholders of the powers available (including more training to manage expectations) 🔑 🪙 👤👤

- [38] A refreshed enforcement strategy will ensure these resources are used effectively 🪙 👤👤

- [39] Review Cornwall County Council's Enforcement Guidance and Policy as best practice 🪙 👤

- [40] Training in enforcement would help provide clarity on its limitations and help manage expectations 🪙 👤👤

- [41] Expectations around effective enforcement need to be carefully managed through a clear strategy and clear process 🪙 👤👤

- [53] The website needs to continue to improve to allow self-service and help manage demand 🪙🪙 👫/👫

- The Council's internal auditors to undertake a formal audit of Development Management and Enforcement 🪙 🧍

- Introduce and implement a new Enforcement Strategy 🔑 🪙 👫

- Present the direction of travel of the new Enforcement Strategy and the opportunities for Parish, Town and Community Councils to buy into the service to parish, town and community councils 🔑 🪙 🧍

- Establish working group of providers and users of the service to understand their requirements and expectations 🔑 🪙 🧍

Measuring success

It is important to know whether the interventions we are proposing are making the positive different we anticipate they will. This doesn't mean simply ticking off actions when they are done – it means a rigorous monitoring regime will be required.

Establishing the baseline, particularly through customer feedback, will be crucial in shaping the actions that we monitor and the measures that we use. Indeed, some of the indicators to show if our interventions are having the intended positive effect are already in place, such as the number of formal complaints received, or the number of decisions overturned on appeal.

Timeline for actions & ownership

22/23

- [25] Undertake customer feedback to establish baseline > IWC Org Intel
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- [25] Undertake customer feedback to establish baseline > IWC Org Intel

- [1] Establish governance of action plan and reporting requirements > Planning Services SLT
- [10] Introduce monthly planning committee and senior planning staff workshops > Planning Services SLT
- [11] Develop regular scheduled learning for Councillors and officers to review cases, policies and outcomes > Planning Services SLT
- [23] Reintroduce programme of site visits – the good the bad and the ugly > Planning Services SLT
- [26] Improve the notification process to Councillors and Town, Parish & Community Councils of new planning applications. This could be by Ward to make it easier to follow > Planning Services SLT
- [50] Re-introduce the 'grow your own' approach to recruitment > Planning Services SLT
- Publish a new Statement of Community Involvement (SCI). The SCI sets out how and when the council will seek the views of local people, businesses key organisations on local planning matters > Planning Services SLT

- [15] Councillors and staff need to collaborate to understand planning policy and the resultant rules and regulations and what they mean for all involved in planning and the benefits of an agreed Island Plan > IPS Project Board
- [22] Consideration should be given to the establishment of a Local Plan Panel / Committee, which will increase transparency and engagement in the process > IPS Project Board
- [18] Strong corporate, political and managerial leadership is required to deliver a local plan > IPS Project Board
Update the Local Development Scheme (LDS) – the document that sets out the timetable for the production of new or revised development plan documents > IPS Project Board

- Establish working group of providers and users of the service to understand their requirements and expectations > Planning Services SLT / Pre-App Working Group
- [35] Review other LA good practice examples on pre application advice > Pre-App Working Group

22/23

- Planning Officers to participate in PAS Pre-App and PPA Project Officer Group > Planning Services SLT / Pre-App Working Group
- Buddy-up with other LPAs to share experiences and learning > Planning Services SLT / Pre-App Working Group
- [33] Urgently address the backlog of outstanding pre-application advice > Planning Services SLT / Pre-App Working Group 🔑
- [31] Implement performance indicators to track case backlogs more effectively > Planning Services SLT / Pre-App Working Group
- Undertake the PAS DM Challenge Toolkit on pre applications > Planning Services SLT / Pre-App Working Group 🔑
- [55] Make use of the PAS: Pre-application advice and Planning Performance Agreements (PPAs) > Planning Services SLT / Pre-App Working Group

- [32] Urgently address the backlog of outstanding applications and conclude whether they need to be withdrawn or determined > Planning Services SLT / DM Steering Group 🔑
- [54] Make use of the PAS Development Management Challenge kit: provides a 'health check' for Planning Authorities and acts as a simple way to develop an action plan for improvements > Planning Services SLT / DM Steering Group 🔑
- [56] Make use of the new PAS note about handing major applications: Project managing major planning applications > Planning Services SLT / DM Steering Group 🔑
  Establish working group of providers and users of the service to
- understand their requirements and expectations > Planning Services SLT / DM Steering Group 🔑

- [31] Implement performance indicators to track case backlogs more effectively > Planning Services SLT / Enforcement Steering Group
- [36] Urgently address the backlog of outstanding enforcement complaints > Planning Services SLT / Enforcement Steering Group 🔑
- [37] Urgently review enforcement strategy to ensure better understanding for stakeholders of the powers available (including more training to manage expectations) > Planning Services SLT / Enforcement Steering Group 🔑
- [38] A refreshed enforcement strategy will ensure these resources are used effectively
- [39] Review Cornwall County Council's Enforcement Guidance and Policy as best practice > Planning Services SLT / Enforcement Steering Group

22/23

- The Council's internal auditors to undertake a formal audit of Development Management and Enforcement > IWC Audit
- Introduce and implement a new Enforcement Strategy > Planning Services SLT / Enforcement Steering Group
- Present the direction of travel of the new Enforcement Strategy and the opportunities for Parish, Town and Community Councils to buy into the service to parish, town and community councils > Planning Services SLT / Enforcement Steering Group
- Establish working group of providers and users of the service to understand their requirements and expectations > Planning Services SLT / Enforcement Steering Group

23/24

- [25] Undertake customer feedback to monitor progress
- [25] Undertake customer feedback to monitor progress
- [25] Undertake customer feedback to monitor progress
- [25] Undertake customer feedback to establish progress
- [25] Undertake customer feedback to establish progress
- Establish and publish a Customer Charter for the Service
- [2] Review of the Constitution and protocols is urgently required (potentially at the Annual Council meeting in May)