

Planning EELGA REPORT

Generated on: 23 December 2019



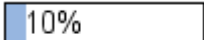
| EELGA Action Plan | Due Date | Progress | Latest Note |
|--------------------------|-------------|---|-------------|
| EELGA Review of Planning | 05-Apr-2020 | <div style="width: 48%; background-color: #4F81BD; height: 15px; display: inline-block;"></div> 48% | |


| Recommendation | Due Date | Progress | Action Responsible Officer | Latest Note |
|--|-------------|---|----------------------------|--|
| P1 Red - Recommendation 03: Explore opportunities, with other SW Herts Authorities for structured approach to joint working. | 31-Mar-2020 | <div style="width: 25%; background-color: #4F81BD; height: 15px; display: inline-block;"></div> 25% | Laura Wood | Future funding and staffing support for the JSP is currently being discussed between the partner authorities, in association with the North East Central group. It is hoped that additional funding from MHCLG will be confirmed in early 2020, which will support the 40k contributions for 2010/21 already confirmed by the each of the SW Herts partners. Decisions regarding staff resourcing will depend on the level of additional funding obtained i.e. whether there is a continued reliance on the current informal arrangements, a move to more formal secondments, or the creation of a small team of directly recruited staff. |

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|---|-------------|---|----------------------------|--|
| P1 Red - Recommendation 05: Establish project management approach to deliver Local Plan | 31-Jan-2020 | <div style="width: 83%; background-color: #4F81BD; height: 15px; display: inline-block;"></div> 83% | Mark Silverman | <ul style="list-style-type: none"> • A Gantt Chart style project overview is being prepared for the Local Plan and is due to be completed in January 2020. It will be used to brief the Planning Portfolio Holder in their regular meetings. • Local Plan Risk Register has been updated (November 2019). • There will not be a Local Plan Project Board. To prevent delays, the integration of the corporate support required to inform the development of the Local Plan is to be secured via engagement with the Senior Management Team. |

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| P1 Red - Recommendation 06: Review staff resources (Strategic Planning) | 31-Jan-2020 | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">75%</div> | Laura Wood | <ul style="list-style-type: none"> • A member of Agency staff has been brought in for 3 months to cover sickness absence. • Review of the team structure and staffing requirements has been undertaken. Report detailing changes and additional staff resource considered at the Personnel Committee in December 2019. Internal process for recruitment has been commenced in anticipation. • Atkins were appointed in October 2019 via the Homes England framework. Whilst primarily their scope is to provide additional capacity/resource to the Planning Policy team for strategic sites, they can also be used to support the Policy Team to do related Local Plan work. This will help ensure additional capacity is available if needed. • Planning Performance Agreement (PPA) has been agreed with the site promoter for a proposed new settlement. PPAs are also being discussed with a number of other strategic site promoters. This ensures the Council can secure additional funding to allow for the consideration of proposed site as it is considered for suitability through the new Local Plan process. |

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| P1 Red - Recommendation 08: Produce a programme and resources to deliver Infrastructure Delivery Plan (IDP) | 31-Mar-2020 | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">13%</div> | Andrew Stevenson | <ul style="list-style-type: none"> • ARUP were appointed in November 2019. Inception meeting has been held. The scope of the consultation with infrastructure providers has been agreed, and has been commenced. • Meeting held with Hertfordshire County Council (HCC) in November 2019 to introduce ARUP and the work that they are doing on behalf of Herts mere. • Key findings from draft Infrastructure Delivery Plan Baseline data to be shared and discussed with the Member Planning Panel in January 2020. |

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| P1 Red - Recommendation 09: Produce a prioritised plan for the use of CIL receipts to deliver IDP | 31-Mar-2020 |  | Andrew Stevenson | <ul style="list-style-type: none"> • The Council is required (under the September 2019 CIL Regulations) to have an Infrastructure Funding Statement in place by December 2020. • Follow-up meeting for the Planning Advisory Service pilot for Hertfordshire Authorities on use of developer contributions to be held in early 2020. • Meetings held with all Town and Parish Council's to explain and discuss the possible use of CIL monies. These sessions to be held regularly, anticipated to be biannual. • The work on the Infrastructure Funding Statement cannot commence until after the completion of the IDP update which sets the infrastructure needs to support the growth in the Local Plan. It is anticipated that this will be March 2020. |

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| P1 Red - Recommendation 12: Review and implement improvements to the pre-application service | 31-Mar-2020 |  | Scott Laban | <ul style="list-style-type: none"> • Discussions held on ways the current system could be improved by picking up best practice from elsewhere. One idea is to use a traffic light system that would quickly and clearly identify for the customer what elements of their proposal were acceptable and which elements might need further review or alteration. • Meeting to be arranged with internal consultees to discuss resourcing, the process for their involvement, and possible charging models. • Member involvement, a discussion paper will be tabled at the Planning Committee Technical Briefing in February 2020. |

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| P1 Red - Recommendation 13: Establish a culture for the use of Planning Performance Agreements (PPAs) | 31-Mar-2020 | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">66%</div> | Adrien Waite | <ul style="list-style-type: none"> • Requirement to draw up guidance notes to support the consistent calculation of PPA fees will be taken forward by the new Head of Planning and Economic Development. • The onus on the Development Team Manager to promote PPAs has already commenced and is ongoing. • Weekly Major applications meeting includes monitoring of the pipeline of pre-application proposals and allows Managers to remind staff to promote PPAs to developers for the subsequent planning applications. |

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| P1 Red - Recommendation 14 Review the structure of the Development Management Team and staff resources | 31-Jan-2020 | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">6%</div> | Scott Laban | An analysis has been undertaken of the profile of work previously dealt with by the team broken down by Major, Minor and Other application categories. |

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| P1 Red - Recommendation 15: Task and Finish Project to address Backlog | 31-Jan-2020 | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">86%</div> | Scott Laban | <ul style="list-style-type: none"> • The backlog has been identified and is being monitored weekly. Between end of October and Mid December it has fallen from 169 cases to 100 cases. • Data cleansing and updating records for cases which are subject to ongoing work (i.e. on-going s106 negotiations) has been undertaken. • Soft market testing invitation undertaken to identify possible partners to provide additional resource to help deal with backlog. This additional support should come on stream in January 2020. |

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| P1 Red - Recommendation 17: Ensure Service Level Agreements are in place with consultees | 31-Mar-2020 | <input type="text" value="33%"/> | Scott Laban | <ul style="list-style-type: none"> Revised SLA agreed with Place Services in September 2019. Meeting to be organised with internal consultees in first instance. Wider discussions with external consultees is seen as a phase 2 activity. |

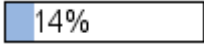
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| P1 Red - Recommendation 18: Benchmarking of performance | 28-Feb-2020 | <input type="text" value="42%"/> | Scott Laban | <ul style="list-style-type: none"> Reinforcement and improvements are being made to the existing performance management processes. This is being supported by a data cleansing exercise with staff being asked to input the required information to update their applications so that the system can monitor their workload and performance. In terms of introducing approaches to congratulating officers, at the Departmental Team meeting it was highlighted that 121s, Appraisals and Team Meetings would be used to celebrate successes as they come. The Huddles also provide an opportunity to provide positive feedback. |


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| P1 Red - Recommendation 19: Cease reliance on the regular use of extensions of time | 31-Jan-2020 | <input type="text" value="50%"/> | Scott Laban | Paper setting out a review of EoTs and proposed Internal Guidance Notes for staff has been drafted and circulated to management team for consultation. It is anticipated that the Planning Portfolio Holder will also be consulted of this new internal guidance at their next Briefing in January 2020. |

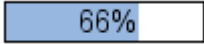
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| P1 Red - Recommendation 20: Establish triage system for early intervention | 31-Mar-2020 | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">15%</div> | Scott Laban | Arrangements being made for meeting. Development Team Manager has emailed colleagues across Hertfordshire. One response received which highlights that this approach is used in Camden but that they haven't adopted a similar system themselves due to a lack of direction over what happens if an application is unacceptable in principle. The concern is that advice given to the Applicant/Agent prior to the validation stage (via a triage) could allow them to avoid paying fee whilst still receiving a service. This will be taken into account in a wider review of how a triage could work for Hertsmeire without adversely affecting other elements of the service offered by the Planning Department. |

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| P1 Red - Recommendation 22: Review DM caseload and resources | 31-Mar-2020 | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">25%</div> | Scott Laban | <ul style="list-style-type: none"> • This is linked to the review required und Recommendation 14. • Operationally, the Principal officers in DM have already taken steps to ensure smaller scale applications are assigned to Junior officers. A new change is to only allocate smaller cases to junior officers even if senior staff have had some previous involvement in the site (officers can discuss issues to ensure past knowledge is not lost) |

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| P1 Red - Recommendation 25: Review job descriptions for team leaders to define roles | 28-Feb-2020 | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">6%</div> | Scott Laban | <ul style="list-style-type: none"> • Discussions commenced on how the division of labour might be split between Principal Officers to ensure that the sign-off of applications is prioritised each day. • Appraisals will be completed before work on revising job roles for Principals is formally reviewed. |

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| P1 Red - Recommendation 32: Produce DM improvement plan | 31-Mar-2020 |  14% | Scott Laban | <ul style="list-style-type: none"> The Peer Review identified 26 Recommendations relating to the Development Management function of the Council. Of these 13 were rated Red, 11 Amber, and 2 Green. Progress to date: 3 Recommendations closed (3/13 – 23%). DM Improvement Plan being drafted in association with Departmental Service Plan. This DM Improvement Plan will not be finalised until after the Task and Finish project to clear the backlog has been successfully completed as that is seen as the priority |

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| P1 Red - Recommendation 38: Review composition of Planning Committee to emphasise its non-exec nature | 28-Feb-2020 |  50% | Scott Laban; Adrien Waite | Presentation given to Leader and Planning Portfolio Holder recommending that the issue could be covered by Members declaring any perceived interests by virtue of their Portfolio responsibilities. |

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| P1 Red - Recommendation 40: Review Scheme of Delegation | 31-Mar-2020 |  66% | Adrien Waite | Presentation given to Leader and Planning Portfolio Holder explaining the background to the recommendation that the Scheme of Delegation be reviewed to become 'Inclusive'. Proposals on a New Scheme of Delegation to be considered by the Council's Constitutional Development and Management Committee in January 2020. If agreed, it is anticipated that these changes will then be subject to further discussion with the Planning Committee and then consideration at Full Council. |

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| P1 Red - Recommendation 43: Refresh and re-issue Code of Conduct for Planning Committee Members | 31-Mar-2020 | <div style="width: 50%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div></div> | Adrien Waite | Consultant to provide comments and suggestions on current Code of Conduct for review by the Head of Planning and Economic Development and the Development Team Manager. Once agreed, the note will be circulated for consultation with Legal and Democratic Services. |

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| P1 Red - Recommendation 45: At Committee encourage Members to declare any lobbying | 31-Jan-2020 | <div style="width: 50%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div></div> | Scott Laban | Presentation given to Leader and Planning Portfolio Holder recommending that this be addressed via member training. |

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| P2 Amber - Recommendation 01: Communications on the Joint Strategic Plan (JSP) and its relationship with the emerging Local Plan. | 31-Mar-2020 | <div style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div></div> | Laura Wood | <ul style="list-style-type: none"> • Briefing on the South West Hertfordshire Joint Strategic Plan process as part of all Member training in May 2019 and also referred to in annual presentation given by Planning Portfolio Holder to Policy Review Committee in November. • Written Briefing to be circulated to all Hertsmere Members in conjunction with the wider programme of Briefing Sessions to be held across south-west Hertfordshire in early 2020. Hertsmere training event booked for 30 January 2020. |

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| P2 Amber - Recommendation 07: Allow for dedicated Urban Design / Sustainability resource | 31-Mar-2020 | <input type="text" value="62%"/> | Mark Silverman; Laura Wood | <ul style="list-style-type: none"> • Atkins were appointed in October 2019 via the Homes England framework to provide additional capacity/resource to the planning Policy team for strategic sites, which will be a large part of the Local Plan. Under this contract the Council also now has access to further technical support including (but not limited to) Masterplanning, Landscape and Urban Design, Sustainability, and Heritage. • A quotation has been received from Place Services for the work required to take forward the review of the Council's current Design Guidance. This is being evaluated. • Recruitment underway for a dedicated Climate Change and Sustainability Officer. |

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| P2 Amber - Recommendation 10: Update Developer Contributions SPD | 31-Jan-2020 | <input type="text" value="5%"/> | Andrew Stevenson | <ul style="list-style-type: none"> • BNP Paribas has been appointed September 2019 by South West Hertfordshire Authorities to provide advice on the merits of different approaches to the use of CIL and S106 to best secure infrastructure to support the Local Plan. This work is ongoing. • Developer Contributions SPD, the existing guidance does not have Supplementary Planning Document (SPD) status as it hasn't been through the formal adoption process. The current guidance is provided by the Developer Contributions Framework on the Council's website: https://bit.ly/2rSObml |

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| P2 Amber - Recommendation 11: Procure interactive mapping software to support the Local Plan | 31-Mar-2020 | 0% | Mark Silverman; Laura Wood | Atkins has been appointed to provide general GIS support and project support for future improvements. The Strategic Planning team are investigating to spatialise the new Local Plan when it is adopted. |

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| P2 Amber - Recommendation 16: Apply project management principles to large sites both in Policy and DM | 31-Mar-2020 | 25% | Scott Laban; Mark Silverman | Seek to ensure PPAs for major developments include milestone for key actions and events which can then be monitored via the weekly Major Apps meeting. |

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| P2 Amber - Recommendation 23: Invest in IT solutions to allow effective agile working | 31-Mar-2020 | 75% | Adrien Waite | <ul style="list-style-type: none"> • Demonstration from software provider for new complimentary add-ons to existing systems. Initial feedback very positive and costs considered reasonable. Site visit booked 15 January 2020 to existing user (LB Sutton) to see it used in a 'live' environment. • Draft new Data Retention Schedule and cover report to be considered at Management Board in January 2020. |

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| P2 Amber - Recommendation 26: Training for planning software system | 28-Feb-2020 | 37% | Sally Whittall | Dates have been requested from the software provider (Idox). They have advised that they will offer availability in early 2020. |

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| P2 Amber - Recommendation 28: Develop culture of seeking quality outcomes for development | 31-Mar-2020 | <input type="text" value="15%"/> | Scott Laban | Principle of file audits agreed with the DM Manager. These would be undertaken on quarterly/biannual basis (and tied into the Appraisal process). The review both: (i) ensures that the correct procedures have been followed during the sign-off process; and (ii) allows for a review of the quality of the scheme, and give the opportunity to provide appropriate feedback to officers. |

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| P2 Amber - Recommendation 30: Review delegated reporting and sign off system | 31-Jan-2020 | <input type="text" value="62%"/> | | <ul style="list-style-type: none"> Report templates have been amended and it has been agreed with the Head of Planning and Economic Development that they will be implemented in January 2020 with training for staff. Enterprise workflow tasks being reviewed and the associated application data being cleansed to ensure the tasks in Enterprise are a 'true' reflection. |

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|---|-------------|----------------------------------|----------------------------|---|
| P2 Amber - Recommendation 31: Review Council's enforcement priorities | 31-Mar-2020 | <input type="text" value="50%"/> | Scott Laban; Bright Owusu | Revised Enforcement Policy and covering report explaining review findings and proposed changes to be considered by the Management Board and Executive in January 2020. If agreed, it is anticipated that these changes will then be subject to further discussion with the Planning Committee and then re-consideration by the Executive in March 2020. |

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| P2 Amber - Recommendation 33: Develop Planning Service Plan | 31-Jan-2020 | <input type="text" value="10%"/> | Adrien Waite | Meeting held with management staff and draft Service Plan circulated for comments and suggestions. |

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| P2 Amber - Recommendation 34: Ensure appraisals importation and feedback provided | 31-Jan-2020 | <div style="width: 50%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div></div> | Adrien Waite | <ul style="list-style-type: none"> Internal checks of Pentana System being used to chase incomplete appraisals. For 2020 the Planning department will work to a more challenging timetable for the completion of the Appraisal process of the end of May 2020. |

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| P2 Amber - Recommendation 36: Establish a strategy to encourage flexible working | 31-Jan-2020 | <div style="width: 37%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">37%</div></div> | Adrien Waite | Input provided to the Council's new Agile Working Policy considered by the Personnel Committee on the 18 December 2019. |

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| P2 Amber - Recommendation 39: Review Constitution in relation to continuing Planning Referral Committee | 31-Mar-2020 | <div style="width: 66%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">66%</div></div> | Adrien Waite | Presentation given to Leader and Planning Portfolio Holder explaining the background to the recommendation that the Referral Committee be removed. A report reviewing the value of the Referral Committee and the implications of its deletion to be considered by the Council's Constitutional Development and Management Committee in January 2020. If agreed, it is anticipated that this change will then be considered at Full Council in March 2020. |

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| P2 Amber - Recommendation 41: Review the need and role of Technical Briefing meetings | 31-Mar-2020 | <input type="text" value="50%"/> | Scott Laban | Presentation given to Leader and Planning Portfolio Holder recommending that the Technical Briefing become optional at the request of the Planning Committee Chairman. Also suggested that they take place earlier in the cycle so that there is more time between them and the Planning Committee. These suggestions be subject to further consultation with the Planning Committee and Planning Committee Chairperson. |
| P2 Amber - Recommendation 46: Undertake a broader programme of training for Members | 31-Mar-2020 | <input type="text" value="50%"/> | Adrien Waite | Presentation given to Leader and Planning Portfolio Holder recommended that the training be split between external and internal events on a quarterly basis. Positive feedback on the idea of some joint officer and member training events. |
| P2 Amber - Recommendation 47: Heads of Planning and Legal Services to review professional advice being offered | 31-Mar-2020 | <input type="text" value="50%"/> | Adrien Waite | Presentation given to Leader and Planning Portfolio Holder discussing possible operational changes to allow space of better joint input at Planning Committee such as the use 'tactical pauses'. This will not be taken forward in consultation with Planning Committee Chairperson and Legal Services. |
| P3 Green - Recommendation 29: Review committee report template | 31-Mar-2020 | <input type="text" value="0%"/> | Scott Laban | This Priority 3 recommendation has not been commenced. It is timetabled to commence after the induction of the new delegated report templates which are due to go live in January 2020 (under Recommendation 26) |

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| P3 Green - Recommendation 37: Establish Developers Forum of frequent users of service | 31-Mar-2020 | <input type="text" value="5%"/> | Scott Laban | Discussion Paper being prepared which sets out the proposed scope and other examples of Forums. |

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| P3 Green - Recommendation 42: Establish site visits for Members | 31-Dec-2019 | <input type="text" value="33%"/> | Scott Laban | Presentation given to Leader and Planning Portfolio Holder recommended that the use of site visits be increased. This will be addressed in conjunction with the review of the Member Protocol. |

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| P4 - Closed - Recommendation 02: Ensure regular internal briefings and updates on the JSP to the Executive Members and officers | 31-Dec-2019 | <input type="text" value="100%"/> | Laura Wood | <ul style="list-style-type: none"> The JSP is a standing item on the agenda for the monthly Portfolio Holder / Head of Service meetings, which the Planning Strategy Manager also attends. Other ad-hoc meetings / debriefs can be arranged if anything critical arises in between these scheduled meetings. |

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| P4 - Closed - Recommendation 04: Develop corporate objectives around place-making | 31-Dec-2019 | <input type="text" value="100%"/> | Adrien Waite | Member Planning Panel have attended workshops, with more planned for early 2020. This engagement allows members to identify the relative priority levels for the different development requirements as the Local Plan work is taken forward (bottom up approach). |

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| P4 - Closed - Recommendation 21: Weekly Planning Forum | 31-Dec-2019 | <div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div> | Scott Laban | <p>Refresh and relaunch of the Major Applications meeting has been implemented. This is supported by new Terms of Reference and lists for Majors and Pre-Apps.</p> <p>Email circulated to all planning staff explaining the role of the Major Applications meeting and attaching the agreed Terms of Reference. Email also included hyperlinks to the Majors list and Pre-Apps list, highlighting that officers will need to update these for any of their cases appearing on these.</p> |

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| P4 - Closed - Recommendation 24: Review duty officer service | 31-Dec-2019 | <div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div> | Scott Laban | <ul style="list-style-type: none"> • New Duty System based on pre-booked appointments system running between 9am and 1pm on Monday and Fridays has been implemented and published to customers. • The new Duty Service was launched with a bulletin banner on the Council's website. Officers in the Planning Team have also got details of the new service within their email footer messages. |

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| P4 - Closed - Recommendation 27: Fill support team vacancies and ensure efficient and timely validation procedures | 31-Dec-2019 | <div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div> | Sally Whittall | <ul style="list-style-type: none"> • Following recruitment, new staff started December 2019. Recruitment to the Apprentice post has been delayed until next financial year (April 2020). Since the time of the Peer Review, there has been greater stability in the Support Team and new staff have been trained up. An analysis of the last 5 months shows performance of 1-2 days for validation which exceeds internal target of 4 days. |

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| P4 - Closed - Recommendation 35: Ensure regular Team meetings held at least quarterly | 31-Dec-2019 | <div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div> | Adrien Waite | <ul style="list-style-type: none"> • Arrangements for Team meetings put in place • New Terms of Reference and guidance for staff drawn up and circulated. • Introduction of 'Huddles' which allow for better team working and sharing of information. |

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| P4 - Closed - Recommendation 44: Cease using Chamber for Planning Committee | 31-Dec-2019 | <div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div> | Scott Laban | Meeting with the Leader and the Portfolio Holder on the 25.11.2019. Recommended that a trial period be used to test the merits of using a different room. The conclusion of the debate was that the guidance of the Peer Review was noted, but that the Planning Committee will continue to be based in the Council Chamber. |
| P4 - Closed - Recommendation 48: Ensure Corporate Plan ensures positive place making outcomes | 31-Dec-2019 | <div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div> | Adrien Waite | Agreed that this would be Actioned in the next Municipal Year 2020-2021 |