

**OVERVIEW & SCRUTINY**

<b>DATE OF MEETING:</b>	<b>17<sup>th</sup> NOVEMBER 2020</b>
<b>TITLE OF REPORT:</b>	<b>DEVELOPMENT MANAGEMENT SERVICE ACTION PLAN</b>
<b>Report of:</b>	<b>Head of Place</b>
<b>Cabinet Portfolio:</b>	<b>Cllr Graham Cockarill, Portfolio for Place</b>
<b>Key Decision</b>	<b>No</b>

**1 PURPOSE OF REPORT**

- 1.1 To provide Overview & Scrutiny Committee the final version of the Development Management Service Action Plan (appended to this report) and to request that the Committee reviews this and recommends to Cabinet that the Action Plan is approved.

**2 OFFICER RECOMMENDATION**

That Overview & Scrutiny Committee recommends to Cabinet that the Final Action Plan is approved.

**3 BACKGROUND**

- 3.1 At its meeting in July 2020 Members the recommendation from the Peer Review of the Council's Development Management (DM) Service carried out by the Planning Officer's Society Enterprises (POSe)
- 3.2 There were 48 recommendations and Committee decided to set up a Task and Finish Group of O&S members to work with the Portfolio Holder and the Head of Place to shape the proposed Improvement Plan. The nominated O&S Councillors were Cllrs
- Farmer,
  - Makepeace-Browne,
  - Smith, and
  - Wildsmith.
- 3.3 Attached at Appendix 1 is the draft of Action Plan which has been influenced by the Task & Finish Group's involvement's
- 3.4 Cabinet will consider the draft Action Plan at its December 2020 meeting

**4 CONSIDERATIONS**

- 4.1 The Peer Review highlights a number of Actions that the Review Team recommended that the Council consider implementing in order to turn the Service from a Good to Great Service.

- 4.2 The various improvements set out in the draft Action Plan have been allocated into one of three categories; short, medium and long term. These dates are when the actions will be completed. These are explained below:

**Short Term (S)**  
**Expected completion by 31<sup>st</sup> March 2021**

These are either urgent matters or where significant improvements can be achieved in the short term with limited work and input. Some of these improvements are already underway with a number already completed.

**Medium Term (M)**  
**Expected completion by 31<sup>st</sup> December 2021**

These are matters that need further time to be developed or they are relatively wider projects where separate timetables will need to be developed

**Long Term (L)**  
**Expected completion by 30<sup>th</sup> June 2022**

These are longer term matters which in some case will be dependent on work in other categories or by the Council as a whole e.g. aspects relating to IT are dependent on the Council's Digitalisation Strategy.

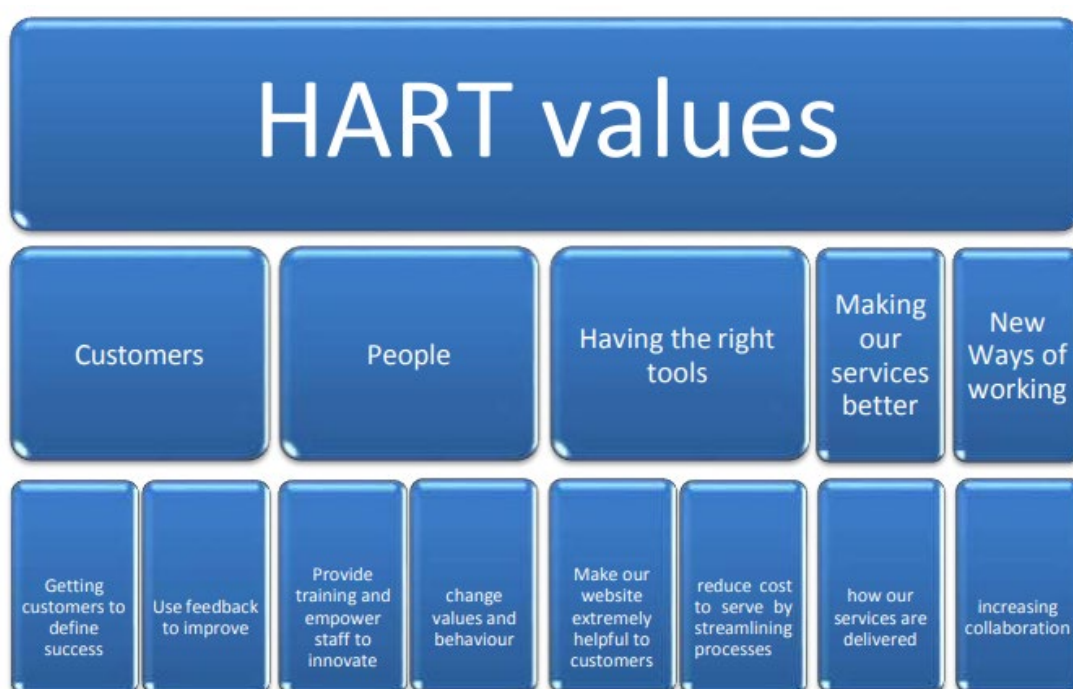
- 4.3 It must be recognised that creating an exemplary service will not be entirely dependent on completing each of the improvements or actions set out in the Action Plan. Aspects of the Action Plan can be grouped together as projects and in some cases there will be overlaps. For example, delivering Excellent Customer Service for example links into a number of different Actions but also into the wider Corporate Aims as set out in the Corporate Plan. The Service will need to consider how to delivery more for less whilst looking at the use of Information Technology to improve efficiency and ease of access to information for residents. Whilst there are improvements that could be made to the Council's website for example these need to be linked to the overall Corporate Digitalisation Strategy.
- 4.4 It is important that consideration is also given to other potential improvements that may not be explicitly identified in the Action Plan. For example, there is currently an audit of our Planning Database been carried out where the suppliers are reviewing how we currently using the system compared to how it could be used. This is to assist training but also to ensure that our systems are used as efficiently as possible.
- 4.5 Whilst work on each of the actions will commence, it must be recognised that they cannot be dealt with in isolation and that there still needs to be a strategic and holistic review of the Service – to transform it into more of a customer focused enabling service. The actions will be the building blocks for

bigger changes although it should be recognised that cultural change cannot happen overnight.

**5 RELEVANCE TO THE CORPORATE PLAN AND/OR THE HART VISION 2040**

5.1 Whilst planning affects or influences many of the Priorities set out in the Council’s Corporate Plan, the Service Improvements specifically link to the Strategic Priority of delivering an efficient and effective Council. Many of the improvements will also cross reference to the new operating model that the Council wishes to create in order to deliver the Hart Vision 2040.

5.2 ‘The Hart Values - The operating model that guides how the Council designs and deliver services’ includes the following table, which is encapsulates what Place Services is seeking to do with the DM Service Action Plan.



5.3 The Corporate Plan states that as a Council it is committed to ensuring that following values are embedded it all that it does:

- Putting our residents first
- Providing real opportunities for engagement with residents and other stakeholders
- Being open to change
- Taking responsibility for our actions
- Being fair, open and transparent

5.4 The intention is to embed these values as a golden thread running through the Action Plan.

**6 SERVICE PLAN**

Is the proposal identified in the Service Plan?	Yes
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Is the proposal being funded from current budgets?	Yes
Have staffing resources already been identified and set aside for this proposal?	Yes

**7 FINANCIAL AND RESOURCE IMPLICATIONS**

7.1 Whilst the initial work on the Action Plan will be carried out entirely within existing staff structures and budgets, one of the Actions involves reviewing the Management Capacity within the DM Service. It is also likely that resourcing more generally will need to be reviewed so that improvements can be delivered albeit these changes will need to assess against efficiency, effectiveness, as well as projected workload/income.

**8 ACTION**

8.1 That the Committee consider the attached Action Plan and recommends to Cabinet that the Development Management Service Action Plan be approved.

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**Appendices:**

**Appendix A: Development Management Action Plan**