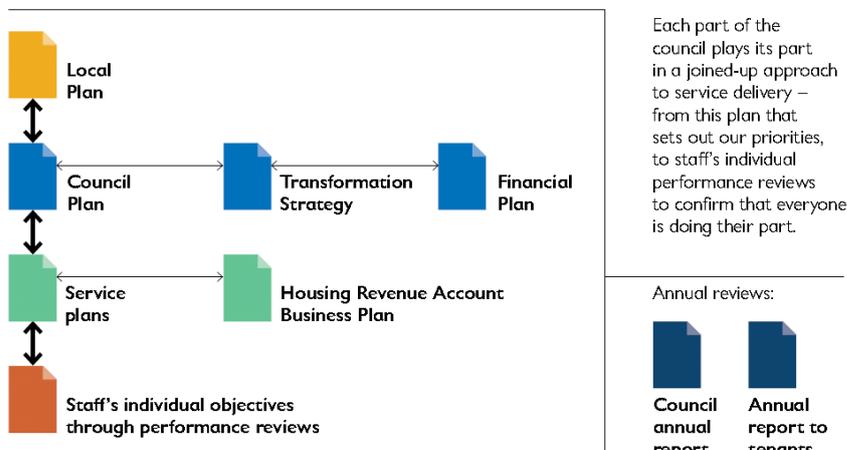


Service Planning 2020-21

Planning Service

Version 2.0

April 2020 – March 2021



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Portfolio holders: Cllr Susie Bond, Cllr Kevin Blakey

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Notes for Strategic Leads and Service Leads:

*Certain parts of this form will be pre-populated. This will include your turnover, full time equivalent/headcount and absence rates.

Shaded areas are for guidance.

When you have completed your Service Plan:

- ✓ Save to O:\Service Plans. Final versions will be placed on the intranet/internet
- ✓ Communicate it to your staff
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – Brief description of service and purpose(s)

What we do and who we deliver to

Planning is a means to deliver good growth, thriving communities and environmental care. Recognising that change is a constant that requires active intervention and stewardship.

Planning in East Devon has a broader role than just a narrow regulatory function. It delivers outcomes and can stimulate growth in a cared for environment. It helps to create the places where people want to live, work, invest and visit. It can shape places and stimulate markets. It can have significant positive impacts on the physical and mental health and wellbeing of the community.

The combined service purposes include:

- Say yes to good development
- Achieve a good mix of skills and jobs in East Devon
- Enable regeneration, economic success and new homes within the District
- Safe buildings safe people

The Service deals with planning applications and Building Regulations submissions, and is also charged with the Statutory responsibility for preparing the Council's Local Plan which contains the strategic policies as well as the more detailed development management policies for the future and local land charges. These all help to shape the scale and quality of development of the District over the years ahead.

The Service also works for and with our communities including to deliver Neighbourhood Plans and seeks to fully engage the community in planning decisions. Overall the service looks to deliver well-designed and safe buildings that together create successful places that help to promote strong and vibrant communities.

Our customers are our planning applicants, our resident and business communities, property owners and the breadth of partners, consultees and others interested in planning and development in East Devon.

The building control service enforces the Building Act ensuring that all buildings are constructed to appropriate standards in terms of energy useage, drainage,

	<p>ventilation, structural integrity etc. They deliver their services to the building industry and householders.</p> <p>The Local Land Charges team help customers access information about property in the district to inform land and property purchases.</p>
<p>How we deliver and ensure equal access</p>	<p>All services are delivered in-house. Equality Assessments have been undertaken for all team services.</p>
<p>How we compare</p>	<p>Development Management is one of the busiest teams processing planning applications in the south west with a total of 2369 applications received in the 12 months up to the end of October 2019 and a planning application fee income of around £1.2 million for the same period. This is nearly twice as many applications in total than any other Devon District Authority and the highest number of major applications for a non-unitary district authority in the south-west. We also have a good record at winning appeals against the decisions of the Council winning 72.2% of appeals last year compared with a national figure of around 66%.</p> <p>Our Planning On-line service for viewing applications is at the leading edge of on-line planning services enabling direct access via smart phones to planning application details direct from site notices posted on proposed development sites around the district. The site received around 976,000 hits over the last year – substantially more than any other council service and an increase of around 100,000 (11% increase on last year). We also have over 16,000 registered users.</p> <p>Our Local Plan is up-to-date having been adopted in 2016 and we are already working with our partners at Exeter, Teignbridge, Mid-Devon and Devon County on a Greater Exeter Strategic Plan which will supersede much of the strategic elements of the Local Plan. We also have a higher number of neighbourhood plans in production than any other non-unitary planning authority in England; this reflects our pro-active approach to neighbourhood planning.</p> <p>Our Building Control service is one of the best value in the region with our hourly rate below the average despite offering a first rate service. We are competitive with approved inspectors and recovered all of our costs</p>

	<p>in the last financial year and retained a surplus of over £100k accrued over the last 5 years which will be reinvested in the service. The team retains a 78.87% of market share based on numbers of applications. In the last year they have processed 1232 building regulations applications, 24 demolition notices, 29 pre application visits, 160 quotes, 61 enforcement cases and 41 dangerous structures.</p> <p>The land charges team is the authority for property searches for the District, enabling solicitors, via official searches and personal searches companies to access Planning, Highways, Building Control and Environmental Health details on properties for potential purchasers. Over the last year the team dealt with 971 Personal Searches, 757 Freedom of Information requests and 4,204 full local searches. This is an increase of over 1000 searches compared with the previous year yet the time taken has remained under 5 days per search.</p>
<p>Statutory elements of the service</p>	<p>Development Management – including planning applications and appeals, listed building and conservation area consents, advert control, Prior Notifications, Certificates of Lawfulness and enforcement.</p> <p>Delivery of the Local Plan for the District and Development Plan Documents, plus any Supplementary Planning Documents and other policy documents, guidance, monitoring reports, neighbourhood planning and contributing to wider service delivery.</p> <p>Building Regulations have statutory responsibility for enforcing the building regulations and building safety.</p> <p>Local Land Charges have a statutory obligation to hold the LLC register for the authority and to allow access to property records.</p>
<p>Current net budget (excludes Internal support charges and capital budget)</p>	

<p>Section 2 – Key achievements in 2019-20</p>		
	<p><i>Briefly describe key achievements and what outcomes were created. This will inform Annual Report at year end.</i></p>	<p><i>Strategic link to Council Plan priorities</i></p>

1	Successful relocation of the service to Blackdown House with elements of Building Control based at Exmouth Town Hall. This has led to more flexible and agile working practices and greater integration within the service and with other service areas.	Outstanding Council and Council Services
2	Progress has been made with the use of new technology to enable mobile working. This work has seen the Building Control team, Planning Householder and Planning Enforcement teams using i-pads and mobile working apps to enable remote access to plans and application details on site without the need of paper.	Outstanding Council and Council Services
3	Building Control have achieved accreditation under ISO9002 management standard for its processes in conjunction with LABC.	Outstanding Council and Council Services
4	Building Control have maintained their market share in the face of increasing competition from private sector approved inspectors.	Outstanding Council and Council Services
5	Building Control have made significant progress on a systems thinking review to ensure that processes and procedures remain appropriate with the increasingly dispersed and remote working practices and to make the best use of new technologies.	Outstanding Council and Council Services
6	New guidance on the provision of affordable housing has been prepared and consulted on as a proposed draft supplementary planning document. This will provide greater clarity over the Council's requirements and should achieve improved provision of affordable housing on new developments.	Outstanding Place and Environment Outstanding Homes and Communities
7	The Heritage Strategy for the district has been completed and adopted and now provides a clear approach for managing heritage assets in the district. Alongside progress has been made on developing a local list of locally important heritage assets and a pilot community project has been launched in East Budleigh to progress this work.	Outstanding Place and Environment Outstanding Homes and Communities
8	The Community Infrastructure Levy (CIL) charging schedule has been revised, consulted on and submitted for examination. It is hoped that this will help to address the infrastructure funding gap while ensuring that developments remain viable.	Outstanding Place and Environment Outstanding Homes and Communities Outstanding Economic Growth, Productivity and Prosperity
9	4 neighbourhood plans have been made and a further 6 have made significant progress towards being made. As a result over 50% of the population of East Devon now live in an area covered by a neighbourhood plan and we have the most neighbourhood plan activity of any district council in the country.	Outstanding Place and Environment Outstanding Homes and Communities
10	The Area of Special Control for Advertisements which covers much of the district has been reviewed and submitted for adoption. This work will ensure that businesses and other groups have the ability to	Outstanding Place and Environment

	display advertisements in the towns but that the rural parts of the district are suitably controlled to avoid unnecessary signage.	
11	A systems thinking review of the Planning Policy Team has enabled common processes to be refined and documented to ensure that they are fit for purpose.	Outstanding Council and Council Services
12	The Cranbrook Plan Development Plan Document has been consulted on and is being examined. The plan provides a template for the future development of the town and seeks to ensure a high quality of development that will be delivered alongside the necessary infrastructure.	Outstanding Place and Environment Outstanding Homes and Communities Outstanding Economic Growth, Productivity and Prosperity
13	Officers have hosted a series of events to engage with neighbourhood planning groups, advise them on key issues that will affect their work and to support them with plan production.	Outstanding Homes and Communities Outstanding Economic Growth, Productivity and Prosperity
14	The work of the Development Management Team has ensured that a number of major housing and employment developments in the district continue to deliver the planned growth in the enterprise zone and growth point area to meet the aspirations of the Local Plan.	Outstanding Place and Environment Outstanding Homes and Communities Outstanding Economic Growth, Productivity and Prosperity
15	Officers continue to liaise with colleagues and Members at partner authorities to progress the Greater Exeter Strategic Plan with a new timetable and scope for the plan having now been agreed and a clear pathway forward for the plan now in place.	Outstanding Council and Council Services Outstanding Place and Environment Outstanding Homes and Communities Outstanding Economic Growth, Productivity and Prosperity
16	Two apprentices have successfully been introduced into the Development Management Team and have taken on the validation of new planning applications relieving pressure on the planning officers.	Outstanding Council and Council Services

17	A systems thinking review of the Section 106/CIL work streams has achieved clearer and more efficient processes and reduced waste in this area of work.	Outstanding Council and Council Services Outstanding Homes and Communities
18	The development management team have maintained a high quality of decision making with 72.2% of appeals having been won compared with 64.3% in the previous year.	Outstanding Place and Environment Outstanding Economic Growth, Productivity and Prosperity
19	Over 1 million planning documents have been transferred into a new document management system to enable improvements to the web-site and the quality of documents as well as to enable mobile working.	Outstanding Council and Council Services
20	Over 30,000 records held on our GIS system have been replotted and tidied up to ensure that the information is clean and reliable.	Outstanding Council and Council Services
21	Over 40,000 planning and building control files have been scanned and recycled thereby reducing storage space and associated costs as well as further enabling mobile working.	Outstanding Council and Council Services
22	Planning permissions have been granted to enable the delivery of the Exmouth seafront flood defence scheme as well as the delivery of the water sports centre and regeneration area on the seafront.	Outstanding Place and Environment Outstanding Economic Growth, Productivity and Prosperity
23	The Building Control team have made their biggest ever fee surplus which can now be re-invested in the service to further improve service delivery.	Outstanding Council and Council Services
24	To progress the transfer plan for transferring property searches to the land registry including tidying up the data and transferring to the electronic systems.	Outstanding Council and Council Services
25	A masterplan for the Axminster Urban Extension has been produced following consultation and community engagement and has been endorsed by Members to guide the delivery of this local plan allocation.	Outstanding Place and Environment Outstanding Economic Growth, Productivity and Prosperity Outstanding Homes and Communities
26	Completed the transfer of Section 106 data onto the new Exacom system enabling better access to this information in a clear and format with better reporting tools.	Outstanding Council and Council Services

27	We have helped our communities spend over £268,000 of Section 106 monies on community led infrastructure projects.	<p>Outstanding Council and Council Services</p> <p>Outstanding Place and Environment</p> <p>Outstanding Homes and Communities</p> <p>Outstanding Economic Growth, Productivity and Prosperity</p>
28	We have collected over £1.3million in CIL receipts in the year towards infrastructure projects in the district.	<p>Outstanding Council and Council Services</p> <p>Outstanding Place and Environment</p> <p>Outstanding Homes and Communities</p> <p>Outstanding Economic Growth, Productivity and Prosperity</p>
29	Development management continue to process major and other planning applications quicker than required by government targets. This includes reducing the time periods for household extensions such that around half are dealt with within 5 weeks when compared with a government target of 8 weeks.	<p>Outstanding Council and Council Services</p>
30	A number of major planning applications for housing within the growth point area have successfully been progressed including the next phases of Cranbrook, reserved matters at Mosshayne and the land swap at Science Park. These developments and others are enabling the continued build out of the growth envisaged in the local plan in this part of the district supporting our housing land supply.	<p>Outstanding Council and Council Services</p> <p>Outstanding Homes and Communities</p>
31	Almost 600 planning enforcement cases have been investigated over the year with the majority of these having been successfully closed within the year.	<p>Outstanding Council and Council Services</p> <p>Outstanding Place and Environment</p>

32	Over 2000 local land charges documents have been scanned and recycled reducing storage space and associated costs as well as facilitating mobile working.	Outstanding Council and Council Services
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Section 3 – Looking forward : what we will do in 2020-21 (service objectives)				
Key Service Objectives (<i>please include consultation or procurement activity required</i>) <i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>	Financial/ corporate resource	Lead Officers	Start date	End date
1) Outstanding place and environment				
Work with the corporate strategies on delivering low carbon future to ensure that the service acts to reduce its carbon footprint.	All teams	Service Lead	On-going	On-going
Encourage developers to incorporate fabric measures and energy generation systems to make new buildings as efficient as possible and minimise their carbon footprint.	Development Management	Service Lead	On-going	On-going
To progress the production of a District Design Guide to improve the quality of new buildings and places to enable the development of places that work for their users and encourage good health and wellbeing outcomes.	Planning Policy Team	Planning Policy Manager	On-going	Autumn 2020
To deliver all necessary habitats and flood mitigation	Development Management	Development Manager	On-going	On-going

measures to mitigate the impacts of developments.				
To provide a responsive and pro-active dangerous structures service to ensure that action is taken against any dangerous structures in a timely manner.	Building Control	Building Control Manager	On-going	On-going
To continue to enforce against unauthorised and harmful developments quickly and effectively.	Development Management	Development Manager	On-going	On-going
To develop an Axe Nutrient Management Plan to assess the impact of new housing developments within the catchment of the River Axe on Nitrate levels in the river and propose appropriate mitigation.	Planning policy	Planning policy Manager	On-going	April 2020
To complete a review of the playing pitch strategy to ensure that it remains up to date and can be relied upon to inform decision making on investment in sports facilities in the district.	Planning policy	Planning Policy manager	On-going	Feb 2020
To work with the Countryside Team to ensure that trees in the district are appropriately protected and where appropriate action is taken against those undertaking unauthorised and harmful works to protected trees.	Development Management	Development Manager	On-going	On-going
2) Outstanding homes and communities				

Adopt the Cranbrook Plan DPD and determine planning applications for the expansion areas in accordance with the DPD.	Cranbrook Team	Cranbrook Team Leader	On-going	On-going
Revise the Axminster Urban Extension masterplan to consider what elements can be delivered in the absence of HIF funding.	Service Lead/Development Management/Planning Policy	Service Lead	On-going	On-going
To adopt the affordable housing supplementary planning guidance to guide future delivery of affordable homes in the district.	Planning Policy	Planning Policy Team Leader	On-going	Spring 2020
Ensure that all new homes inspected by our building control service are built to appropriate standards ensuring that high quality homes are provided.	Building Control	Building Control Manager	On-going	On-going
To develop a housing delivery action plan to identify actions to address our declining housing land supply position.	Service Lead/Planning Policy	Service Lead/Planning Policy Manager	On-going	April 2020
Ensure that new developments are required to deliver appropriate levels of open space and promote walking and cycling to deliver better health and wellbeing outcomes.	Development Management	Development Manager	On-going	On-going
Investigate the potential for the wider use of development orders to reduce red tape and pro-actively promote the development of sites.	Planning Policy/Development Management	Planning Policy Manager	Spring 2020	On-going

Enable the delivery of affordable housing, gypsy and traveller pitches, homes for life, self build plots etc to enable our diverse range of housing needs to be met.	Planning Policy/Development Management	Planning Policy Manager/Development Manager	On-going	On-going
To engage fully with communities on planning applications and policies through neighbourhood planning including through the use of social media and a proactive communications strategy.	Planning Policy/Development Management	Planning Policy Manager/Development Manager	On-going	On-going
To engage with small and medium size builders to understand how we diversify the organisations delivering new homes in the district and in so doing increase delivery rates and deliver a better range and quality of housing that better meets the needs of the district.	Planning Policy	Planning Policy Manager	Spring 2020	End 2020
Continue to engage and support communities in Neighbourhood Planning activities.	Planning Policy	Planning Policy Manager	On-going	On-going
Continue to work with our communities to deliver high quality new and improved play areas, open spaces and sports pitches funded from development proposals.	Development Management	Development Manager	On-going	On-going
3) Outstanding economic growth, productivity and prosperity				

Work with the land owners to develop a masterplan for the Hayne Lane, Honiton employment land allocation in the Local Plan and a plan for its delivery.	Service Lead	Service Lead/Development Delivery Project Manager	On-going	On-going
Continue to support the delivery of regeneration projects within the market towns and major growth in the enterprise zone.	Development Management	Development Manager	On-going	On-going
Apply planning policy to encourage new high skilled and well paid employment across the district that improves our key sectors and provides a diverse and strong local economy.	Development Management	Development Manager	On-going	On-going
To work with the Cranbrook consortium of developers to promote and enable the development of Cranbrook Town Centre in a way that secures a sustainable economy within the town and meets the communities needs.	Cranbrook Team	Cranbrook Team Leader	On-going	On-going
4) Outstanding council and council services				
Introduce the new i-dox document management system, enterprise and associated mobile working apps to enable increasingly paper light, mobile and agile working practices across the service.	Development Management/Building Control	Economy Practice Manager	On-going	Early 2020
Increase the market share of the Building Control service	Building Control	Building Control Manager	On-going	On-going

with particular emphasis on improving our market share on new housing developments to improve the quality of new homes in the district.				
Introduce the use of bio-degradable site notices to reduce the Council's use of single use plastics and litter generated by posting laminated notices.	Development Management	Economy Practice Manager	Spring 2020	On-going
Undertake systems thinking reviews in order to ensure that processes are joined up with those of other teams and services and seek to reduce the Council's carbon footprint.	All teams	All Managers	On-going	On-going
Roll out the public facing element of the Exacom S106 and CIL system to enable public access to the data held on the system.	Development Management	Development Manager	On-going	Spring 2020
Roll out the mobile working app across the service to ensure that all remote workers have access to the app for health and safety purposes.	All teams	All managers	On-going	Spring 2020
Continue to work in partnership with our neighbouring authorities within the Greater Exeter area on a strategic plan for the area.	Service Lead/Planning Policy	Service Lead/Planning Policy Manager	On-going	On-going
To undertake preparatory work to support the future production of a Local Plan Review through the production of evidence documents, topic	Planning Policy	Planning Policy Manager	On-going	On-going

discussion papers and project management work.				
To establish a gypsy and traveller forum to better engage with the travelling community on key issues affecting them.	Planning Policy	Planning Policy Manager	On-going	Spring 2020
To continue to work to increase the Council's market share in building control plan checking and inspections.	Building Control	Building Control Manager	On-going	On-going
To adopt a revised CIL charging schedule that maximises the contributions that can viably be achieved from developments towards the delivery of infrastructure.	Planning Policy	Planning Policy Manager	On-going	Spring 2020
To work across the service to identify any further cost savings or areas where additional income could be generated to help address the Council budget shortfalls.	All teams	All managers	On-going	On-going
To develop an online search request tool to enable customers to request LLC searches online and pay using BACS or card. This will help move away from dependency on cheque payments and the postal requests decreasing the overall time it takes for customers to request LLC searches as well as enabling a fully remote service where all aspects of the job can be carried out by working from home.	Local Land Charges	Economy Practice Manager	Early 2020	End 2020

To implement the Personal Search portal held at reception to allow Personal Searchers access to property information without making an appointment at the Council and without officer time being spent on preparing the information ahead of visits.	Local Land Charges	Economy Practice Manager	April 2020	June 2020
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**Section 3 a – Looking forward: any Service challenges or pressures for the next three years?
(Revenue/Capital)**

1. Lack of staff capacity and problems of recruiting mean that there are significant risks that the quality of service and our ability to meet our customer’s needs are at risk whenever a member of staff leaves or is absent for long periods.
2. Striking an acceptable balance between the flexibility of mobile working and the freedom to work from home, Exmouth Town Hall and other locations and retaining team working principles and covering customer needs.
3. Delivering affordable housing is increasingly difficult as developments struggle to be viable and affordable housing is the area where legislation leaves most potential for negotiation. The definition of affordable housing in the new NPPF also makes it increasingly difficult to deliver affordable housing that actually meets the requirements of those in greatest need as the emphasis is on discounted housing to rent and buy rather than socially rented units.
4. Changes to the Building Regulations as a result of the Hackett Review could lead to significant changes in legislation and best practice as well as generating significant training requirements for the surveyors which will be an additional time and cost pressure on the team.
5. The resistance of developers to deliver high quality and low carbon developments is a threat to our aspirations to deliver outstanding places and communities which is in conflict with developer’s aims to maximise profits.
6. Income from Community Infrastructure Levy will not be sufficient to deliver the required infrastructure to support planned development in the district and there are currently very limited alternative funding sources available.
7. Maintaining a 5 year housing land supply will become increasingly difficult unless stalled sites can be unlocked and delivery rates on sites increased. The supply position is also vulnerable to wider economic changes that could arise from national political and economic change.

8. The number of Neighbourhood Plans under production puts additional pressure on the planning policy team to support these groups and associated examinations and referendum.
9. Increased performance monitoring by central government is affecting how the Development management team prioritise their work and limiting the extent to which we can work with developers to address concerns regardless of the impact on decision timescales.
10. Risk of approved inspectors offering a building control service increasing their market share to our detriment as the market becomes increasingly competitive and it becomes harder to maintain our existing market share. This in itself is likely to impact on the quality of build in the district.
11. The Land Registry are taking over the responsibility for holding the LLC register which could impact on the revenue coming into the LLC service. Some financial loss will be covered under the new burdens calculation that is yet to be fully agreed with consultees as responsibility to update the Land Registry LLC register will still fall to the Local Authority. Pressure on the LLC service will be high when the Land Registry start this process as a lot of officer time will be needed to make the project is a success and minimise the risk to the Council in the future.

Section 3 b– Looking forward: options for doing things differently – this section is vital due to the funding gap we face over the next few years.

Please outline any opportunities to do things differently using the following key strategic themes:

Commercialisation

Fit for purpose

Careful choices

1. Continue with systems thinking reviews to ensure that the service is operating in the most efficient manner to meet the needs of its customers and acts as a positive and forward looking service that celebrates success and positive outcomes.
2. Mobile working will become more prevalent as the new DMS system is introduced along with the further roll-out of mobile devices and the mobile working apps. This work can deliver a better experience for customers and present time savings for staff.
3. Reduce the use of paper and move to a paper light approach through increased use of technology to enable site visits and on-screen working to avoid having to print plans and documents.

4. Work with neighbouring authorities and other parties to jointly commission studies and work to support policy making and development in the sub-region.

5. Look at ways of diversifying the work of the building control team to include additional fee earning areas of work such as SAPS tests etc.

Section 3 c – Looking forward: Changes to measures and performance indicators - what we will measure, how often and for whom

Measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Link to Corporate Priorities (listed on page 3 1,2,3 or 4)	Responsible Officer for production of management information	Retain this measure (yes/no) or new
<p>Development Management measures:</p> <p>(i) No. of major, minor and other applications determined in specified timetables</p> <p>(ii) No. of appeals allowed</p> <p>(iii) E2E times for 5 DM workstreams</p> <p>(iv) Customer satisfaction in DM and BC</p> <p>(vii) Budget Performance</p> <p>(viii) Monthly snapshots</p> <p>Delivery of stalled sites and Housing target achievement</p> <p>New employment space created</p> <p>Time taken to respond to requests for spend of \$106 monies.</p>	Fortnightly and Quarterly	Cabinet	Outstanding place and environment, Outstanding homes and communities, Outstanding economic growth, productivity and prosperity, Outstanding council and council services	Development Manager	Yes

<p>Building Control</p> <p>(i) No. Applications determined in specified timetables (plans checked)</p> <p>(ii) End to end times for work streams – Full Plans Decision made</p> <p>(iii) Budget Performance – Budget Monitoring</p>	<p>Monthly and Quarterly</p>	<p>Cabinet</p>	<p>Outstanding place and environment, Outstanding homes and communities, Outstanding economic growth, productivity and prosperity, Outstanding council and council services</p>	<p>Building Control Manager</p>	<p>Yes</p>
<p>Planning Policy:</p> <p>(i) Annual Housing, Employment Land and other Monitoring Reports.</p>	<p>Annual</p>	<p>Strategic Planning Committee</p>	<p>Outstanding homes and communities, Outstanding economic growth, productivity and prosperity, Outstanding council and council services</p>	<p>Planning Policy Manager</p>	<p>Yes</p>

<p>Section 4 – Resources and workforce planning</p>	
<p>Full time equivalents/Headcount as at 01/04/2019</p>	<p>FTE = 64.02</p> <p>Headcount = 69</p>
<p>Turnover (April 2018 to March 2019)</p>	<p>Voluntary Turnover = 1.4%</p> <p>Voluntary & Non Voluntary Turnover = 1.4%</p>
<p>Absence (April 2018 to March 2019)</p>	<p>Days lost per person: 5.4days</p>

Section 5 – Training and development			
Team based skills/development required – please identify training required that is not currently available	Who for	Expected outcome	When
1. New I-Dox DMS and mobile working apps	All Development Management and Building Control	Increased mobile working	Early 2020
2. On-going continuous professional development	All Planners and surveyors	Officers kept up to date in terms of their skills and knowledge and therefore sound decision making	On-going

Section 6 – Risks			
New/emerging risks description – See attached Risk Register for current service risks	Impact [minor, significant, serious, major]	Likely-hood [remote, unlikely, likely, very likely]	How managed/controlled What action will you take to reduce/minimise risk
1. Lack of funding to enable the delivery of required infrastructure through lack of sufficient income from the Community Infrastructure Levy and that this holds up the delivery of development.	Serious	Very Likely	Funding from other sources will need to be found to supplement income from CIL to enable the delivery of infrastructure required to support development. A review of the CIL charging schedule has been submitted for examination and if found sound would ensure that income from CIL is maximised.
2. Insufficient SANG's land is delivered to adequately mitigate the impacts of development within 10km of the Exe Estuary and Pebblebed Heaths such that	Serious	Unlikely	Through joint working with Exeter and Teignbridge projects are coming forward for the delivery of SANG's. There are however limitations arising from the limited funds available when

development could no longer be permitted within this zone.			compared with the land values sought by land owners for land for SANG's
3. Failure to maintain a 5 year housing land supply.	Significant	Unlikely	The 5 year housing land supply position is in decline with some sites delayed and others at risk. An action plan is to be produced to understand what further actions can be taken to unlock stalled sites and increase supply.
4. Delays to the production of GESP lead to the Council not having an up to date development plan.	Minor	Likely	Agreed timetable for production of GESP means there is a clear route for progressing the plan, however adoption of the plan will be after the current local plan is 5 years old.

Section 7 – System thinking		
Which services have been reviewed	Development Management, Building Control, Planning Policy, Land Charges	
Future systems to be reviewed	Service	Date of review
	<ul style="list-style-type: none"> Complete Building Control refresh. Joining up of reviews with other teams/service areas. Incorporation of carbon reduction measures 	Underway Spring/summer 2020 Spring/summer 2020

Section 8 - Equalities and safeguarding		
New / emerging equalities risks	Impact Level [High, Medium, Low]	How managed/controlled
1. Ensuring that the gypsy and traveller forum is established and operated to appropriately address equalities and other issues.	High	Appropriate membership of the group and terms of reference.

Section 9 – Climate change

There will be a corporate action plan around climate change but please note here any particular climate change initiatives which will be implemented within your service.

1. Investigate the use of electric pool cars to reduce carbon arising from planners and surveyors undertaking site visits using their own vehicles.
2. Replace current laminated paper site notices with bio-degradable paper to reduce single use plastics.
3. Maximise the use of remote and mobile working opportunities through the introduction of mobile working apps and mobile devices to reduce travelling and printing.
4. Increase the number of planning and building control applications submitted on-line to further reduce the use of paper.
5. Move to a more digital approach to working saving paper and printing resources.