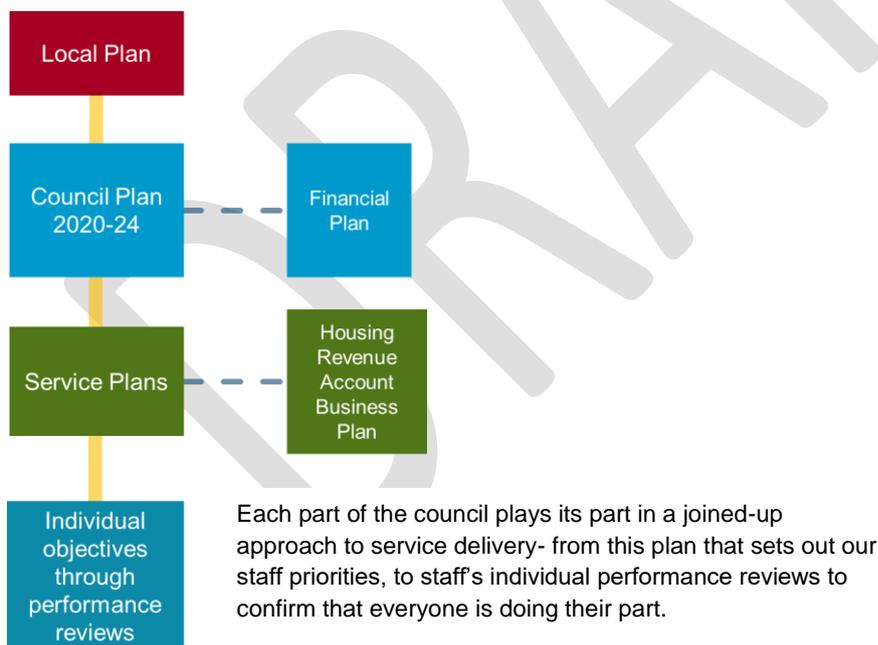


Service Planning 2021-22

Planning Service

Version 2.0

April 2021 – March 2022



Service Lead: Ed Freeman

Portfolio holders: Cllr Dan Ledger – Strategic Planning

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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 health and safety, structural

	<p>stability, fire safety, energy useage, drainage, ventilation, etc. They deliver their services to the building industry and householders.</p> <p>The Local Land Charges team help customer’s 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 2337 applications received in the 12 months up to the end of October 2020 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 1,031,624 hits over the last year – substantially more than any other council service and an increase of around 55,600 (9.4% increase on last year). We also have over 18,000 registered users up 2000 on the previous year.</p> <p>Our Local Plan is now 5 years old and a review has determined that it is not fully aligned with the NPPF, however plans are being made for a new Local Plan. We have been working with our partners at Exeter, Teignbridge, Mid-Devon and Devon County on a strategic plan for the Greater Exeter area and now envisage a non-statutory plan to be developed alongside the new Local Plan. We also have a higher number of neighbourhood plans made or 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 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 76.71% of market share based on numbers of applications. In the last year they have processed 1123 building regulations applications, 17 demolition notices, 21 pre application visits, 255 quotes, 50 enforcement cases and 45 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 1092 Personal Searches, 1187 Freedom of Information requests and 4,314 full local searches. Covid-19 has had a significant impact on the workload of the team with search requests down to only 20% of normal during the first 4 months of 2020. The stamp duty holiday led to massive increase in numbers to double the usual numbers impacting on capacity and time scales for a response. Despite this we have still managed to turn around searches in 14 days which is still better than average compared to the other authorities in Devon.</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. They also administer the collection of the Community Infrastructure Levy and Section 106 planning obligations and the spend of receipts to deliver new infrastructure to support growth in the district.</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>
Current net budget (excludes Internal support charges and capital budget)	

Section 2 – Key achievements in 2020-21		
	<i>Briefly describe key achievements and what outcomes were created. This will inform Annual Report at year end.</i>	<i>Strategic link to Council Plan priorities</i>
1	The successful introduction of a new document management system has enabled greater paper less working, improved remote working capability, a more robust planning online service and better integration of our back office systems with the planning portal. This has led to significant efficiency savings and improved customer service.	Outstanding Council and Council Services
2	Building Control have introduced a new fee structure that ensures that the fees more accurately reflect the costs incurred by the service ensuring that the service operates on a cost recovery basis as much as possible.	Outstanding Council and Council Services
3	A new Community Infrastructure Levy charging schedule has been found sound at examination and has been successfully implemented ensuring that the charges reflect what is viable for the developer while maximising the funding for infrastructure.	Outstanding Council and Council Services
4	A new supplementary planning guidance on affordable housing has been consulted on and adopted to help to guide the delivery of affordable housing in the district.	Outstanding Council and Council Services Outstanding Homes and Communities
5	A review of the adopted Local Plan has been undertaken and identified key areas for focus on producing a new Local Plan with a timetable and project plan for production of a new Local Plan in place.	Outstanding Place and Environment Outstanding Homes and Communities Outstanding Economic Growth, Productivity and Prosperity
6	Maintained a 5 year housing land supply position and met the requirements of the Housing Delivery Test with 1065 new homes	Outstanding Council and Council Services

	built in the district in the year to end March 2020. This is the highest number of new homes delivered in a single year since records began.	Outstanding Homes and Communities
7	The Cranbrook Plan has been examined and progressed towards adoption to provide a clear policy framework for the future development of the town.	Outstanding Place and Environment Outstanding Homes and Communities Outstanding Economic Growth, Productivity and Prosperity
8	The Building Control systems thinking review has led to better guidance and information for customers and customer access to surveyors site notes to ensure a more transparent and open service for customers.	Outstanding Council and Council Services
9	Maintained a high level of customer service despite unprecedented personal and operational pressures as a result of the Covid-19 pandemic.	Outstanding Council and Council Services
10	Local Land Charges have managed to respond to search requests within 14 days despite demand reaching new highs as a result of the governments stamp duty holiday.	Outstanding Council and Council Services
11	The Development Management Team have fought 77 appeals against decisions made by the Council winning 75% of them. A record that is well above the national average of around 66%.	Outstanding Council and Council Services Outstanding Place and Environment Outstanding Homes and Communities Outstanding Economic Growth, Productivity and Prosperity
12	Almost 600 planning enforcement cases have been investigated over the year with the majority of these having been successfully closed within the year.	Outstanding Place and Environment Outstanding Council and Council Services Outstanding Homes and Communities

13	We have collected over £3.2million in CIL receipts in the year towards infrastructure projects in the district with over £500k being distributed to communities within the district as their neighbourhood proportion.	<p>Outstanding Place and Environment</p> <p>Outstanding Council and Council Services</p> <p>Outstanding Homes and Communities</p> <p>Outstanding Economic Growth, Productivity and Prosperity</p>
14	We have collected over £850k in S106 receipts and worked with our communities to spend over £550k on sports and play areas in the district.	<p>Outstanding Place and Environment</p> <p>Outstanding Council and Council Services</p> <p>Outstanding Homes and Communities</p>
15	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.	<p>Outstanding Place and Environment</p> <p>Outstanding Council and Council Services</p> <p>Outstanding Homes and Communities</p> <p>Outstanding Economic Growth, Productivity and Prosperity</p>
16	Significant progress has been made on implementing the adopted Heritage Strategy with a successful pilot project in East Budleigh yielding a review of the Conservation Area Management Documents and a number of assets identified as local heritage assets. The vast majority of other short term actions on the Heritage Strategy Action Plan have also been achieved as well as some of the medium term actions.	<p>Outstanding Place and Environment</p> <p>Outstanding Council and Council Services</p> <p>Outstanding Homes and Communities</p>

17	We have continued to support neighbourhood planning groups in the district with production of neighbourhood plans with Otterton and Newton Poppleford and Harpford awaiting a referendum and Farringdon submitted for examination.	<p>Outstanding Place and Environment</p> <p>Outstanding Council and Council Services</p> <p>Outstanding Homes and Communities</p> <p>Outstanding Economic Growth, Productivity and Prosperity</p>
18	An issues and options consultation has been launched seeking views on the priorities for the new Local Plan.	<p>Outstanding Place and Environment</p> <p>Outstanding Council and Council Services</p> <p>Outstanding Homes and Communities</p> <p>Outstanding Economic Growth, Productivity and Prosperity</p>
19	Key evidence documents to support production of the new Local Plan have been produced included the River Axe Nutrient Management Plan and an East Devon Housing Needs Study.	<p>Outstanding Place and Environment</p> <p>Outstanding Council and Council Services</p> <p>Outstanding Homes and Communities</p>
20	We have established a gypsy and traveller forum and held a first meeting of the group which seeks to improve communication with these groups and enable their greater participation in planning in the district as we seek to meet their housing needs.	<p>Outstanding Council and Council Services</p> <p>Outstanding Homes and Communities</p>
21	We have implemented an online search request tool to enable customers to request LLC searches online and pay using BACS or card. Thereby improving the customer experience and enabling the fully remote working of staff.	<p>Outstanding Council and Council Services</p>

22	We have successfully defended the Council's decision on an application for a hotel in the countryside adjacent to Hillbarton Business Park which was initially overturned on appeal. The appeal decision was not considered to be legally sound and so was successfully challenged in the courts. The decision was remitted back to the Planning Inspectorate who ultimately agreed the Council's original decision to refuse permission.	Outstanding Place and Environment Outstanding Council and Council Services
23	The planning online webpages have been upgraded to make downloading and viewing plans quicker and easier for customers and to include a better and more user friendly measuring tool.	Outstanding Council and Council Services
24	The Local Land Charges team have worked hard over the last year to review and reorganise much of the data that they hold to ensure greater levels of accuracy and a more efficient process.	Outstanding Council and Council Services

Section 3 – Looking forward : what we will do in 2021-22 (service objectives)				
Key Service Objectives (please include consultation or procurement activity required) <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) A greener East Devon (to include any climate change objectives)				
Work with the corporate strategies on delivering a low carbon future to ensure that the service acts to reduce its carbon footprint.	All teams	Service Lead	On-going	On-going
Develop planning policies through the new Local Plan to deliver zero carbon development, net biodiversity gain and appropriate protection of important habitats and landscapes.	Planning Policy Team	Planning Policy Manager	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	Development Manager	On-going	On-going
To deliver all necessary habitats and flood mitigation measures to mitigate the impacts of developments.	Development Management	Development Manager	On-going	On-going
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 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
Enable further discussion and debate of proposals for a new national park through a special meeting of Strategic Planning Committee.	Service Lead	Service Lead	On-going	On-going
2) Better homes and Communities for all				
Adopt the Cranbrook Plan DPD and determine planning applications for the expansion	Cranbrook Team	Cranbrook Team Leader	On-going	Spring 2021

areas in accordance with the DPD.				
Develop planning policies for the new Local Plan that require better quality homes in the district including good design, minimum space standards and greater building efficiency measures.	Planning Policy Team	Planning Policy Manager	On-going	On-going
Revise the Axminster Urban Extension masterplan to consider what elements can be delivered in the absence of external funding.	Service Lead/Development Management/Planning Policy	Service Lead	On-going	On-going
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
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	On-going	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 2021	End 2021
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
Develop planning policies through the new Local Plan and associated guidance to support community led housing initiatives, self and custom build and other housing models that would bring forward a wider range of housing through different delivery models that would better meet the needs of communities in the district	Planning Policy	Planning Policy Manager	Spring 2021	End 2021

3) A resilient economy				
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	Early 21	End 21
Develop planning policies that encourage economic growth and the delivery of jobs alongside new homes.	Planning Policy Team	Planning Policy 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
To work with the Enterprise Zone team to introduce Local Development Orders (LDO's) to reduce red tape for applicants seeking consent on key sites within the Enterprise Zone.	Development Management	Assistant 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 including bringing forward a Cranbrook	Cranbrook Team	Cranbrook Team Leader	On-going	Early Autumn 21

Town Centre SPD which sets out the Council's vision for the town centre.				
4) Services that matter to all of us				
Increase the market share of the Building Control service with particular emphasis on improving our market share on new housing developments to improve the quality of new homes in the district.	Building Control	Building Control Manager	On-going	On-going
Complete implementation of Microsoft Enterprise to manage tasks within the development management team and enable paperless working.	Development Management	Development Manager/Economy Practice Manager	On-going	Summer 21
To introduce paperless working to planning enforcement through greater use of the document management system, enterprise and mobile devices.	Development Management	Development Manager/Economy Practice Manager	Spring 21	Autumn 21
Continue to work in partnership with our neighbouring authorities within the Greater Exeter area on a non-statutory strategic plan for the area.	Service Lead/Planning Policy	Service Lead/Planning Policy Manager	On-going	On-going
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 work across the service to identify any further cost savings or areas where additional income could be generated to	All teams	All managers	On-going	On-going

help address the Council budget shortfalls.				
Consider how best to provide access to planning documents at a local level including access at town council offices.	Development Management	Development Manager/Economy Practice Manager	Summer 21	Autumn 21
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	On-going	Spring 21
To progress the playing pitch strategy in partnership with sports governing bodies and local clubs to support future funding bids for pitch provision and enhancements.	Planning Policy Team	Planning Policy Manager	On-going	Summer 2021

**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. Supporting staff through the impacts of the Covid-19 pandemic to minimise the risk of infection at work, support them with any additional demands on their time or changes in working practices and helping them to maintain a healthy work/life balance.
3. Ensure that we retain team working principles and meet customer needs while working remotely under Covid 19 restrictions.
4. Ensuring that delivery of the new Local Plan is not held up and progresses as quickly as possible despite Covid 19 restrictions.

<p>5. Potential changes to the planning system as a result of the white paper could lead to significant changes which would need resourcing in order to implement and could stall progress on a new local plan if the legislation changes part way through production.</p>
<p>6. 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.</p>
<p>7. 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.</p>
<p>8. 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.</p>
<p>9. 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.</p>
<p>10. Maintaining a 5 year housing land supply will become increasingly difficult unless stalled sites can be unlocked and delivery rates on sites increased. The Covid 19 pandemic continues to slow down delivery on site and the likely economic consequences will potentially impact significantly on delivery rates moving forward.</p>
<p>11. The number of Neighbourhood Plans under production puts additional pressure on the planning policy team to support these groups and associated examinations and referendum. Prioritising work on a new local plan could place limitations on our capacity to support groups in the future.</p>
<p>12. 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.</p>
<p>13. Risk of approved inspectors 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.</p>
<p>14. 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.</p>

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.

1. An increased focus on remote and paperless working through a greater use of Microsoft Enterprise to plan workloads and monitor performance as well as the increased use of mobile devices to undertake site visits enabling paperless working and a greater level of flexibility over where and how work takes place.

2. Work with neighbouring authorities and other parties to increase areas where we can jointly commission studies and work to support policy making as well as considering ways in which we can better share expertise.

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</p> <p>(vii) Budget Performance</p> <p>(viii) Monthly snapshots</p> <p>Time taken to respond to requests for spend of S106 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>(iv) Customer satisfaction</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 01/04/2020</p>	<p>FTE = 63.90</p> <p>Headcount = 70</p>
<p>Turnover (April 2019 to March 2020)</p>	<p>Voluntary Turnover = 2.8%</p> <p>Voluntary & Non Voluntary Turnover = 2.8%</p>
<p>Absence (April 2019 to March 2020)</p>	<p>Days lost per person: 9.5 days</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. 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
2. Managing change and managing people through change	All Managers	Given the changing times it is hoped that a refresh on these issues will help managers to support staff through the uncertain times ahead.	Early 2021

Section 6 – Risks			
New/emerging risks description – See attached Risk Register for current service risks	Impact [minor, significant, serious, major]	Likelihood [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.
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 development could no longer be permitted within this zone.	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 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. The current pandemic and recession are further harming delivery rates on site. Progressing a new local plan and identifying more housing sites is the best way to mitigate this risk.
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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"> • Joining up of reviews with other teams/service areas. • Incorporation of carbon reduction measures • Conservation team refresh of systems thinking approach. 	Spring/summer 2021 Spring/summer 2021 Spring 2021

Section 8 - Equalities and safeguarding		
New / emerging equalities risks	Impact Level [High, Medium, Low]	How managed/controlled
1. Ensuring that consultations on the new Local Plan are open and inclusive.	High	Following the guidance in the statement of community involvement.
2. Ensuring the new policies developed through the new Local Plan take account of equalities issues.	High	Ensure appropriate equalities impact assessments are carried out.

3. Ensure that decision making across the service is open and inclusive and takes account of any equalities issues.	High	Ensure that any equalities impacts are appropriately assessed and considered.
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