

Summary of Planning Improvement Plan Actions

1	Review and update the project plan to complete the local plan. Ensure sufficient resources are allocated to deliver this. There is support available from PAS for this. Raise awareness of the Local Plan.		
	Planned Action	Outcome	Notes
1	Raise awareness of the importance of the Local Plan to Fylde Council by better communication with Senior Officers, Members and council staff (see 2 below).	Regular reports on local plan progress have been and continue to be provided to leadership board, management team and Development Management/Planning Committee. Key stages in the preparation of the plan are communicated via The Vine, departmental management team meetings, and “five points”.	Ongoing
2	Regular reporting of progress on the Local Plan to Management Team/Management Board and LPSG – continuously monitor, review and support	Regular reports on local plan progress have been and continue to be provided to leadership board, management team and Development Management/Planning Committee who have taken on the role of the former Local Plan Steering Group.	Ongoing
3	Allocate the necessary resources to complete and adopt the Local Plan as soon as possible	Funding was put in place to fund the detailed project plan at Cabinet on 24 November 2014 which provided for the recruitment of additional staff dedicated to progressing the local plan.	Complete, but review having regard to progress of emerging plan and future planning policy development.
4	Establish a clear priority to focus on the Local Plan and acknowledge that additional work streams, the changing government agenda and achieving member acceptance may delay its adoption	The local plan is part of the Council’s Corporate Plan and has been identified as a corporate priority. The work of the planning policy team has been focused towards completion of the local plan. This has resulted in some tasks being given a lower priority/not completed, but allowed the plan to achieve its latest key milestone (submission to Secretary of State for	

		examination, December 2016) in line with the project plan agreed by Cabinet in November 2014.	
5	Work with all Neighbouring Authorities, Lancashire County Council and statutory consultees on meeting the Duty to Cooperate at officer, corporate and member level	Regular duty to co-operate meetings have been established with neighbouring authorities, the County Council and key statutory consultees. Regularity of meetings has been tailored so that meetings with more prominent partners occur more frequently. A Memorandum of Understanding has been established between Blackpool, Wyre, Lancashire and Fylde with regular officer and member meetings. An education liaison group, including member representatives meets regularly. Consultation with other bodies, for example more distant local authorities within Lancashire, has taken the form of regular meetings or correspondence. All infrastructure providers have been fully engaged in the preparation of the Infrastructure Delivery Plan.	
6	Work with the PAS on reviewing the various stages of the plan and progressing it to examination.	The Planning Advisory Service (PAS) were engaged to develop a programme for the delivery of the local plan and to assist in addressing key topics, including the housing need for the borough. Support has been ongoing, with additional assistance and guidance provided by the Planning Inspectorate and DCLG.	
7	Develop good working relationships with statutory consultees e.g. United Utilities.	Individuals have been identified as first point of contact with all infrastructure providers who, in turn, have been fully engaged in the preparation of the Infrastructure Delivery Plan.	
8	Review evidence base continuously to ensure it is up to date at examination. A local housing requirement figure is needed to replace RSS. Out of date evidence can delay examination.	The evidence base has been kept under review and for example where changes in circumstances, government guidance or legislation have impacted upon the evidence base, updates to the evidence base have been commissioned. Examples include the Strategic Housing Market Assessment, Gypsy and Traveller	

		Accommodation Assessment, Playing Pitch Strategy and The Fylde Coast Retail Strategy.	
9	Stay up to date with emerging government agenda and current best practice in order to produce sound local plan.	Officers have kept abreast of developing legislation, guidance and best practice, including through subscribing to online resources that provide regular updates and attending relevant seminars and training events.	
2	Develop a set of councillor briefing sessions to explain the 5 year land supply issue, NPPF and other pertinent planning issues.		
1	Provide clarity on Community Infrastructure Levy'	Member training events were held on 15 April 2013 and 9 September 2013.	
2	To provide an understanding of the SHLAA methodology to assist in the review of SHLAA	A member training event was held on 24 April 2013 with a further briefing at the Local Plan Steering Group on 25 March 2014.	
3	To create a greater understanding on the roles and responsibilities of elected members in effective planning.	An initial training session was delivered by NWE in May 2013. The Member Development Steering Group recommended on 11 October 2013 that no further action was required.	
4	The concept and appreciation of Neighbourhood Planning	The role of neighbourhood plans was addressed in the induction training held on 28 & 29 May 2015.	
5	More joint training/information workshop events with planning team and DM Councillors	All training events are now open to attendance by officers and members.	
6	Involvement of the Member Development Steering group in the design and delivery for future years Agree the way forward on strategic issues and the Induction events.	Member training was procured and delivered by external trainers as part of the induction process following the 2015 election.	
7	Development of a regular structured training programme for members of the Development management committee and its substitutes	A member training schedule was developed in conjunction with the Member Development Steering Group.	
8	Lessons Learnt – Review of Appeal decisions	All appeal decisions, including a copy of the report that sets out the Inspector's reasoning for reaching a particular decision, are reported to Development Management/Planning Committee on monthly basis,	

		with an analysis of appeal decisions being presented to committee on an annual basis.	
9	Annual coach of borough- looking at areas of perceived good/ poor development	Tours of development sites have been undertaken and will continue on a regular basis. A further tour is being arranged for this spring/summer.	
10	An overview of the Council's Enforcement responsibilities	Enforcement matters formed part of the member induction training event held on 28 & 29 May 2015.	
11	Support and champion the training		
12	Environment Agency role	A member training event, delivered by representatives of United Utilities, Environment Agency, Lancashire County Council and Fylde Borough Council was held on 30 September 2013.	
13	Economic Development Strategy	A member training event was held on 29 April 2014.	
14	Town and Parish Council training	Training events for parish councillors were held on 28 March 2014 and 14 March 2016.	
3	Review the arrangements for Development Management committee and the Local Plan Steering Group. Whilst not exhaustive, this includes (i) numbers of councillors on the DM Committee and (ii) the overall membership on the Local Plan Steering group and its governance arrangements. Consideration should be given to creating a policy of mandatory training for members of both structures.		
1	Review size of Development Management Committee	The number of members sitting on the Development Management Committee was reduced from 18 to 12 as part of the corporate review of governance introduced in 2015.	
2	Review the role and governance arrangements of the Local Plan Steering Group	Responsibility for the overseeing of the production of the local plan was passed from the Local Plan Steering Group to the Development Management Committee as part of the corporate review of governance introduced in 2015.	
3	Review the policy of mandatory training for members of Development Management Committee and Local Plan Steering Group	The policy was reviewed by the member development steering group. It is not possible / legal to make training mandatory for elected members. However, it was agreed by the DM Committee Members that all	

		<p>members 'should' attend the training provided on planning policy and issues in order to fulfil their responsibilities on the Committee.</p> <p>Rather than stating that the training is mandatory, members signed up to the duty to attend the training provided as a requirement of being on the DM Committee.</p>	
4	Work with the chair and vice chair to encourage the Development Management Committee to think about how it streamlines debate (e.g not repeating each other and focusing only on relevant planning issues).		
1	Champion and support strong chairmanship and Committee management (mentor/coach)	All chairmen have been offered training in chairing skills and ongoing support to ensure effective chairing remains a corporate priority.	
2	Develop a clearer understanding amongst members to focus discussions on strategic issues rather than detail, to avoid repetition, including establishing necessary protocols	Training was provided as part of the 2015 induction process.	
3	Review the report formats and the presentation style	The format of reports has been reviewed and updated. The format and content of presentation of application reports to committee has been reviewed including the use of PowerPoint presentations to improve the quality of presentations. A reduced content presentation format is being phased in.	
5	Arrange facilitated approach to review processes with staff using an external facilitator to carry out systematic review of processes and implement new streamlined approach. Staff need to be involved and own this and managers need to make time for it (both for themselves and for the staff).		
1	Determine our understanding of the scope, range and impacts of all planning activities undertaken across the Council.	In association with the work Action 05 (2) there have been detailed discussions to assess the work areas, themes and outcomes that relate to the scope and range of all linked planning activities. This work	

		supports the scoping of the council's ambition and commitment to shape a better service, to understand and accept the corporate challenges and to respond to the barriers that will exist.	
2	Establish the functional linkages and relationships that exist within and beyond the Borough Council throughout the planning process.	A review of the planning application process has been carried out by the Council's internal Business Process Reengineering Group. Other key tasks delivered by the service have been added to the work plan of the group.	
3	Agree the priorities that will influence and prescribe the form and format of an excellent, customer focussed and proactive planning service.	Customer focus groups have been carried out with regular users of the planning service and feedback forms issued to less regular users of the service, with feedback considered and acted upon as appropriate.	
4	Assess the options for the form of our chosen planning service model.	Options for the delivery of the service have been reviewed and	
5	Design and deliver the optimal process for the delivery of our chosen service model.	As a result of the work of the BPR group the service has been tailored to produce an optimal service which meets the needs of the majority of customers.	
6	Review line management and supervision arrangements (including coverage of appraisals) and implement a structured approach to one-to-one supervision to provide appropriate monitoring, support and development.		
1	Assess the opportunities that exist to deliver a common approach to line management and supervision across the three service functions that make up the planning service.	Line management within the Development Management Policy Teams has been aligned. As part of the Corporate Refresh carried out in 2016, a review of line management responsibilities within the Regeneration Team is underway in accordance with the identified timetable.	Completion of review due April 2017.
2	Define roles, team working practices, skills and capacity to ensure that these linked issues genuinely connect with and contribute to the delivery of an effective and efficient planning service.	Roles of team members have been clearly identified and guidance notes produced to ensure clarity of responsibilities. Skills and specialities within the team have been identified in order to identify needs for further training and CPD opportunities.	

3	Map the developmental needs of staff within the planning service and define the personal and professional improvement opportunities available through supervision, coaching, mentoring and any other relevant opportunities.	Personal development needs of all staff are identified through annual personal appraisals. Regular team meetings ensure staff remain up to date in regard to changes in policy and legislation. Regular officer meetings have been introduced in order to provide opportunities for group learning and mentoring.	
4	Implement actions 1 and 2 above. Embed, within the service structure, specific and relevant efficiency standards, together with all aspects of performance management, reporting mechanisms and continuous improvement targets which will define an excellent service unit.	Actions 1 & 2 have been implemented, with monitoring of performance carried out on a quarterly basis. Latest quarter 03 monitoring shows that the time for determination of planning applications is above all three speed of determination targets and quality of determination is also above target. Submission of the local plan in December 2016 was also in line with the project plan agreed in November 2014.	
5	Implement action 3.	Embedded through personal development appraisal process.	
7	Develop mechanisms for starting to build two-way trust between the Council corporately and the Planning Service. Develop ways in which both can work together to jointly own and drive Planning Service improvements. Jointly agree service-specific performance management mechanisms.		
1	Address the 'perception' and state the reality clearly	A review of the perceptions held of the service by members was undertaken and measures to address any adverse perceptions has been undertaken as an integral part of this action plan. This included member training in order to manage expectations of what the planning service can and cannot deliver. The outputs of the service have been regularly published to demonstrate the improvements that have and continue to be made.	
2	Draft Planning Improvement Plan considered and adopted by Management Team	The PIP was considered and adopted by Management Team in January 2013.	
3	State and champion the 'planning vision' and reinforce (must be consistent with the current corporate vision)	The planning vision has been a central tenet of the local plan preparation and reinforced in the consideration of each stage of the plan preparation.	

4	Incorporate the 'planning vision' into the corporate vision for Fylde	Compared to the planning vision, the corporate vision for Fylde is concise. However the two visions are aligned with a common focus.	
5	More joint training/information events with planning team and DM Councillors	All training events are now open to attendance by officers and members.	
6	Set up regular meetings between senior planning officers and Management Team in order to agree the way forward on strategic issues.	Regular meetings of senior officers take place at which strategic issues may be discussed. Strategic planning matters are also aired at Strategic Management Team.	
7	More regular interaction/briefings between key members (including Leader/Portfolio Holders) and senior planning staff. <ul style="list-style-type: none"> • Senior Planning Officers attending Management Board. • Leader/Portfolio Holders attending Local Plan Steering Group 	The Head of Service and Service Managers within the Planning Service have presented key matters to Leadership board. The Leader of the Council and key members have attended Development Management Committee in order to provide support during the discussion of strategic planning issues.	
8	Develop the Planning Service and identify key policy issues other than the Local Plan	Key policy areas and priorities have been identified as part of the Local Development Scheme.	
9	Support and champion the success of the team and monitor the improvement Plan	Successes of the team have been the subject of press releases, reporting in The Vine and "five points". The work of the planning team was recognised in the team being awarded "team of the Year" in 2015.	
9	Develop clear protocols, expectations and guidance for elected members working in sub-regional/regional contexts and arenas.		
1	Need to engage effectively with sub-regional partnerships such as the Lancashire Economic Partnership	Regular attendance of officers at the Fylde Coast Economic Development Company, Combined Authority, Lancashire Planning Officer Society, Lancashire Development Plans Officer Group, Lancashire Development Management Officer Group. The Council is working with the LEP to deliver the Warton and Blackpool Airport Enterprise Zones and LEP representatives are invited to all Fylde Coast Duty to Co-operate Meetings.	

2	Pro-active engagements of members in partnerships with an outward looking focus	A number of members have been appointed to represent Fylde on various external groups & partnerships. All members appointed to external partnerships to complete half yearly reporting forms. Information with the documents being shared with all other members and managers.	
3	More productive working with neighbouring authorities	Duty to co-operate meetings have resulted in improved working and communication with neighbouring authorities.	
10	Develop outcomes-based approach to budgeting which is not driven solely by finance.		
1	Consider the output from 'agreement of priorities Rec. 5' and 'agreement of the Planning Vision Rec. 7'	The outputs from these actions have been incorporated into the planning service. The planning vision has been incorporated into the development of the Local Plan.	
2	Feed 1, above into future budget setting considerations.	The outcomes and benefits of delivering the local plan were fed into the budget process and the budget was set accordingly.	
3	Feed 1, above into future performance management decisions.	The need to prioritise actions relating to the delivery of the local plan have been recognised in establishing corporate priorities.	
11	Put in place a more systematic approach to assess the customer experience through asking users of the service for their views on service delivery by conducting bi- annual (or at least annual customer surveys).		
1	Set frequency and audience for planning survey taking into account applicants, agents and consultees.	An annual customer experience survey is undertaken. Questions relating to the effectiveness of the planning service are also incorporated into the annual residents' survey.	
2	Design questionnaire(s)	A suitable user's survey has been developed.	
3	Report from crystal report to obtain email addresses for agents and applicants	All regular users of the service were identified by producing a report from the Council's IT system.	

4	Email link to address list obtained from crystal reports	A list of e-mail contacts was obtained from the IT system.	
5	Customer support team to telephone set number of consultees for feedback (set number determined in action 1)	Customer service staff have carried out several telephone surveys of service users.	
6	Results collated, report produced and action list drawn up.	The results of telephone surveys have been incorporated into the review of systems.	
7	Exercise repeated at least annually (once for agents / applicants and one for consultees)	The telephone surveys have been carried out twice, but discontinued due to reduced participation levels. Ad hoc customer feedback is acted upon as are results of annual surveys.	
12	Develop a Neighbourhood Planning Strategy for Fylde ahead of completion of the Local Plan.		
1	Raise the awareness and understanding of neighbourhood planning with local communities through briefing of Town & Parish Councils.	A presentation to raise the awareness of Neighbourhood Planning with Town & Parish Councils was presented to the Parish Council liaison group.	
2	Consider how to address the un-parished areas of the Borough at Ansdell and Fairhaven.	Interest in producing neighbourhood plans for Ansdell and Fairhaven was canvassed through local environmental groups.	No appetite for the production of Neighbourhood plans was forthcoming.
3	Provide a Neighbourhood planning resource page, including links to external assistance on the Council's website.	A neighbourhood planning resource page is now available on the Council's website including information on the progress of neighbourhood plans within Fylde and external links to useful resources.	
4	Utilise grant funding provided by Central Government to provide additional resource to facilitate delivery of Neighbourhood Plans.	Funding received from central government has been used to increase staffing resources within the planning policy team which has allowed a policy officer to be tasked with assisting neighbourhood planning groups in the development of their plans.	
5	Provide assistance to Neighbourhood Planning Forums, including securing assistance from external bodies, in progressing their proposals.	A policy officer to be tasked with assisting neighbourhood planning groups in the development of their plans.	

13	Commence preparation work on CIL. There is already sufficient data in Fylde's evidence base which can be incorporated into the project plan for the Local Plan so they are developed in tandem.		
1	Establish CIL requirements as a corporate priority, report to Management Team/Management Board and secure resources	A commitment to introduce a CIL has been established and included within the Corporate Plan.	
2	Carry out initial member awareness raising exercise	A member training event on CIL was carried out on 9 September 2013.	
3	Appoint external facilitators/consultants to support progression of CIL in tandem with Local Plan	The Council appointed Keppie Massie to advise on the preparation of a CIL and provide a draft preliminary charging schedule which has included: a review of existing evidence; information gathering & modelling; the holding of a 1st consultation event; viability appraisal and testing; the holding of a 2nd consultation event and a review outputs and refine modelling	
4	Presentation to Members – including establishing viability of CIL	The Cabinet agreed to the principle of adopting a CIL on 11 February 2015.	
5	Preliminary Draft Charging Schedule Consultation	Consultation on the preliminary draft charging schedule took place between 11 August and 22 September 2016.	
6	Review of Consultation responses on preliminary draft Charging Schedule and advise on updates as necessary	A review of responses has been placed on hold pending the examination of the local plan (see item 13(8) below)	
7	List priorities for infrastructure need and determine partners with whom Fylde should work	A list of infrastructure requirements has been identified as part of the preparation of the Infrastructure Delivery Plan.	
8	Joint Local Plan/CIL Examination	A decision to progress the local plan to examination ahead of the CIL has been taken. The initial proposed joint examination was intended to reduce the risk of sites identified for development in the local plan coming forward for planning permission in advance of the CIL and thus avoiding payment of CIL. However, the majority of strategic sites identified within the plan have already obtained planning permission and so this urgency is diminished.	