

<b>SUBJECT:</b>	<i>Enforcement Update – Review of planning enforcement arrangements</i>
<b>REPORT OF:</b>	<i>Sustainable Development Portfolio – Councillor Naylor</i>
<b>RESPONSIBLE OFFICER:</b>	<i>Head of Sustainable Development – Peter Beckford</i>
<b>REPORT AUTHOR:</b>	<i>Ben Temple, 01895 837 206, benjamin.temple@southbucks.gov.uk</i>
<b>WARD/S AFFECTED:</b>	<i>All</i>

## 1. Purpose of Report

- 1.1 In 2016 audit was undertaken of the Planning Enforcement arrangements in order to identify appropriate actions that could be undertaken to improve the delivery of the service. The recommendations of that audit were presented to Members on 03 October 2016, and this report provide an update on the implementation of those recommendations.

### RECOMMENDATIONS

- Members are asked to note this report**

## 2. Content of Report

- 2.1 Since the date of the last report, a new Enforcement Manager has commenced employment. The Planning Shared Service Review has been completed and the Council has formally resolved to develop a shared service,, and a programme to implement Joint Planning Service between SBDC and CDC has commenced, with a Joint Planning Service due to be formed towards the end of 2017.
- 2.2 The following table sets out the main findings of the Planning Enforcement arrangements audit, along with an update on how those matters are being addressed.

Paragraph	Main findings	Consideration & Action
11.1-3	Put in place a comprehensive set of day-to-day procedures.	The Enforcement Manager has identified and implemented changes to the working procedures, which include improved record keeping and streamlining the investigation process. Further development of the procedures including efficiencies are planned as part of the implementation of the Shared Planning Service with CDC.
11.4	Dedicated admin support function needed.	Part of the streamlined process, which is more IT and template based, has reduced the administrative burden on officers within the Enforcement Service. As part of the Shared Planning Service, there are 2 Technical Officer posts in the new structure that will provide administrative support to the service as part of their function. In the meantime the administration burden is being managed, with additional support being provided by Planning Admin on request.
11.5	Changes needed	As part of the wider Council's shared service

	to delegation arrangements	programme, delegated authority is currently being reviewed by the Head of Legal and Democratic Services. The Enforcement Manager also intends to consult with Members of SBDC and CDC on the production of a Local Enforcement Plan (LEP) as part of the Joint Planning Service implementation program, which will include proposed changes to delegations. The Council has already changed to delegations to enable the Head of Sustainable Development to issue Planning Contravention Notices, as part of the streamlining described against paragraphs 11.1-3 above.
11.6	Training on Uniform	Training on Uniform took place in 2016. Furthermore, as part of the Joint Planning Service programme, significant improvements to the way Uniform system is used are planned.
11.7 Document storage	Introduce Document Management System (DMS) to enforcement	Providing fully integrated access to the DMS is planned as part of the Joint Planning Service program. In the meantime, the enforcement team has moved from using paper files, to keeping electronic copies of documents on the network drives.
11.7 Workload management	Introduce Enterprise	The Enforcement Manager has experience implementing and using Enterprise software, and plans on developing the LEP and new procedures around the capabilities of the software so that further working efficiencies can be realised. Implementation of Enterprise software is planned as part of the Shared Planning Service Program/
11.7 registering new complaints	Enforcement Officers to enter complaints directly onto Uniform.	This now occurs.
11.7 registering new complaints	Officers to register complaints, even where an allegation is very clearly no breach of control	This now occurs.
11.7 recording inspections	Due to work pressures sometimes officers are not recording site visits in uniform at all, or are recording only basic details.	Improvements have been made following new streamlined procedures and performance management by the Enforcement Manager. Completion could still be improved however. The implementation of Enterprise software in due course will likely resolve any outstanding issues.
11.7 Map Templates	New mapping solution needed and further training	Adobe editing software has been resourced and made available to enforcement officers, which enables mapping for notices to be more easily produced, as

		well as measure and analyse plans digitally.
11.7 Notices	Officers to updated the Uniform tab when a notice is served	This now occurs.
11.8	Make greater use of Uniform	As the Joint Planning Service programme progresses, the use/recording of data in Uniform will be more consistent through the use of Enterprise software, as 'tasks' within Enterprise require Uniform fields to be completed in order for the task to clear. Procedures have been produced to demonstrate which fields should be completed at each stage of an investigation.
11.9 Customer focus	Clarity required on the extent to which the complainant is seen as a customer	<p>There is not currently a proper mandate on how and when customers should be updated on investigations, nor any performance indicators on how quickly a breach of planning control should be resolved. This leads to a lot of frustration for the customer, as they have no way of knowing what should or should not happen. A new LEP, setting out a clear strategy to deal with enforcement investigations should increase transparency of the process with the public, and define at what times customers can expect to be updated on an investigation.</p> <p>In addition, the new Enforcement Manager, has observed that the vast majority of complainants are treated well by staff. The nature of Planning Enforcement however, leads to a reasonable amount of conflict of opinion/desired outcomes. This, coupled with a significant outstanding caseload has led to delays in processing matters, which leads to complaints about the service. This compounds with increased workloads and the situation spirals and the customer service quality degrades further and so on.</p> <p>The solution is to deliver a more efficient process, that is open and transparent to the customer (though the details will remain confidential), and have key points set out in an LEP that defines when a customer can expect updates.</p>

2.3 The Joint Planning Service programme represents an opportunity to deliver a significant improvement in the delivery of the enforcement service for SBDC. A large number of the required changes to realise this opportunity, are interdependent and need to be developed and implemented in parallel. The LEP, changes to procedures, use of Uniform and Enterprise

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software, and further changes to delegated authority to officers will work as a comprehensive solution to realise this opportunity.

2.4 The collection of changes listed above have brought improvements in service over the last 6 months, that have been perceptible to both the public and to Councillors through improved communication and accountability. This was acknowledged most recently at the recent full Council meeting to recognise the efforts being made by the Enforcement Manager and the Enforcement Team. There is now a firm vision within the enforcement team to build on this momentum and continue to progress towards delivering a sustainable, accountable and high performing enforcement service.

<b>Background Papers:</b>	Agenda Item 5 from O&S Meeting of 03 October 2016
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