

	Action	Response	Project start	Target completion	Budget requirements
1	<p>Enhance internal communication and understanding</p> <p>To foster a clearer understanding of the council's vision and corporate priorities, the council should implement regular internal communication sessions, workshops, and training focused on the Corporate Plan and its alignment with the planning service. These sessions can help staff members understand their roles and how they contribute to the overarching goals of the council.</p>	<p>Update the Corporate Plan</p> <p>Develop Planning Services Service and team Plans which link to the new Corporate Plan objectives and onwards through service plan to appraisals and personal development plans, and performance management (including objectives that flow from service plan).</p> <p>Develop a suite of new KPIs to reflect the varied work undertaken by all teams within the service</p> <p>Share agreed template for one to ones – feedback, training needs, how meeting workplan, wellbeing.</p> <p>Cascade of information from Corporate Leadership Team to Communities and Place Management Team for onward cascade. Use new</p>	<p>June 2025</p> <p>Spring 2025</p> <p>August 2025</p> <p>Implemented</p>	<p>Autumn 25</p> <p>Late October 25 after corporate plan update</p> <p>End of year 2025</p>	

		monthly Directorate meetings.			
2	<p>Provide for the planning service to have an active involvement in the Corporate Plan refresh</p> <p>As the Corporate Plan is set to be refreshed, the council must ensure that the planning service is actively involved in this process. Establish a cross-departmental working group that includes planners, managers, and political leaders to encourage collaboration and ensure that planning insights are integrated into corporate objectives. This collaborative approach will create a shared sense of ownership and responsibility for achieving the council's ambitions.</p>	<p>Share draft at C&P Directorate meetings.</p> <p>Thread of Corporate Plan to run through service plans, individual appraisals and one to ones.</p>	<p>June 2025 and monthly thereafter.</p> <p>Preparation started in June 2025 but awaiting corporate update in Autumn 2025</p>	Late Oct 2025	

	adequate resources and staffing are allocated throughout the process.				
4	<p>Implement robust project management and governance frameworks</p> <p>Establish a comprehensive project management and governance structure to oversee the Local Plan development process. This should provide strategic oversight, secure necessary resources, and ensure accountability including a clear decision-making framework with defined roles for senior leadership, elected members, and key stakeholders.</p> <p>Adopt project management practices to oversee the local plan development process.</p>	<p>Seek Cabinet endorsement of a single Local Plan</p> <p>Review of Local Plan project plan and governance arrangements including: -</p> <ul style="list-style-type: none"> • identification of project sponsor, senior responsible officer, and project lead, • process mapping of boards, steering groups and approval routes (membership, ToR and frequency), • Creation of admin support. • review of constitution and onward delegations. • Development of engagement and communications plan (internal and external). 	<p>Summer 2025</p> <p>New oversight board to be created July 2025</p>	<p>Autumn 2025</p> <p>Board to oversee the whole local plan project to December 2026</p>	

	<p>This includes using project timelines, milestones, and regular progress reviews to ensure that the development of the local plan remains on schedule. Create transparency in the progress of the local plan to mitigate any uncertainties or misalignment within the council and among stakeholders.</p>	<ul style="list-style-type: none"> • Identification of synergies and impacts with or on other service areas. • Realignment of resource and reprioritisation of activity. 			
5	<p>Review and revise staff terms and conditions To enhance the stability and effectiveness of the planning service it is important the council undertakes or commissions a comprehensive review of team structures, staff terms and conditions. Addressing recruitment challenges and clarifying career progression</p>	<p>Mapping of comparable roles and grades across service.</p> <p>Ensure all Job descriptions and Person Specifications are up to date and accurate.</p> <p>Benchmarking with neighbouring authorities on structure and gradings.</p> <p>Develop a proposed new structure to ensure operational resilience and sustainability and succession planning. To include provision of admin support.</p>	<p>July 2025</p> <p>July 2025</p> <p>Spring 2025</p> <p>Summer 2025</p>	<p>Autumn 2025</p> <p>December 2025</p> <p>Winter 2025</p> <p>Spring/Summer 2026</p>	

	<p>opportunities are essential for retaining talent and fostering team cohesion. The council should ensure parity within teams and consider re-evaluating existing terms of employment to align them with those of other local authorities, especially for staff who have transitioned from Publica. Establishing clear and transparent career advancement pathways will not only improve morale but also empower staff to see a future within the organisation, reducing turnover and the associated pressures on the team.</p>	<p>Assessment of grading and consideration of measures to address any discrepancies including for example, the use of market supplements, constancy of spot points versus grade bandings and the career grading of posts.</p> <p>Costing of new structure (amend/realign to fit financial envelope or seek growth).</p>	<p>Linked to corporate actions Summer/ Autumn 2025</p> <p>Winter 2025</p>	<p>Spring 2026</p> <p>Spring 2026</p>	TBC
6	<p>Enhance formal collaboration among teams and establish service level agreements</p> <p>The planning service can benefit from increased formal</p>	<p>Stakeholder mapping to identify those partnerships where a Service Level Agreement (SLA) would be beneficial. (some of these will be internal)</p>	Summer 2025	Autumn/Winter 2025	

	<p>collaboration to complement the positive existing informal relationships. While the informal dynamic is valuable, it can be inconsistent and reliant on individual initiative. It can also lead to perceptions of siloed working when in fact communication channels are open, albeit informally. A structured approach will not only improve service delivery efficiency but also ensure that teams are effectively coordinated, reducing confusion regarding task ownership and response times.</p>	<p>Draft SLA for each setting out expectations (of both parties), agreeing process for performance management, amendment and review.</p> <p>Approval of each SLA and communication of roles and expectations and training for parties involved.</p> <p>Agreed actions fed into Service Plans.</p> <p>Monitoring of response times for key stakeholders and performance management.</p> <p>Communicate with key stakeholder's local plan timetable and peaks of activity affecting key partners.</p>	<p>Winter 2025</p> <p>Winter 2025</p> <p>Autumn 2025</p>	<p>Spring 2026</p> <p>Spring 2026</p> <p>Amend existing service plans Spring 2026, feed into new for 2026/27.</p> <p>Spring 2026 and at agreed intervals thereafter.</p> <p>Autumn/Winter 2025</p>	
7	<p>Prepare to reduce the use of Extensions-of-Time (EoTs)</p> <p>Prepare to reduce reliance on extensions of time for planning applications in anticipation of</p>	<p>Review options for improved performance management data and reporting (i.e. Enterprise and Power BI).</p> <p>Developing reporting protocols.</p> <p>Process mapping of DM: -</p>	<p>Summer Autumn 2025</p> <p>Summer/Autumn 2025</p> <p>Summer/Autumn 2025</p>	<p>Summer/Autumn 2026</p> <p>Winter 2025</p> <p>Autumn 2026</p>	TBC - licence and software costs.

	<p>stricter government targets while maintaining constructive and transparent applicant dialogue.</p>	<ul style="list-style-type: none"> • maximise use of ICT systems for automation and workflow, • Amend validation checklist and consultation protocols to reduce workloads and allow officers to focus on value add/increasing processing time. • Work with consultees and stakeholders on SLA to improve response times. • Work with legal on capacity and options to outsource during peaks. • Use of PPAs for majors. • Agree updated protocols for early refusals if no pre application discussions and one option to amend before determining. • Create admin role to support. • Pre application advice process improvements 			
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		<ul style="list-style-type: none"> Improve web pages and advice/signposting to allow customers to self-serve where possible. 			
8	Review and improve the Planning Performance Agreement (PPA) process Ensure consistency, reliability, and clear value for stakeholders using Planning Performance Agreements (PPAs) and structured pre-application processes. This approach will ensure early alignment on design principles and policy compliance, reducing delays and limiting post-submission negotiations. To further encourage engagement, the council should consider making no allowance of Extensions of Time (EoTs) for	PPA training session being set up. Agree standard templates and protocol setting out requirements and expectations of all parties. As above agree protocols for early refusals if no pre application discussions and one option to amend before determining. Annual review of fees and charges	Summer 2025 Autumn 2025 Autumn 2025 Autumn/winter 2025 and annual thereafter	Autumn/Winter 2025 April 2026	

	applications submitted without prior pre-application consultation or a PPA and minimal tolerance for redesigns on sub-optimal schemes.				
9	Strengthen Planning Enforcement resources Address resource issues to help reduce the backlog of cases and enhance response times. This investment will enable the team to focus on proactive enforcement efforts and explore innovative solutions. Creating a structured forum for staff to share insights and recommendations will foster collaboration and empowerment.	Agency contracts for temporary staff extended for 6 months Internal promotion from Assistant to Officer following unsuccessful external recruitment. Review DM and Enforcement structure and options for long term sustainability of the team including provision of admin support. Review and update the Local Enforcement Plan. Complaints analysis (by type and proportion of no breach complaints). Agree a plan for the clearance of backlog including triage of cases, closing extant historic cases over an agreed age (TBD)	May 2025 May 2025 Autumn/Winter 2025 Summer 2025 Summer/Autumn 2025 Summer/Autumn 2025	Spring/Summer 2026 Winter25/Spring 26 Winter25/Spring 26 Winter 25/Spring 26	

		<p>where there has been no recent action or complaint. Prioritisation of new cases.</p> <p>Process mapping of enforcement and maximise use of ICT systems for automation and workflow.</p> <p>Training for officers and members</p>	Winter 2025	Summer 2026	
10	<p>Maximise digital capabilities and embrace technological innovation</p> <p>Implement a comprehensive digital strategy that seeks to optimise the use of existing software investments (IDOX, CRM, and Uniform) while embracing emerging technologies. This should include a full audit of current systems to identify underutilised features, implementation of standardised protocols for data</p>	<p>Process mapping and audit to ascertain where existing technology could be better utilised.</p> <p>Introduce new software to support local plan process - Consultation software which uses AI to reduce time consider consultation responses.</p> <p>Explore the use of Enterprise and Power BI/Idox Insights to support improved performance reporting and management. Implement preferred option.</p> <p>Review Digital Improvement Fund and PropTech.</p>	<p>Winter25/Spring 26 and beyond.</p> <p>Autumn 2025</p> <p>Summer/Autumn 2025</p> <p>Winter 2025</p>	<p>Continuous process</p> <p>Spring/Summer 2026</p> <p>Winter 2026</p>	

	<p>entry and management, and staff training to ensure maximum system utilisation.</p> <p>Actively engage with digital planning initiatives to modernise the planning services. This includes capitalising on learnings from recent funding and initiatives, such as those awarded by the PropTech Engagement Fund, to explore AI-powered solutions for handling routine enquiries, automating standard correspondence, and intelligent document processing.</p>	<p>Explore hiring a dedicated GIS officer – to support a channel shift to self-serve.</p> <p>Explore/create a Technical Support role within the service as part of the restructure review.</p>	<p>Winter 25/Spring 26</p> <p>Winter 25/Spring 26</p>		
11	<p>Develop a comprehensive stakeholder engagement plan</p> <p>Create a structured stakeholder engagement plan that ensures meaningful</p>	<p>Stakeholder mapping to identify key partnerships and organisations, aligned with the SCI.</p> <p>Mapping of existing forums and touchpoints.</p>	<p>Autumn/Winter 2025</p> <p>Autumn/Winter 2025</p>	<p>Spring 2026</p> <p>Winter 2025</p>	

	<p>participation from all key partners, including elected members. This should align with the current Statement of Community Involvement (SCI) and establish clear communication channels, roles, and responsibilities.</p> <p>A key component should be the establishment of a regular Developers Forum, bringing together major developers, agents, and council representatives to discuss emerging issues, share updates, and maintain constructive dialogue.</p> <p>Additionally, the council could organise regular partnership forums across Gloucestershire, involving both officers</p>	<p>Review and amendment of web content (intranet and internet).</p> <p>Seek feedback from partners of how they want to be engaged with and development communications strategy with communications team. This may include the establishment of forums (virtual or actual).</p>	<p>Winter 2025</p> <p>Winter 2025</p>	<p>Spring/Summer 2026</p> <p>Spring/Summer 2026</p>	
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	and members, to share best practices and promote innovative discussions. This collaborative approach will help build stronger relationships, identify shared priorities, and facilitate effective problem-solving.				
12	<p>Develop a comprehensive service plan with robust performance monitoring</p> <p>Create a comprehensive service plan that clearly outlines priorities, timelines, and resource needs, underpinned by specific, measurable performance targets that are regularly monitored and reported to senior management on a quarterly basis.</p> <p>Key Performance Indicators (KPIs)</p>	<p>Draft Planning Services Service Plan with agreed KPIs to be communicated to and cascade via teams and individual agreed actions and targets. Monitored via one to ones and annual appraisals.</p> <p>Explore the use of Enterprise and PowerBi/Idox Insights to support improved performance reporting and management. Implement preferred option.</p> <p>Review DM and Enforcement structure and options for long term sustainability of the team including provision of admin support.</p>	<p>June 2025</p> <p>Summer 2025</p> <p>Autumn/Winter 2025</p>		TBC

	<p>should extend beyond statutory processing times to include metrics on pre-application engagement, plan-making milestones, and service improvement initiatives. The plan should detail the acceleration of the Local Plan's progression while enhancing stakeholder engagement, with clear accountability for delivery at all levels. It may also be helpful to develop a more detailed service plan for each core area of the planning service where appropriate.</p> <p>A thorough resource planning assessment should ensure teams are appropriately staffed and aligned with key objectives, with regular performance reviews</p>				
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	enabling senior management to make informed decisions about resource allocation and service improvement priorities.				
13	<p>Enhance financial transparency and accountability</p> <p>To improve budget management and accountability, the council should provide managers with detailed insights into the financial position of their services. This transparency will enable them to make informed decisions regarding income generation and resource allocation that align with the council's strategic objectives. Furthermore, establishing a framework for assessing income generation opportunities across</p>	<p>Review of budget reports on ABW (finance system) and amend to reflect: -</p> <ul style="list-style-type: none"> • new budget areas post transition, (including reports on funds/grants held in reserves) • to allow real time reporting on approved budget, spend to date, commitments. • to allow budget holders to monitor and assess actual and projected spend, the profile of spend across the year and the management of budgets to ensure on budget or underspent at year end. <p>Agree new reporting process including: -</p>	<p>Reliant on colleagues in Finance</p> <p>Winter 2025</p>	<p>.</p> <p>Summer 2026</p>	

	<p>departments can help identify potential savings and efficiencies. Linked to recommendation 11, partnership working with authorities across Gloucestershire may also support innovation and best practice in this area.</p>	<ul style="list-style-type: none"> • Clearly identified and responsible budget holders. • Budget training for all budget holders on roles, responsibilities, expectations and systems. • Monthly one to one meeting between budget holders and finance • Monthly C&P Management meetings with finance attendance for reporting by exception. • Where feasible realignment of Directorate resource to areas of need/pressure. • Review of existing fees and charges. • Consideration of new charges – for example for providing local plan advice and increasing the use of PPAs. 	<p>Autumn 2025</p> <p>Summer 2025</p>	<p>Spring 2026</p> <p>April 2026</p>	
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