

PAS DM Challenge Toolkit

Victoria Potts

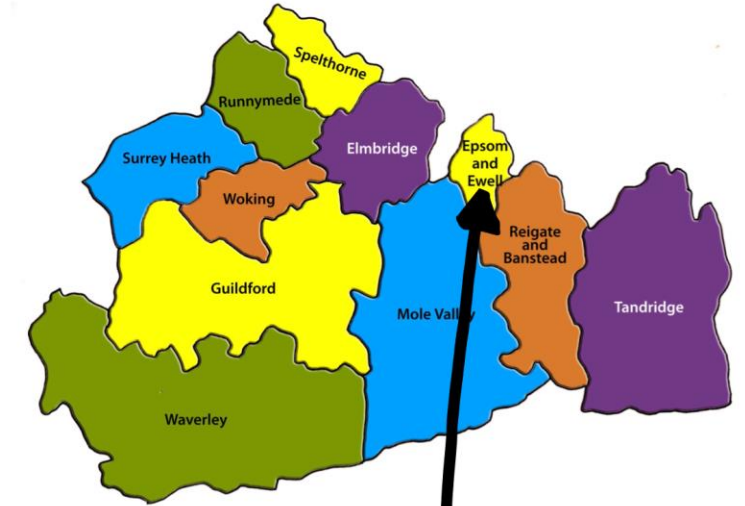
Justin Turvey

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Epsom and Ewell Borough

- Located in East Surrey
- The smallest Surrey district
- Approximately 70,000 residents
- Resident association controlled since it formed in 1937
- Home of the Epsom Derby, Epsom Salts and birthplace for Warwick Davis for any Star Wars fans.



Who are we?

- Victoria Potts, Head of Place Development
- Justin Turvey, DM and Enforcement Manager

DM Team structure:

- Principal Planning Officers x 2
- Planning Officers x 3
- Tree Officer x 1
- Conservation Officer x 1 (part-time)
- Technical Validation Team x 4 (two x part-time)

Organisation restructure and workflow

- Whole organisational restructure September 2021
- New Place Development Service
- New permanent officers including management
- DM officers responsible for enforcement (no dedicated resource)
- Average 1350 planning applications a year
- Currently 200 live enforcement cases
- Inherited a significant backlog in planning applications

Why we used the toolkit?

- Self awareness of poor performance post covid
- Long period of using temporary staff
- Launched a DM Transformation Programme
- December 2021 DLUHC letter – poor performance (minors)
- Risk of designation
- New management – drive change to improve and transform the service
- Prior knowledge of the DM toolkit
- Self Health-check of current service provision
- Part of wider transformation programme to develop an all-encompassing Service Improvement Plan

How we used the toolkit?

- To guide round table discussions with the team
- To self reflect
- To identify root causes for blockages, issues, delays (processes, IT, validation)
- To discuss the team's future aspirations
- To set our own goals
- Senior management Team session – Political leadership

What we have got from using the toolkit (so far)?

- Clear indication of officers aspirations/ambitions
- Evidence to develop a business case to secure Enterprise (ICT software)
- Assisting the design of a new DM manual
- Corporate support for and access to relevant additional training
- Self awareness
- Helps to think about how to do things differently
- Assisting in Business Process Re-engineering
- Time saver in assessing how we can improve the service
- Review of the Council's constitution

Our advice – tips to you

- Provides evidence - business case, corporate support
- Its flexible - Choose a section of the toolkit that feels the best place to start for you, your team and organisation.
- Team building exercise.
- Don't spend time debating the scores – getting the conversation going will be more beneficial.
- Don't dwell on poor scores, focus on what good looks like and how you can get to where you want to be.

Questions