

Note: This case study is extracted from the Good Development Management report, published in June 2019 on the [PAS website](#).

Bassetlaw District Council – Delivery Officers

Summary 	
Wanted to...	<ul style="list-style-type: none"> • Meet the Government’s growth agenda and get projects moving • Break down silos between service areas and between developers / members / community stakeholders
Action	<ul style="list-style-type: none"> • Re-focus towards implementation and create a new Delivery Officer role from planning policy / economic development teams • Tasked Delivery Officers to support development management in negotiating S106 agreements and achieving better / quicker outcomes
Benefits	<ul style="list-style-type: none"> • Staff empowered and joined-up across teams • Increased income to the authority • Better engagement with communities and developers • Better development outcomes on the ground • Positive effect on developer contribution negotiations
Learning / risks	<ul style="list-style-type: none"> • Difficulties in recruitment to what is a relatively new role that does not sit within established Council structures

Introduction

In 2015, Bassetlaw Council started to think differently about how to get developments physically off the ground, particularly on larger sites allocated for housing, employment and community uses.

What they did

The Council looked to their own staff, recognising that officers in the planning policy and economic development teams already had the skills to deal with the implementation of schemes. There was no existing dedicated role in the Council that had this focus, so the service decided that officers could focus on delivery more effectively if they had a defined role with set projects to work on, and

created a dedicated ‘Delivery Officer’ position.

The delivery officer role involves close working with the Development Management team on larger scale developments to improve both the speed of the application process and quality of outcomes. They facilitate better working relationships between case officers and other Council teams during the course of the application, for example the open space and housing teams. They also support case officers in negotiating Section 106 agreements with developers, using their local knowledge to help secure the most appropriate outcomes. Their recent work with the developers for the scheme at the Harworth Colliery site is

a good example of this; Delivery Officers led a positive negotiation to boost affordable housing provision and to deliver community assets through the Section 106 agreement.

Delivery officers also have a key engagement role, working with members, the community and with developers. Their role in engaging with parish and town councils during the application process is seen as vital in ensuring that objections do not cause undue delays. Their involvement in consultation events ensures that they understand the needs of the community and developers. This more rounded perspective has been seen to result in better quality outcomes in Bassetlaw.

A key aspect of the Delivery Officers' role also involves looking out for, and applying for, key external funding

opportunities. These help to bring forward much needed infrastructure and results in income generation for the Council.

Results and Learning

The Council's budget currently allows for four delivery officer positions but there have been difficulties in recruitment given this role is relatively new and does not sit within established Council structures. Bassetlaw Council recognises that this position requires a strong skill set and a forward thinking, proactive attitude. In the context of prioritising delivery to meet the Government's growth agenda, the Council hope that there will be increasing interest in this role, both from existing staff within the Council and also from external candidates.