Unique ref	Recommendation number	Recommendation	Definition	Action	Owner	Responsibility	Delivery resource	Timeframes	Status	Expected Exit Date
PPR001	R1	Corporately recognise the value of the Local Plan - prioritise, resource and adopt a Local Plan that will help to deliver corporate priorities	Achieve this by raising corporate awareness and support for the Local Plan to deliver corporate priorities (what and how); facilitate better collaborative working with internal and external partners; ensure effective engagement with communities; and consider a review of resources in the team to ensure the right level of experience is available to support the Local Plans Team to support rapid progress (new style plan).	The team is actively drafting new and replacement policies and site allocations. Cross-council engagement is underway to gather input and ensure alignment with wider corporate priorities. Further engagement is planned with other colleagues, including those within Planning. A communications strategy for the next phase of Local Plan preparation has been presented to Overview and Scrutiny on 8 July 2025. Resourcing remains a challenge due to the size of the team. Specialist consultancies are supporting the team with the preparation of technical evidence. A Local Plan update was delivered at the Agents & Developers Forum 21/7/2025	Greg Dewhirst	Clara Kerr	Clara Kerr Clare Bond	Ongoing/continuous	Light Green	Ongoing
PPR002	R2	Consider Reviewing the role and membership of the Local Plan Advisory Group	To ensure there is effective cross party working and consensus building for a Local Plan which is being prepared across two administration terms.	The composition of the Board has been in place since 2023 and the Members were last agreed in May 2025. It comprises of Seven Councillors split between differing parties. Three Conservative, one Labour, one Liberal Democrat and two independents. LPAG meets on a regular basis.	Greg Dewhirst	Clara Kerr	Clara Kerr Clare Bond	Board CompositionCompleted May 2025 Attendance being monitored	Light Green	Completed/Ongoing
PPR003	R3	The Planning Service needs to create a clear strategy for delivering the Place Strategy and Corporate Plan	Improve clarity on how planning can deliver corporate goals, it is suggested that the leadership of the planning service translates the strategic vision and corporate priorities into clearly articulated strategy on how Planning can support this and set out what success will look like.	A Planning Services Strategic Alignment document that showcases how the Planning Services is integral to the Corporate Plan has been developed and is in its final draft. The documant explains how Planning Services will enable sustainable growth, protect local character, and support inclusive, thriving communities through proactive, responsive, and transparent planning. The document will be circulated to all team leaders for them to discuss with their staff and updates will be referenced at the monthly All Planning Department meeting. Statistics will be shared monthly at the same event to demonstate how we are delivering and will be part of the PowerBI dashboards (PPR019, R9d)	Greg Dewhirst	Clara Kerr	Shaun Robson Greg Dewhirst	Underway - A draft document has been created and is being finalised before shared with Team Leaders. This will be announced at the September Planning All Staff meeting. The theme of Planning being an essential part of the Place Strategy & Corporate Plan wil continue to be	Amber	Ongoing
PPR004	R4	Training for Councillors and Planning Committee	Support less experienced councillors by securing training for planning/economy/environment portfolio leads such as training provided by the LGA and Planning Advisory Service (Leadership Essentials). Planning Chair mentoring is also recommended for the Chair and Vice Chair of Planning Committee (PAS). Additionally, review the way Planning Committee Councillors are trained and consider PAS 'mock committee' training.	A training session, and subsequent plan, for Councillors is being developed for launch in Winter 2025. A discussion about the delivery of training has taken place. The two options were for delivery by Local Government Association (LGA) and the Planning Advisory Service (PAS) or internally by officers. With elections due May 2026 internal delivery sessions are preffered. As the current DMC is well-established, refresher training would be beneficial to reinforce key practices and ensure continued effectiveness. PAS training may be revisited in the future. Internally a Member Development Working Group has been created with the wider brief of training requirements across all Members	Greg Dewhirst	Clara Kerr	Shaun Robson Greg Dewhirst	Underway - Training to be delivered internally. A rolling training document has been created. Highways &/or Flooding have been approached for training in Nov	Light Green	First training Scheduled for November 2025
PPR005	R5	Revise the Scheme of Delegation	Urgently review the scheme of delegation to ensure that Planning Committee is focused on making decisions on significant and controversial planning applications. It also needs to be clearer and more transparent.	A revised Scheme of Delegation has been drafted and is currently under review by Planning Department Team Leaders. The draft has been benchmarked against similar local authorities to ensure alignment with best practice. It will undergo further review by Clara Kerr before being presented to DMC in Oct/Novemeber. Finally it will be ratified at Full Council.	Greg Dewhirst	Clara Kerr	Shaun Robson	Underway - Aim to implement Autumn/Winter 2025 DMC Oct/Nov 2025	Amber	DMC Oct/Nov 2025, Full Council TBC

PPR006	R6		Develop a Corporately supported Communications Plan for the Planning Service	This will help to enhance the reputation of the planning service and encourage more self-service. Key successes (key decisions, CIL/S106 spend) should be reported - consider a newsletter for members/parish and town councils and one for Planning Agents; and review the website. This should include innovative approaches such as videos, use of digital platforms etc.	The HDC Communications Team is developing a dedicated Communications Plan for the Planning Department, first draft completed 4 July 2025. The plan aims to strengthen engagement through a mix of digital tools, social media, and traditional channels. A new corporate digital engagement platform is being scoped to enhance outreach, while the existing Orlo Social Listening platform will continue to monitor public sentiment. Key messages will highlight how growth drives investment in communities, with a focus on promoting CIL funding rounds and showcasing examples of CIL spend. Additionally, the plan will include the reporting of enforcement cases to act as a deterrent and reinforce accountability. A workshop to establish audience, aims and desired outcomes took place onr 20/8/2025 Planning Teams are creating a timetable of anticipated required comms. This aligns with Recommendation 2. Unique ref CPC002	Greg Dewhirst	Clara Kerr	Greg Dewhirst Communications Team	Underway -.Initial Comms plan completed 4/7/2025. A workshop is completed 20/08/2025 Planning Department teams Comms timetable to be completed 12/09/2025 Initial outcomes to start October/November 2025	Amber	October/November 2025
PPR007	R7		Develop and implement a long-term (3-year) Planning Service Improvement Programme	which should include:						
PPR008				a. Identify project management resource to support and manage the programme	The Change Programme Lead has been appointed and commenced their role on 1 April.	Clara Kerr	Clara Kerr	Clara Kerr	Completed 01/04/2025	Green	Completed
PPR009				b. DM Process Improvement Review – to streamline processes, improve efficiency, release capacity and take considered risks. This should include a review of standard letters and templates	A comprehensive review of existing processes will be conducted inline with the implementation of Idox Enterprise. Idox will be providing a consultant to maximise our usage of the software., date tbc All revised workflows will be documented and made accessible to staff via a dedicated SharePoint site, ensuring transparency and consistency across the department. A review of the standard letters & templates will take place as part of the process. R7c, Unique ref PPR010 needs completing before new process guides are written.	Greg Dewhirst	Clara Kerr	Greg Dewhirst Geoff Hardy	Underway - Idox Enterprise is being implemented started 25/6/2025. DM Process review is part of the Enterprise Task implementation process. Idox consultant will be with us in September/October. Sharepoint to be created once the tasks are live. Power BI Dashboards to be created.	Amber	Dec-25
PPR010				c. ICT/Digital Modernisation Project supported Corporately – Review of current ICT system for DM – decide on whether to change or make best use of functionality of current system. In the short term, prioritise essential performance information for managers (including performance on pre-application service).	Idox to remain the software provider for DM. Implementation of Idox Enterprise, which brings enhanced automation, improved process continuity, and real-time access to high-quality data to support evidence-based decision-making will enhance the usage. PowerBI Dashboards will be created for realtime data updates. Information to be pulled from Idox. SME's (Subject Matter Experts) will be trained within the planing service to allow robust maintenance and a designated escalation point for issues. In parallel, the team is exploring AI-driven auto-validation for planning applications, PlanAI is being looked at alongside Cambridgeshire Shared Service and the use of redaction software is being assessed with the aim of saving offiv=cer time	Greg Dewhirst	Clara Kerr	Greg Dewhirst Geoff Hardy	Underway - Idox Enterprise is being implemented started 25/6/2025, to be completed December 2025	Amber	Dec-25
PPR011				d. Consider the structure of the Planning Service – to meet the needs of the Corporate Plan/Place Strategy; better align the service. Examples include the three DM Teams (look at mix of experience and grades in teams), consider career grade policy for planners, add senior/experienced officer grades in Teams etc.	A structural review of the Planning Service has resulted in the appointment of contractors to fill current vacancies. This approach ensures teams are fully resourced with a balanced mix of experience and seniority. At the same time, the support team has had a restructure, introducing updated job descriptions and titles to provide broader responsibilities and clearer career progression pathways.	Greg Dewhirst	Clara Kerr	Clara Kerr Shaun Robson	Completed July 2025	Green	Completed

Ref	Rec	Category	Action	Description	Owner	Lead	Responsible	Update	RAG	Target
PPR012			e. Culture change programme – to empower staff and achieve corporate priorities and ICARE values across the planning service	A culture change programme is being actively rolled out across the Planning Service, aimed at empowering staff and aligning behaviours with corporate priorities and the ICARE values. The initiative is shaped by recommendations from the Planning Services Peer Review, many of which emphasise the need for a cultural shift. A central theme is the creation of a 'Golden Thread' of ownership and accountability, encouraging officers to take initiative and deliver with confidence.	Greg Dewhirst	Clara Kerr	All	Underway	Light Green	Continuous/Ongoing
PPR013			f. Income Generation Project – develop a vision, plan, achievable target, priorities and monitoring including customer feedback.	The Delegation of Discretionary Charges was approved at Full Council on 16 July 2025 and will remain in effect until the next budget cycle. The implementation of BNG and covering the relevant costs is imperative. A charging schedule has been developed and its implementation is in progress. There will be a change to the No Amendments policy (Recommendation 9b) allowing amendments however accompanied with a cost. Pre Apps service and pricing is being reviewed (Recommendation 8) These three tasks are started. In parallel, a comprehensive mapping exercise will assess current income-generating activities and explore potential new revenue streams, informed by benchmarking against other Planning Departments. (also see R8, Unique ref PPR014 & R16, Unique ref PPR030).	Greg Dewhirst	Clara Kerr	Greg Dewhirst Shaun Robson Lewis Tomlinson	Underway - Delegation of Discretionary Charges approved at Cabinet (17/06/25) and full Council on 16/7/2025. Allowing amandments process will be completed by 1/10/2025. Implementtaion date tbc Pre App review has started with workshops for each planning department to provide feedback An updated service and pricing to be implemented by December 2025. A mapping exercise of existing and income generating opportunities will take place. To be	Amber	Winter 2025
PPR014	R8	Improve Pre-application Advice Service	Review charging , quality and length of advice and monitor speed and performance. We suggest reviewing in consultation with a planning agent/developer working group – to broaden range of options/types of pre-app advice.	Improvements to the pre-application advice service are planned to enhance clarity and value for applicants. The Agents & Developers Forum (R15) served as a platform for external input, with fees forming a key part of the wider discussion. This engagement allowed stakeholders to contribute feedback and help shape a more transparent and efficient pre-application process. All Planning Teams are being consulted through workshops on what they feel would improv the pre app process & value. This is linked with R7f, Unique ref PPR013	Greg Dewhirst	Clara Kerr	Shaun Robson Lewis Tomlinson	Underway - Delegation of Discretionary Charges is complete Agent & Developers Forum relaunched 21/06/2025. All Planning Team workshops completed.	Amber	Winter 2025
PPR015	R9	Urgent - Short Term (1-6 months)	Wins should include:							
PPR016			a. Ensure sufficient short term capacity/resource is available and implemented promptly when required to provide cover for absences.	A flexible resourcing model has been developed using Planning Performance Agreement (PPA) monies to engage short-term contractors, improving responsiveness to absences when/if required.	Greg Dewhirst	Clara Kerr	Shaun Robson	Completed - A review of the Planning Services teams structure has taken place.	Green	Completed
PPR017			b. Review/change 'no amendments' policy	Discussed at the Agents & Developers Forum. A new preliminary charging schedule has been created. Internal process being developed, payment form creation in progress. This action will also be a part solution for R9c	Greg Dewhirst	Clara Kerr	Shaun Robson Lewis Tomlinson Geoff Hardy	Underway - Discretionary Charges delegation approved. No Amendments charging schedule created. Payment form and internal process in creation.	Light Green	Oct-25

PPR018			c. Reduce over-reliance on extensions of time	The introduction of Idox Enterprise, with its automated reminder functionality, will significantly reduce the need for Extensions of Time by minimising the risk of human error. Team Leaders will also be prompted to actively monitor key dates to ensure timely progression of cases. A policy of strict adherance to timeframes has been implemented to all planning teams. To reinforce accountability, the use of Extensions of Time will be tracked as a Key Performance Indicator (KPI) in all	Greg Dewhirst	Clara Kerr	Shaun Robson	Underway - Idox Enterprise implmentation started 25/6/2025 Appraisals underway. .	Light Green	Dec-25
PPR019			d. Better performance information for DM Managers (see R7c), include pre-app performance	The rollout of Idox Enterprise will equip Officers, Team Leaders, and Management with real-time access to data directly from Idox Uniform. This data can be easily analysed or exported, supporting more informed decision-making and operational efficiency. (also see R7c) Power BI integration being developed to produce live dashboards. Discussions with Chelmsford Council who have already implemented this happening. Internally Business Performance & Insight will help the development and provide training to allow departmental Dashboard management.	Greg Dewhirst	Clara Kerr	Greg Dewhirst Geoff Hardy	Underway - Idox Enterprise implmentation started 25/6/2025. Data can then be pulled directly from Idox Uniform. Working with Chelmsford Council to understand their PowerBI model. Business Performance & Insight briefed and planning for development timetable.	Amber	Enterprise programming to start Sept/Oct 2025 Power BI to be ready Q1 2026
PPR020			e. ICT/Digital – agree actions corporately to address ICT challenges to ensure efficiency of current processes and decision-making.	Following discussions with 3CICT regarding corporate challenges an issues review has taken place over a 4 week period. This approach enabled effective tracking of issues & errors, helping 3CICT identify recurring patterns. The information provided supports either the resolution of issues internally or the escalation of evidence-based cases to the software provider. We have agreed with 3CICT to have a quarterly Showcase of developments and features from the other two authorities to the group to ensure HDC is utilising the 3C relationship fully. A new GIS web application has been developed by 3CICT and is being tested by DM. This action directly supports Recommendation 8 (Reference: CPC025) of the Corporate Peer Review Action Plan.	Greg Dewhirst	Clara Kerr	Corporate Greg Dewhirst	Underway - Discussions with 3CICT have taken place 4/6/2025. Issue tracking implemented through Hornbill to understand themes. GIS application testing between 18/8/2025 - 19/9/2025	Light Green	Continuous
PPR021			f. Give annual development appraisals to staff in line with emerging corporate policy.	Annual development appraisals have been implemented using the new corporate appraisal framework, offering a more structured and consistent approach to performance management. Individual performance will be tracked through Key Performance Indicators (KPIs), informed by data exported from Idox Uniform, ensuring alignment with service objectives and organisational priorities. This data-driven approach promotes a culture of accountability, continuous improvement, and professional development, while also providing opportunities to recognise and celebrate individual success. KPI's will be monitored through data analysis created in R9d. Unique Ref PPR019 & R7c. Unique Ref	Greg Dewhirst	Clara Kerr	Shaun Robson Team Leaders	Completed Appraisals started June 2025.	Green	Completed
PPR022			g. Planning Committee – consistent planning reports, templates and presentations. To be read in conjunction with changes to R5 Scheme of Delegation.	Planning Committee reports have been benchmarked against those of similar local authorities to develop a best practice template that ensures greater consistency, clarity, and professionalism. As part of this improvement, a new Executive Summary—generated using the AI tool Copilot—is being introduced to make reports more accessible, while maintaining technical accuracy and not creating extra	Greg Dewhirst	Clara Kerr	Shaun Robson	Completed New templates to be used from Octoberr 2025	Green	Completed

ID	Ref	Recommendation	Benefit/Rationale	Update			Owner	Update	RAG	Date
PPR023			h. Secure dedicated legal advice on planning matters and legal agreements.	The Planning Department currently utilises 3C Legal under the existing corporate agreement. While this arrangement remains in place, there is scope to explore alternative third-party solutions. Procurement have sent out a Request for Quotes to allow a reserve panel incase 3C legal does not have the required capacity	Greg Dewhirst	Clara Kerr	Clara Kerr	A Request for Quotes has been sent out by procurement to provide further options when 3C Legal do not have capacity	Light Green	Nov-25
PPR024	R10	Consider preparing planning guidance on Householder Extensions	This will enable self-service and more certainty for customers, better understanding for Parish and Town Councils and support DM to make faster and clearer decisions whilst creating capacity.	The Householder Guidance Form is being streamlined into a tick-box format for Officers, enabling faster processing of straightforward applications. To support applicants and reduce common errors and enquiries, guidance for householder extensions will be clearly signposted on the HDC Planning website. This self-service approach aims to improve the customer experience while easing demand on Officer time.	Greg Dewhirst	Clara Kerr	Greg Dewhirst Shaun Robson	Underway - A tick box form for Development Management (DM) has already been sourced and is being refined and designed to streamline the evaluation process and improve efficiency. Additionally, guidance for applicants will be developed, benchmarked and made available online.	Amber	Sep-25
PPR025	R11	Update Planning Enforcement Policy	Current policy last updated twelve years ago so in need of updating to reflect current priorities and resources and will help manage customer and Parish/Town Council expectations.	The updated Planning Enforcement Policy was adopted on June 5th, 2025.	Greg Dewhirst	Clara Kerr	Claudia Deeth Clare Bond Alison Twyford	Completed 05/06/2025	Green	Completed
PPR026	R12	Develop and agree a Planning and Parish and Town Councils Service Framework/Protocol	This should clearly set out parameters for how the planning service will support the 79 parish and town councils - to help manage expectations and better manage resources. This will cover DM, Local Plan and Enforcement matters and should be agreed by HDC. Consider alongside R14 and R16.	In relation to enforcement, the Planning and Parish/Town Council Framework has been partially addressed through the updated Corporate Planning Enforcement Policy. The Local Plan strategy also sets out its work and future work with Parish & Town Councils (R1) Training requirements are being assessed by the Member Development Working Group.	Greg Dewhirst	Clara Kerr	Shaun Robson Alison Twyford Clare Bond	Underway - Enforcement matters completed in the updated Corporate Planning Enforcement Policy	Amber	Ongoing
PPR027	R13	Set up clearer arrangements for better collaborative working between the Planning Service and key services and partners	This should include: • Regular meeting with County Council – and cover Local Plan, DM and Planning Committee support. • Internal Services Group – for engagement and collaboration on the Local Plan (see R1), performance on comments on planning applications. • Identify main point of contact in planning for council led projects • Setting up a Partnership Board with external stakeholders • Training between services on what they do and upcoming projects.	Implementation meet with Cambridge City Council on CIL and S106, particularly strategic sites. LPAG meets regularly to discuss the Local Plan The Change Programme Lead – Planning Services is the main point of contact Member Development Working Group has been created. The Planning Services Comms Plan has an element of internal promotion.	Greg Dewhirst	Clara Kerr	Clara Kerr	Underway - Several internal stakeholder groups meet. Other groups still need to be coordinated.	Amber	Ongoing Regular meeting with County Council – and cover Local Plan, DM and Planning Committee support. • Internal Services Group – for engagement and collaboration on the Local Plan (see R1), performance on comments on planning applications. • Identify main point of contact in planning for council led
PPR028	R14	Set out clear Customer Service Standards	This will help the service provide the good and responsive customer service it aspires to have. We suggest setting out clear expectations for customers and officers on the level of service that can be expected and performance monitoring. We also suggest an annual Customer Satisfaction Survey with clear measures of success. Consider alongside R12 and reported through R6.	We are reviewing customer service standards to benchmark against comparable local authorities. These come in the form of Customer Service Standards or a Customer Service Charter. We aim to synchronise the publishing of these standards with the charnge to the No Amendments policy.The new corporate Digital Engagment platform will be a vehicle we can use to hold a Customer Satisfaction Survey.	Greg Dewhirst	Clara Kerr	Clara Kerr Shaun Robson Clare Bond	Underway - Service Standards from other Local Authorities being sourced. Initial draft created and circulated internally. The Corporate Digital Engagement platform is being procured.	Amber	Oct-25
PPR029	R15	Refresh and relaunch the Planning Agents and Developers Forum	A refresh and restart will help improve attendance. Changes should include clear agendas reflecting the matters to be covered at the Forum and take a collaborative approach that allows the Forum to input into the shaping of the planning service and local plan.	The Planning Agents and Developers Forum was relaunched on 21 June 2025 with a refreshed, more collaborative format. The new structure features clear agendas and encourages open dialogue between the Council and key stakeholders. This approach enables the Forum to play a meaningful role in shaping planning services and influencing the Local Plan, while strengthening relationships and ensuring policies are informed by	Greg Dewhirst	Clara Kerr	Clara Kerr Shaun Robson Clare Bond Alison Twyford Lewis Tomlinson	Completed 21/07/2025	Green	Completed

| PPR030 | R16 | Update the Statement of Community Involvement | To provide information to local communities and Parish and Town Councils as well as setting clear expectations of developers to engage early on larger schemes. Links with other recommendations. | The Statement of Community Involvement (SCI) is being updated. There is the potential to allow greater flexibility in how neighbours are notified of planning applications. In line with Government legislation, the revised SCI could clarify that notification may be via letters and/or site notices, depending on the case. This ensures statutory compliance while enabling a more proportionate and efficient engagement approach. We are sourcing other Local Authority SCI's for benchmarking and producing a cost analysis to understand any potential savings. Planning Policy are involved in process. | Greg Dewhirst | Clara Kerr | Shaun Robson Greg Dewhirst Clare Bond Geoff Hardy Fran Schulz | Underway - A review of SCI's has been completed for benchmarking. SCI being updated and returned to Policy team who are also making changes. This will then go to O&S before full council. | Light Green | Winter 2025 Planning will have updated the SCI September 2025 it will then be with Policy as they make any further changes before submitting to O&S and then Full Council. |

Green	Completed
Light Green	Ongoing
Amber	Started and progressing
Red	Not Started
Yellow	Action TBC