# Appendix C:

Planning Services Improvement Action Plan Schedule, including a table of future projects

Steering Group
Panel:  Councillor Bob Price, Vincent Goodstadt, David Edwards.
In attendance: Michael Crofton Briggs, Niko Grigoropoulos

The independent review confirms that the City Council met its statutory obligations in handling the planning application. However, there are recommendations on embedding best practise.  There are six principal sets of recommendations:

| Recommendation | Action / Programme | Owner | Milestone Not started/ In hand/ Complete/Tested | Progress/Achievement |
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| **I. Planning Procedures** | | | | |
| Improving the clarity of the informal and formal liaison arrangements and the documentation of the pre-application process;<br><br>Para 56. SLA with University strengthened – clear documentation what material presented and what comments made.<br>Improving clarity of the informal and formal liaison arrangements and the documentation of the pre-application process | *A1. Review of current Service Level Agreement with the University of Oxford.* | MHancock | A1. Complete and embedded. | A1. System established for agendas for meetings with University Estates Office to be circulated in advance and Notes circulated and agreed afterwards.<br><br>Standard Operating Procedure (SOP) completed. |
| | *A2. New SLA overall / Handbook* | MCrofton Briggs | A2. Separate project. | A2. Protocol with University being reviewed in order to also include the Colleges. Further discussions to be held with all parties to agree |

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| | | | | a common protocol.This is likely to be called a Handbook and overseen by a joint University, College and City Council task Group. |
| | *A3. Review of current internal procedure guidance, to confirm documentation of pre-app process. PPA – to be picked up in the protocol.* | C Golden | A3. Complete and embedded. | A3. Pre-application validation and allocation process has been reviewed and updated. |
| | *A4. Include in internal guidance the process to secure Design Review by the Oxford Design Review Panel.* | C Golden | A4. Complete and embedded. | A4. Internal guidance note produced for Officers about how to get applications to the Oxford Design Review Panel. Reference made to it in the pre-application letter template. |
| | *A5. Consider a triage stage: with each pre-app request allocate a category or type which determines level or amount of resource, audit, clarity, processes* | C Golden | A5. Complete and embedded. | A5. A pre-application Triage form has been drafted to be used for all Major and Minor pre-application enquiries, completed by Team Leaders at allocation. |
| Providing a clearer auditing regime of the submitted documents against the requirements in the published guidance in the registration process on major applications;<br><br>Para 58. Clear audit at validation of documents submitted for major applications against requirements. | *B1. New Internal procedure guidance on validation processes*<br><br>*Take what we do already and document this, so it can be in idox to be seen. If a discretionary document explain this.* | M Hancock & C Golden | B1. Complete and embedded. | B1.Reviewed and updated. New validation form createdto be completed by Chief Principal Planer or Team Leader during validation. The completed form is kept on the public file and updated if more information is submitted with the application. |

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| | B2. *Training and implementation* | | B2. Complete and embedded. | B2. Local List Checklist rolled out to Officers at officer training forum. In use now.Available on our website. |
| | B3. *Also process to go back and keep audit up to date as other information is submitted.* | | B3. Complete and embedded. | B3.See above re. SOP. |
| | B4. *Carry out a review as to whether any further minor change is required to procedure.* | | B4. Complete. | B4. Future reviews may be carried out through internal audits, ISO 9001, review of validation lists. |
| A review  of the EIA-related procedures  Para 66. Review EIA procedure i. advice in pre-application, ii. Quality of forms and documentation used, iii. Training and briefing of officers in respect of Screening process. | C1. Review EIA procedure i. advice in pre-application, ii. Quality of forms and documentation used, | MMorgan | C1. Complete and embedded. | C1. Initial improvements made autumn 2013.Full review produced.In use by officers. |
| | C2.  Training and briefing of officers in respect of Screening process | | C2. Complete and embedded. | C2. Further internal and external training to officers October 14 organised by legal. |
| | C3 Plain English version.  (The FOE 2005 campaigners' guide is helpful in this respect ) | | C3. Complete and embedded. | C3. See C1 above. |
| | C4. Legal Advice on screening and scoping | | C4. Complete and embedded. | C4. Forms produced for screening and scoping and implemented. Legal advice to be sought on a case by case basis to inform determination as necessary. |
| **EXTRA:** external validation or accreditation of improvements and procedures | D1 Investigate which planning authorities have done this and what advice is available from national organisations such as PAS or | N Grigoropoulos/L | D1. Complete. | D1. M Crofton Briggs received proposal from Planning Officer Society Enterprises for a formal |

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| | POS.. | Godin | | Review. |
| | D2 Scope out project, what help needed. Agree Action with Steering Group | | D2. Complete. | D2. Agreed to ask V Goodstadt to review this Improvement Plan and the actions taken when complete and evidence of 'testing' can be provided. Examples of testing of processes have been outlined in Notes 1 – 4 and the final report concluding the Action Plan. |
| | *D3. Implement agreed action* | | D3. Complete. | D3. A series of workshops and testing meetings have been held with VG. Four notes (see above) have been produced which explain in more detail the amended and new processes that have been implemented in response to the recommendations in this Action Plan.<br><br>Planning Services will shortly be working towards ISO 9001 accreditation. A seminar for Managers to launch this was held on 29.01.15. |
| **EXTRA:** Review of how we organise the electronic application file. Data management | *E1. Devise guidance on data management, initially for application files. To aid audit, retrieval and clarity.*<br><br>*Proposal could be to put data in sub-sections that relate to the stages in the* | L Godin/C Golden<br><br>Support from L Godin and | E1. Complete and embedded. | E1. Workshops were held on 22nd and 24th September, 1st October to explore functionality of IDOX, provide extra training for Officers across City Development. There has been increased functionality |

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| | *process in IDOX (pre-app; submission, consultation, negotiation, changes, committee report, decision, compliance with conditions.).* And label each piece of data better. *To include all sections including Heritage, photos,* | ICT | | in IDOX since December and we are now able to use filters to look through and find documents more easily and clearly.<br><br>Options to organise the list of documents in the electronic file were explored with IT but the functionality of the system did not allow for any alternative format or set up. |
| **II.Consultation Processes.** | | | | |
| A Further development of pre-application guidelines: Para 91. Best practice – resource intensive, so most appropriate for majors.<br><br>Para 98.<br>1.Allow more time between project inception and the proposed commencement date<br>2.Engage other appropriate parties (including members) in pre-application discussions, and not just officers;<br>3.Provide opportunities for presentations and briefings to members;<br>4.Encourage a two-stage consultation on major applications ; and<br>5. Set down clearer guidelines on the desired documentation. | *A1. Workshop or brainstorm to explore options and best approach. Scoping of pre-application guidance on consultation*<br><br>*A2. Prepare internal procedure guidance*<br><br><br>A3. External applicant protocol. Consider how best to persuade prospective applicant the value of initial consultation while scheme is still at option or conceptual stage and capable of change in response to consultation.<br><br>A protocol/guidance note for developers on the consultation they need to do for different sized developments. | C Golden | A1. Complete and embedded.<br><br><br>A2.complete and embedded.<br><br><br><br>A3. Complete and embedded. | A1. Discussed at Officer forum and team meetings.<br><br><br>A2. Guidance note produced for pre-application consultation best practice.Early internal case conferencing of all potentially sensitive cases.<br><br>A3. See Guidance note for applicants on pre-application consultation. Applicants are advised via pre-application responses to undertake two rounds of public consultation and take schemes to the ODRP.<br><br>Options considered and a guidance note produced for applicants to be attached to email |

| | | | | and letter correspondence and a section for the website written.<br><br>Bespoke consultation for appropriate cases. |
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| | *A4. Work with Members on greater participation at this stage* | | A4. Complete and embedded. | A4. Pre application briefings are held for Major planning applications where appropriate. |
| **B EXTRA**:  Review of Statement of Community Involvement<br>Current SCI was adopted in 2006 and does not reflect the most up to date regulations in relation to policy documents so there was a case for review in any event but RDW adds to this.<br><br>*EXTRA.* A question to Council on 3rd Feb asks that Council review the methods it uses to consult the public on planning applications. | B1. SCI review would, covers pre-application consultation.  Starts with PID, scope and public engagement/involvement<br><br><br><br><br>B2. Review of SCI through statutory process | M Jaggard | B1. Complete – to be embedded. | B1. The SCI was reported to CEB on 19th November and went out to public consultation on 6.01.15 for six weeks. Sets out in detail the whole range of consultation processes.<br><br>B2. A separate note on the SCI has been prepared for VG to provide additional detail (NOTE 4). |
| C. Post-application guidance on planning processes.<br><br>Para 99<br>1. A more structured approach to the weekly lists to enable the ready identification of major developments;<br>2.A more effective provision of Site Notices;<br>3.Additional means for communicating the scale and massing of major developments;<br>4.Consultation on revised drawings;<br>5.The provision of feedback to respondents on planning decisions; and<br>6. The planning processes to be more integrated with other regulatory processes. | C1. Ensure all actions documented in internal procedure guidance –weekly list, Site notices, consultation on revised drawings, | C Golden | C1. Complete and embedded. | C1. Weekly list template has been changed to make it easier to spot Major planning applications. Protocols written for all. Means of documenting each action explained in the protocol.<br><br>The Site Notice SOP has been updated which includes the more effective provision of site notices consultation on revised drawings.<br><br>Guidance note written for best |

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| | | | | practice for the means for communicating the scale and massing of major development.<br><br>Notes about how the Council will feedback decisions to respondents on the planning pages of the website. |
| | C2. Provision of post-application guidance notes for applicants/page on our website. Major developments, feedback on planning decisions | | C2. Complete and embedded. | C2. Post-application guidance notes for applications on our website. A new section of the website dedicated to post-application stage. A section about feedback on applications posted on the page where people submit comments, explaining that individual feedback cannot be provided but that the Officers report, decision notice and reason for approving or refusing an application will be available to view on the online planning file. All planning matters raised are addressed within the Officers report. |
| | C3. Clarification about what is/isn't an NMA/MMA. | | C3. Complete and embedded. | C3. Guidance notes and information on our website and being used by the DC team, passed onto applicants during duty, pre-app and post app discussions. |

| | C4. Integrate planning process with other regulatory processes by; Use pre-commencement conditions less, where important sort out before decision made. Already there with contamination | | C4. Complete and embedded. | C4. Frontloading of applications is positively encouraged with a good opportunity for this at the pre-application stage. See Note 1 on Processes. Also see C2 on Page 20.<br><br>Contamination matters are already considered early as part of the validation process. |
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| **D. EXTRA:** Application of project management procedures to applications. | D1. Consider merit of treating a major application as a 'project' with associated, but proportionate, project management? e.g. (as a minimum) set up a project plan with key stages and milestones that covers pre-and post-app stages. | N Grigoropoulos | D1. Complete and embedded. | D1. Agreed with F Byrne and L Higgins to pilot project management procedure as part of a major application (PPA).<br><br>A project brief has been written for Jericho Canalside. This can be used as an example for Officers.<br><br>A Template has been produced for PPAs/Project Briefs to be prepared to follow in managing Majors as a project. The template is available in the DC Manual.<br><br>This new process was embedded with all DC Officer at the Officer Forum in December 2014. |
| **E. EXTRA:** Produce a full list of all Standard Operating Procedures (SOPS) | E. Bring together all existing procedure notes SOPS , plus a list of those in preparation. Undertake a gap analysis. Review all to ensure fit for purpose. | L Godin | E1. Complete and in the process of being embedded. | E1. Confirmation reached on what processes documented following BPI of application processes. |

| | Consider how to make available for easy use by all officers. | | | A full review and update has been carried out. |
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| **III.** *Visual Impacts & Quality of Design*<br>**It is recommended that existing initiatives to improve the design capacity of the Council should be complemented by action to enhance the use of in-house expertise and to provide members with greater support in their considerations of design issues and visual impacts by:** | Para 145 – expanded below | | | |
| Developing greater technical capacity (IT and skills) to take advantage of the rapidly evolving potential for interpreting design and integration with established GIS systems; | A1. Prepare guidance or a requirement spec. for applicants based on current technology to improve visualisation of proposed development. Verified views, digital imagery, computer generated 'fly through'.<br><br>Importance of Verified views. Encourage applicants to produce models Have hard copies of the plans on boards from applicants for Members to view before the committee meeting.<br><br><br><br>Confirm that 'wire line' drawing no longer acceptable. | C Golden | A1. Complete. | A1. Draft of guidance note written which outlines what type of best practice options are available. Due to be published and available on the website and to applicants at the end of April 2015.<br><br>See above. Officers are actively encouraging applicants to consider a wide range of options for best practice presentation of proposals.<br><br>Hard copies of plans to be presented at committee on boards for appropriate major applications.<br>Wire line drawings form part of the formal Landscape Visual Assessment (LVA) methodology as part of EIA submissions but clearly we need other ways of assisting Members and members of the |

| | | | | public to visualise the effect of proposals. |
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| | Exploring more immediate and site specific options, such as the use of Google Sketch Up to helpunderstanding of scale and massing. | | | We have trialled Swiss Poles at Elsfield Hall and we are seeking to encourage applicants to consider using this method in relevant cases as part of pre-application discussions. We are still developing the detail of how the Swiss Pole system will work so that we can make applicants aware of it. Three DC Planners now have Sketchup and have received formal training in how to use it with a view to rolling out this training to other relevant Officers. |
| | A2. Feasibility study to understand what is possible. | | A2. Complete. | A2. Westgate BLD have a BIM model that has been seen at their London offices.Contact made with Mr Gaskin at Brookes, discussed a proposal for a 3D virtual model of the City. |
| Improving the advice on the design evidence used to support application, in particular in the preparation of Design and Access Statements | B1. Review of our current advice and assessment of DAS, to include understanding of latest Government guidance. | C Golden | B1.Complete and embedded. | B1. Reviewed, changes noted. See below. |
| | B2. Internal procedure guidance | | B2. Complete and embedded. | B2. Written, given to Officers. Stored in the DC Manual. |

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| | B3. To check latest Government Guidance and our Validation Checklist. | | B3. Complete and embedded. | B3. Done. The Local Validation Checklist to be reviewed by next summer 2015. |
| | B4. Potential to have a Design section on the planning pages of our website. This could include guidance on how to complete a good Design and Access statement as well as information on latest schemes and the Oxford Design Review Panel. | | B4. Complete and embedded. | B4. A new section for the website published under 'Design in the planning process'. http://www.oxford.gov.uk/PageRender/decP/Designintheplanningprocess.htm This is under constant review and will be added to/amended when appropriate. |
| Enhancing member 'training' on design and planning; | C1. Explore with Members how they would like to achieve this. | N Grigoropoulos | C1. Complete and in the process of being embedded. | C1. Post elections training has been provided on probity and the planning system and SHLAA and SHMA and housing provision. Meeting with lead Cllrs, discussed Member training for the year. |
| | C2. Potential role of Oxford Design Review Panel or its members. | | C2. Complete and in the process of being embedded. | C2. Agreed format and seeking two dates in the Autumn. Member training workshop on lessons learned on individual cases took place in January Members Briefing 2015. |
| | C3. Set up post development site visits to help Members review decisions – good | | C3. Complete and in the | Half a day of post development site visits will be held with staff in |

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| | examples and also where improvements could have been made. | | process of being embedded. | May 2015 and then site visits for Members will follow shortly after. |
| Investigating and adopting the best new field-based approaches to assessing the visual impact of new development<br>*This is reference to poles, balloons or scaffolding.* | D1. Run a pilot on a Council own scheme.<br><br>-Evaluate pilot<br>-Options paper for future scope and operation, with opportunities and risks. | N Grigoropoulos | D1. Complete and in the process of being embedded. | D1. "Swiss poles" pilot carried out and an evaluation carried out with Elsfield Hall reported to the WAPC on 22<sup>nd</sup> July 2014 with recommended actions. Formal roll out session with all officers held on 7<sup>th</sup> October 2014**.** Discussion with lead members already taken place and Councillor Fry is exploring the potential of Bauprofil providing this service in Oxford. |
| | D2. Importance of plans showing the context of a proposal, i.e. neighbouring properties, for smaller applications. | | D2. Complete and in the process of being embedded. | D2. Discussed with some Members. This is outlined in the best practice guide for visualisations.<br><br>To include as part of the 2015 review of the validation checklist. |
| **EXTRA:** Design Review | E1. In partnership with Cabe, establish the Oxford Design Review Panel.<br><br>E2. Work with case officers to introduce the appropriate proposals to Design Review and how to make best use of the Panel's report. Templates for use with each project<br><br>E3. Leaflet to explain to developers and to inform the public | M Crofton Briggs | E1. Complete and embedded.<br><br>E2. Complete and embedded.<br><br>E3. Complete and embedded. | E1. Oxford Design Review Panel established in 2014.<br><br>E2. Cabe met case officers to review initial reviews. Quarterly meeting with Chair of ODRP and David E on 20 May.<br><br>E3. Leaflet and document about the Service drafted and published on Website. |

| EXTRA: Improve internal design expertise | F1. Skills audit and schedule, L&D opportunities<br>*(could include a parallel design panel then compare and contrast with the panel's conclusions)*<br><br>*Options paper to 'fill' gaps to include possibility of employing a permanent urban designer.* | C Golden | F1. Complete and embedded. | F1. Design Skills audit has been carried out. CG reviewed the results which show generally, Officers appreciate the value of good design and that they are enthusiastic about developing their skills and knowledge.<br><br>The audit identified a number of gaps within the team and thus opportunities for further training with particular emphasis on materials, the use of Sketchup.<br><br>Working with the Oxford Design Review Panel to provide training to Officers to help them review the quality of design in schemes. Workshop to be carried out later this year. Nick Worlledge has joined the team focusing on Majors and we are benefiting from his design skills and experience. The new Heritage and Design Team Leader post is also a part specialist post which could be filled by an Urban Designer and could be instrumental in helping to raise the status of design within City Development. |
| | *F2. Internal design charettes - design workshops for the DC teams to focus on* | | F2. Complete and embedded. | F2. Alongside weekly case conferencing sessions, the DC |

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| | *more daily design issues.* | | | team also hold bimonthly design workshops which focus on more daily design issues. We have also just started weekly case conferencing sessions for small residential developments. Minutes are taken at each meeting and the points raised are recorded so that they may inform the new design guide. |
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| **IV. Committee Reporting**<br>**It recommended that the presentation of the planning issues of major applications to committee should be strengthened by** | | | | |
| A systematic documentation of the policy evaluation including clarification of the extent and nature of any departure (non-compliance) from policy<br><br>Para 167 systematic record of evaluation against all policies that seen as material | A1. Internal meeting to explore and scope out<br>*Internal procedure guidance to explain how officers should record evaluation against all policies* | M Armstrong A Roche/ L Goddard | A1. Complete and embedded. | Weekly surgeries are held with members of the Policy team who give advice to DC Planners. These sessions aim to help clarify and explain the policy context. |
| | A2. Understand issue of non-compliance and greater level of explanation necessary. | | A2. Complete and embedded. | A2. Meeting with Officers taken place to promote policy weekly surgeries and agreed best practice for addressing this issue in committee reports. |
| | *A3. Advice note prepared.* | | A3. Complete and embedded. | A3. Separate note prepared for VG covering the identification and assessment of policies in report writing and the issue of non-compliance. |
| A more evidenced-based approach to the | B1. Review of report writing guidelines, to | M | B1. Complete | B1. Template committee reports |

| presentation of the choices before committee, and the impact of mitigation through conditions in reports | provide extra guidance to authors on such matters as evaluation, analysis of choices and weight. | Armstrong | and embedded. | produced. Guidance note as set out in section above. |
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| Para 187 report could have been clearer in evaluation and analysis of the choices that were put before committee. | B2. To include a dialogue with key members. | | B2. Complete | B2. Meeting with chair of WAPC 8/10/2014. Note produced on this and other issues. |
| Eg report asserted need for student accommodation but could have gone further to explain why and give current achievement against 3,000 policy, | *B3. Workshop or brainstorm to explore options and best approach.* | | B3. Complete and embedded. | B3. Discussed at DC Team Meeting in July 2014. A follow up workshop held in October 2014. |
| | *B4. Internal procedure guidance based on review of existing report template. Augment to include advisory notes to report writers.* | | B4. Complete and embedded. | B4. Guidance written for report authors to be used in cases where there is a need for a balanced recommendation. One-to one support and guidance is offered for specific cases also. |
| | *B5. Lead policy officer assigned to majors in an advisory capacity; to flag up other sources of information; to be sounding board for discussions about choices and weight to be attached to different policy objectives* | | B5. Complete and embedded. | B5. Chief Principal Planner circulates list of Major applications and a Lead Policy Officer is identified. A spreadsheet has been created which identifies all the key officers dealing with a Major planning application. This is kept on and updated through the M drive. |
| The use of alternative means of addressing design considerations (e.g. in terms of visualisations and where necessary site visits). | C1. Better visualisation for Members: Augment power point with other means such as models and exhibition boards (favoured method of the Design Panel) | C Golden/ N Worlledge | C1. Complete and in the process of being embedded. | C1. See 3 above. Officers encourage applicants to present their schemes with best |

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| Relates to section 3 above, and how illustrate and communicate design considerations to Members. | See**III. *Visual Impacts & Quality of Design* above | | | practice techniques for visualisation at committee. Relates to section 3 above. |
| | *C2. Internal procedure guidance. Publish external guidance and standard to be followed such as verified views.* | | • C2. Complete. | C2. See Draft Visualisations best practice document. |
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| ***V. Planning Conditions*** <br> **It is recommended that enforcement procedures and coordination** (on conditions**) should be strengthened through:** | | | | |
| An auditable process for determining the appropriate enforcement action <br> Para 205 <br> Review with legal of current process. <br> Eg. Is there the discretion to take no action absolute? <br><br> Eg. need clear decision process to decide to take no action. | *A1. Necessity to document decision especially when no action, and formally to secure sign off by a senior reviewer.* <br><br> *A2.Internal report template* <br><br><br> *A3. Procedure guidance* | M Morgan / M Armstrong | A1. Complete and embedded. <br><br> A2. Complete and embedded. <br> A3. Complete and embedded. | A1.A Pro-forma created and now used to provide audit trail.Pro-forma also to write off enforcement cases <br><br> A2 Report template / pro-forma completed. <br><br> A3. Procedure guidance complete. See above. |
| A review of the use of standard planning conditions, and updating of them where necessary | *B1. New schedule of standard conditions,* <br><br><br> *B2. Structure decision notices to set out conditions in four categories* | M Armstrong /M Hancock | B1. Complete and in the process of being embedded. <br><br> B2. Complete and in the | B1. All standard conditions have been reviewed and updated. <br><br> B2. Conditions will now be coded into the four categories in order |

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| | *(no additional submission, pre-commencement, pre-occupation, post completion)* | | process of being embedded. | that decision notices can be produced to list the conditions in the relevant order. ICT are working on amending recommendation and decision screens in Uniform accordingly. Categories coded as P = pre-commencement, C = during construction, O= pre-occupation and F = forever. |
| | *B3. Produce short guidance note on how to code unique conditions* | | B3. Complete and in the process of being embedded. | B3. This has been discussed regularly at Officer Forums and Team Meetings and explanations given about how to code unique conditions so that they will be automatically pulled through into relevant categories. |
| | *B4. Test system with new decision notices* | | B4. To be tested in March 2015. | Testing will need to await the completion of the IT project. This is now a project in its own right. |
| Inter-agency co-ordination to address the issues set out in the main report<br><br>Review how much is left to pre-commencement conditions and what is agreed before decision made.<br><br>Eg. Assess importance of issue and when needs to be agreed before consent given | *C1. Internal discussion to understand issue, explore options and agree guidance to officers.* | N Grigoropoulos | C1. Complete and embedded. | C1. Discussed at team meetings in the context of the Government proposals on conditions. Agreed with Officers that they need to seek to frontload the process at pre-app stage to reduce the number of pre-commencement conditions or progress issues especially where this affects health at an early stage. Ensuring that applicants engage the |

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| | | | | Environment Agency and Thames Water early at pre-application stage (PPA). Also, new process on land contamination was introduced earlier this year.<br><br>To bear in mind when reviewing the Validation list in 2015.<br><br>Confirming the above to Officers at the meeting on 7th October and follow with a procedure note.<br><br>Either way, our aspiration is to produce a guidance note for applicants to be written about the benefit of frontloading conditions and what information and level of information that can be submitted in an application. This is also reflected in the current DCLG consultation on planning matters including conditions. |
| | *C2. Confirm approach with agency partners* | | C2. Complete and embedded. | C2. Discussed with statutory consultees (Thames Water, Environment Agency and Land Contamination Officer), the need to encourage applicants to provide more information up front in relation to drainage, flooding and land contamination to reduce the need for pre- |

| | | | | commencement conditions requiring submission for additional details. This would enable fuller assessment at an earlier stage prior to decision and would minimise delays for the applicant to commence works on site. To confirm in writing with agencies. |
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| The use of a range of media should be considered to provide accurate and accessible information that addresses these concerns ( to the general public) Planning involves complex issues. Consider how we explain and communicate these. Consider briefing notes or similar for the general public, eg distinction between contaminated land and land containing contaminates. | D1. *Open a running list of 'complex' issues that might benefit from lay explanation.*<br><br>*Use of section on Web for general planning guidance* | L Godin with help from  C Golden | D1. Complete and embedded. | D1. See D2.<br><br><br>New content for the 'pre-application stage' web page has been published. To be updated as necessary. |
| | D2. *Check whether explanation is available somewhere else, if we can link to all the better.* | | D2.  Complete and embedded. | D2 Link to the Planning Portal's A-Z Glossary on the website. |
| **EXTRA:** Monitoring of pre-commencement conditions | E1. *Assess role for AIs and BC to report on impending commencement.*<br><br>*Correlation with needs for CIL monitoring?*<br><br>*See conditions above : Structure decision notices to set out conditions in four categories*<br>*(no additional submission, pre-commencement, pre-occupation, post completion)* | M Armstrong | E1. Complete and embedded. | E1. Use CIL re commencement<br><br>Extra code on conditions relating to threat to health and safety issues eg land contamination. See C2 above. Rolled out to Officers on 7th October 2014.<br><br>Use of informatives to advise on the use of conditions. Proactive Enforcement: This works together with how we are implementing the new system for |

| | | | | conditions. System set up so that if additional resources are available in the future, we can look at extra resources. |
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| | E2. Review means of communication to applicants their responsibility? | | E2. Complete and embedded. | E2 See above for conditions. The decision notice will be produced to focus on which conditions will need to be discharged at which point. |
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| **VI. Wider Planning Issues** | | | | |
| Enhancing the planning service in terms of planning process, policy and strategy<br><br>Para 214, 215, 216 | A1. Improve clarity on 'departure' from the plan. | M Jaggard | A1. Complete and embedded. | A1.  See Note 3. Policy Officer attended January Officer's Forum to provide guidance. Weekly Policy surgeries also held. |
| | A2. Is the City full? Lack of space leads to pressure to build higher with impact on urban form and views.<br><br>Consider when appropriate to review the capacity of the City to absorb growth.  – associated to issue below.<br><br>*Would tie into 3D virtual model of the City in 3 above.* | | A2. Complete and embedded. | A2. Complete.As below |
| | *A3. Need to have answer to question 'when will Core Strategy be reviewed?' (agree not an option NOT to do a review )* | | A3. Complete. | A3. The Strategic Housing Land Availability Assessment review (March) provides clarify on the |

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| | *Consideration relates to SHMA output Universities dialogue, SEP, Growth Fund and wider Oxford Growth Strategy matters.* The imminent publication of the SHMA and the work that flows from that under the duty to cooperate (including discussions that we are instigating with the Planning Inspectorate) will help to inform decisions on the timing of any review of our own Core Strategy | | | capacity to absorb growth and the pressures on building higher. Now agreed this to be independently assessed to reassure other Oxford LAs. Consultant appointed |
| Progressing and formalising a more strategic approach to the future development needs and engagement with the Universities and Colleges | *B1. Hold a College and University workshop and Prepare a brief to go out with invitation to sameProposition:* | M Crofton Briggs | B1. Complete. | B1. Initial meeting with colleges and University 17 March |
| Para 219 Work with the Universities and colleges towards a 15 yr business plan. The future of the Universities depends on the City it is in as much as on global competitiveness. | *B2. Joint commissioning of consultants - Where next for Oxford, the University and Colleges over a 5 to 15 yr horizon? / Oxford Growth Strategy?* | | B2. Complete. | B2 Agreed to form a task group, to: * Commission consultants for the Framework * Compile the Handbook. |
| Help the Universities and Colleges take community engagement seriously. | B3 Evaluate strategy produced and use to feed into consideration of the Core Strategy and Oxford Growth Project. | | B3 Can only start when B2 complete. | B3. Can only start when B2 complete. |
| | B4. Guidelines for University and College community engagement. | | B4 Not started | B4. Work with the Task Group. |
| c. **EXTRA**: 1990 Act: impact of development on a Conservation Area | C1. Assessment of this challenge and what this means for Planning Policies. | M Jaggard and N Worlledge | C1. In hand Target Spring 2016 . | C1. A panel has been set up with dedicated Officers. We're at the scoping stage and have |

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| Argument to the review that even development in the foreground of a long distance view of a conservation area has an impact on that conservation area even though that development itself is not in close proximity to the CA. | Bring this into the preparation of the Design and Heritage SPD? | | <span style="background-color:#8DC63F"> </span> | undertaken consultation with Development Control Planners. This is a project in its own right. |

Outstanding Actions which are projects independent of this Action Plan:

| Task | Owner | Progress | Timescale |
|---|---|---|---|
| The creation of a protocol likely to be known as a Handbook which is overseen by a joint University, College and City Council task group. | Michael Crofton-Briggs | Further discussions to convene to take this forward and complete. | End of December 2015. |
| Review of the Statement of Community Involvement (SCI). | Lyndsey Beveridge | Completed a public consultation on the draft SCI. Having considered the comments received, we will be taking the final one to CEB in June 2015 for adoption. | End of June 2015. |
| Finalise and publish the best practice guidance document: 'Improving the presentation and visual quality of drawings and documents submitted with a planning application'. | Clare Golden | A draft version has been produced which is used by Officers. A final, formatted version will be produced as a guidance booklet to be published on our website and used by applicants. | End of May 2015. |
| Member training: A series of half day, post-development site visit tours to draw out the | Clare Golden & Niko | The itinerary for the tour is in the process of being developed through Officer post development tours. | The tour will be carried out in |

| most important lessons. | Grigoropoulos | It is envisaged that a number of small groups will take the same tour | May 2015 – date to be confirmed. |
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| The creation of a 3D, electronic model of the City. New developments could 'plug in' to this model and be viewed within context. Compile a Feasibility Study to understand what is possible. | Michael Crofton Briggs & Liz Godin | Already discussed with Oxford Brookes University and a number of potential approaches and options discussed which need to be further explored as part of a future, separate project. | On-going. |
| Explore the options for a dedicated Urban Design specialist resource within the service. | Clare Golden | Existing staff have a variety of urban design skills and additional training has been provided over the last year but there is not a dedicated Urban Designer post within the service. | Over the next 6 months. |

**Overview consideration by the Steering Group,** *once Actions stated as complete and tested*

1. Has there been an Integrated Approach?
   The Action Plan above deconstructs the report into components but there is also an exercise to put the parts back together.
   Key Matters overlap such as:
      i. pre-application process, developer consultation/ involving elected councillors
      ii. embedding of the design process/visualisation/techniques/policy/independent review by ODRP and internal expertise
      iii. all procedures are documented; transparent and audited

2. Has the Improvement Action Plan do the job – has it optimised on the opportunity?
3. Is there a clear Vision or Strategy for Growth of the City emerging from the work with the University and major partners in the sub-region? – a vision for the City region feeding into the review of Local Plan (Core Strategy)

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