



Review of Planning Services (2023) Improvement Plan – 4th Quarter Update



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Introduction

As the end of 2023 approaches, I present the latest Improvement Plan update for Q4 for the Government of Jersey's Review of Planning Services. As the Minister for the Environment, I recognise the fundamental importance of a planning system that addresses the pressing need for new homes as well as responding effectively to the climate emergency and safeguarding our natural and built environment.

In the wake of the last election, the call for a government focused on tangible delivery was resounding. The message was clear: we must prioritise the efficient functioning of a planning system that aligns seamlessly with the government's key objectives. Our island deserves a planning service that is not only efficient and consistent but also excels in delivering excellent customer service.

I recognised the imperative for swift and effective change to the performance of Planning Services, and to help achieve this, I commissioned an outside review, conducted by Jim MacKinnon CBE. The resulting report provides a clear analysis and practical, easily understood recommendations. The report and its recommendations were effectively a blueprint for the transformation of our planning services.

The Q4 Improvement Plan reflects our commitment to promote flexibility, responsiveness, and collaboration in the planning system. In November we held an Industry Engagement Event with over 90 stakeholders from industry in attendance. We have also been focusing on how we can work together better through various shared agreements. This collaborative approach ensures that the key actions outlined in the Improvement Plan are thoroughly understood and implemented.

While acknowledging the positives, I remain steadfast in my commitment to delivering real change for Islanders. More still needs to be done. The ambitious timescale set for the transformation of planning services reflects our shared dedication to building a better, more responsive, and efficient future for the Government of Jersey's Planning Services.



Deputy Jonathan Renouf
Minister for the Environment

Review of Planning Services (2023) Improvement Plan

The recommendations from Mr Mackinnon’s report and the Minister’s Action Plan and Improvement Plan are as follows:

Improving the application process

Recommendation Top priority is to introduce efficient, effective, and sustainable processes for validating and registering planning applications. The new process must be supported by robust IT systems, intensive staff training and clear communication with stakeholders.

Minister’s Action Plan Recruitment for the new Head of Development and Land is underway, and a replacement supervisor for the team is currently being advertised.

A review of processes and the team structure will also be undertaken to maximise efficiency of processing applications, including support from the planning officers in the validation of applications.

Time Scale for Delivery 3rd Quarter 2023

Key Action	Target	Key Milestones	Status
Additional Technical Support Officers to support the processing of planning applications	May 2023	Two additional Temporary Technical Support Officers appointed on a 3-month contract to support Technical Support Officer Team.	Completed
Appointment of Technical Support Officer Team Supervisor to maximise efficiency of processing applications	June 2023	Technical Support Officer Team Supervisor appointed and in-post	Completed
Training for Technical Support Officers	June 2023	Training Updates for existing Technical Support Officers and training for new Technical Support Officers delivered	Completed
Appointment of a new Senior Regulatory Improvement Officer to manage the Technical Support Officer Team	June 2023	Senior Regulatory Improvement Officer appointed and in-post	Completed
Appointment of a new Head of Development and Land to provide strategic direction	Sept 2023	Head of Development and Land appointed and in-post.	Completed

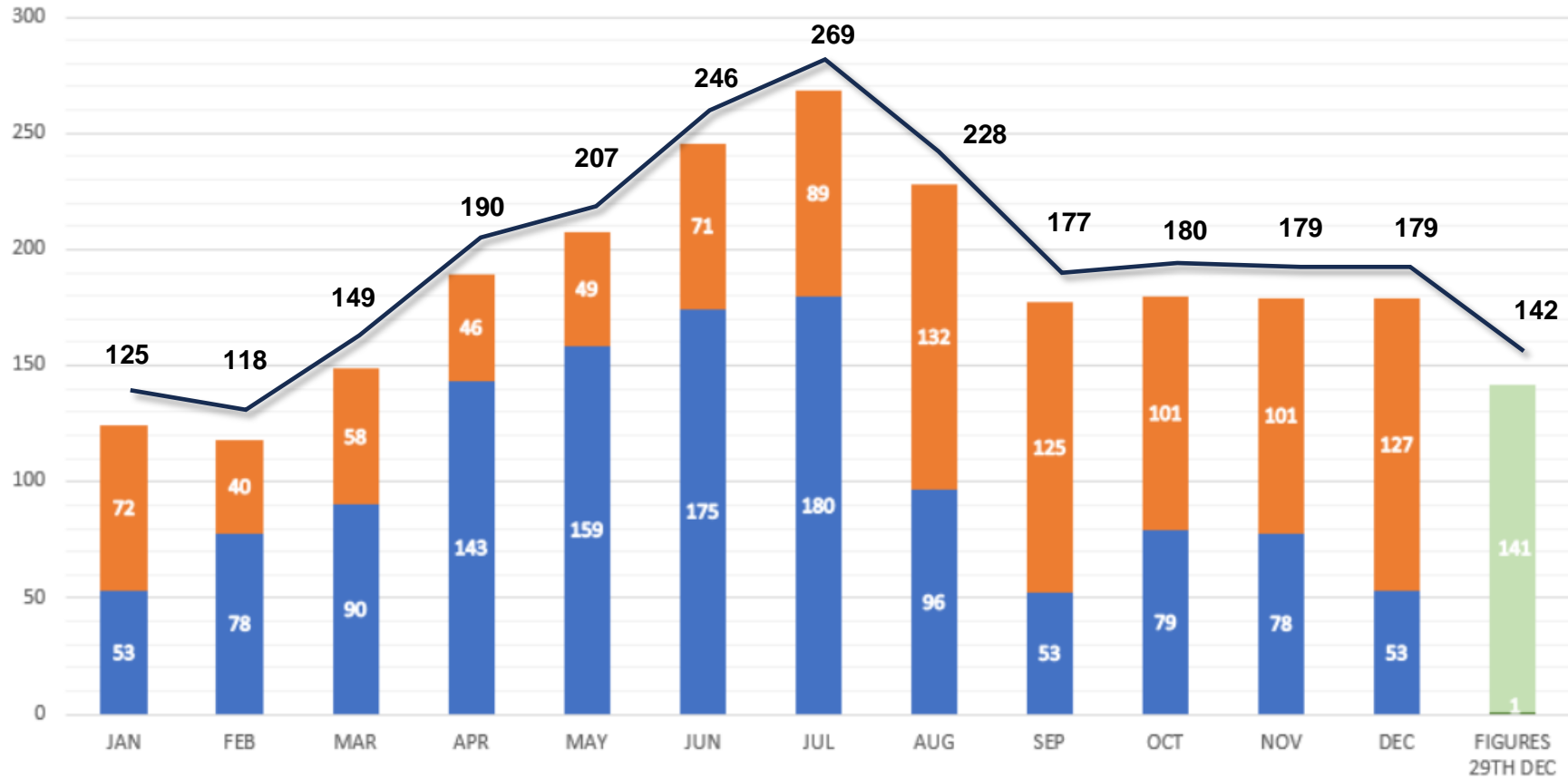
A review to be undertaken to maximise the efficiency of validating and registering applications	Oct 2023	Senior Regulatory Improvement Officer to review existing processes to maximise efficiency	Completed ahead of schedule
A review of the team structure to be undertaken to maximise efficiency of validating and registering applications	Oct 2023	Senior Regulatory Improvement Officer to review of the team structure to maximise efficiency	Completed ahead of schedule
A review of planning officer support for validation of planning applications (for validation of significant applications)	Oct 2023	Planning Manager and Senior Regulatory Improvement Officer to review planning support for validation	Completed ahead of schedule
Stable software system and removal of duplicate processes through introduction of IT systems	Jan 2024	Current technology project to achieve go live milestone	On Target
Reporting of planning application validation and registration statistics on gov.je	Mar 2024	Planning application processing wait times published on gov.je	On Target

Applications awaiting registration

The total number of planning applications awaiting registration peaked in July at 269 with 180 applications requiring action from Regulation. Since July, the number of applications awaiting registration has steadily fallen till September. The total number of applications awaiting registration has stayed constant since September, the number of applications requiring action by Regulation has fallen from 180 in July to 53 in December. The number of applications requiring action by Regulation fell to 1 by the end of December due to a combined effort by the Technical Support Officers and Planning Officers. As the end of 2023 approaches, officers will be contacting customers to submit outstanding information to aid in the transition between 2023 and 2024.

Recent recruitment for Technical Support Officers has been successful and we await new starters in the next couple of months. In the meantime, all planning officers are now engaged with supporting the validation of applications to continuously improve the timeliness and accuracy of validation of applications. All officers have received training and detailed guides to support this new change.

Applications awaiting registration



■ Total applications awaiting action by customer
■ Total applications awaiting action by Regulation

■ Total applications awaiting action by customer on 29th Dec 23
■ Total applications awaiting action by Regulation on 29th Dec 23

Validation checklist

Recommendation Developing new processes must reflect a rigorous evaluation of the information requirements in the draft validation matrix.

Minister’s Action Plan The Minister accepts the need for a validation checklist or matrix to be published which provides the public with clear guidelines on what level of information is required to be submitted for each type of application. This will be developed over the next few months, with the aim of publishing by the end of Q3.

A review of processes and the team structure will also be undertaken to maximise efficiency of processing applications, including support from the planning officers in the validation of applications.

Time Scale for Delivery 3rd Quarter 2023

Key Action	Target	Key Milestones	Status
Review of the validation checklist / matrix against Bridging Island Plan and other requirement (content check)	July 2023	Planning Manager and Senior Planning Officers to review and confirm content is correct	Completed
Develop validation matrix into a customer friendly, web format	Oct 2023	Draft of web content shared with Government of Jersey Web Services	Completed ahead of schedule
Validation checklist or matrix published on gov.je	Oct 2023	Regulatory Improvement Officers to work with the Government of Jersey Web Services to publish the validation checklist	Completed
Review feedback from customers	Dec 2023	Gather and record feedback from customers on validation matrix and draft revisions	Completed
Validation Checklist v2.0 published on gov.je	Mar 2024	Regulatory Improvement Officers to work with Web Services to publish the revised checklist	On Target

Validation Checklist 1.0

The validation checklist published on the Government website, is available under the “Making a planning or building application” section or at the following link [Validation Checklist Planning Applications.pdf \(gov.ie\)](#). This checklist is subject to continuous improvement and will be updated following the recently adopted Supplementary Planning Guidance - Density Statement

Validation Checklist 2.0

Version 2.0 of the Validation Checklist is underdevelopment following the receipt of feedback from the development industry and statutory consultees. The target for publication of Validation Checklist v.2 is the 31st of March 2024.

Monitoring Performance

- Recommendation** An integrated set of data to monitor the performance of the planning service should be introduced.
- Minister’s Action Plan** The existing legacy computer system is unsupported and over 20 years old. This significantly limits the ability to extract performance monitoring data. Project RIDA is an investment in new technology to support a stable, effective, and efficient platform for improvements to the planning service. This new system will be designed to report on service performance statistics as well as key information about housing units and land use, critical to inform key decision-making policies.
- The Minister will publish a list of Key Performance Indicators (KPIs) that will be monitored by the end of Q3, although monitoring these KPI’s will only become fully possible with the deployment of RIDA in Q1 2024. The report highlights that the current investment for Project RIDA is aimed at stabilising the existing system. To develop a fully integrated system that can produce the efficiencies described in the report, an additional investment is required which has been put forward as a proposed bid for consideration in the draft Government Plan 2024-2027.
- Time Scale for Delivery** 1st Quarter 2024

Key Action	Target	Key Milestones	Status
Secure the additional investment necessary to complete the IT project RIDA and secure the ability to effectively report Key Performance Indicators in 2024	Jun 2023	Submitted business justification case for Government Plan 2024-2027.	Completed
Publish a list of Key Performance Indicators (this will be the list of KPIs, but the data may not be available until the new IT system is implemented in Q1 2024)	Sep 2023	Publish a list of indicators to be reported on in the 1st Quarter 2024	Completed
Publish Key Performance Indicators data	Mar 2024	Reliant on introduction of IT software system	Completed ahead of schedule
Build the data fields in the new system necessary to report on the published KPIs	Mar 2024	IT software updates implemented	On Target

Key Performance Indicators to be reported on in the 1st Quarter 2024:

- % Applications where customers were contacted for further information or request for payment within 2 weeks of the application being first submitted (Target Performance Indicator 80%)
- % Applications registered within 24 hours of full payment being received (Target Performance Indicator 80%) % Applications determined within 8 or 13 weeks or alternative period agreed with the applicant (Target Performance Indicator 85%)
- Number of planning applications determined and proportion of which are approved (Target Performance Indicator 85%)
- % of Major & Minor Applications determined within 8 or 13 weeks or alternative periods agreed with the applicant (Target Performance Indicator 85%)
- Number of planning applications submitted without fee following an earlier refusal and the proportion of which are approved
- Number of live applications referred for a decision by the Planning Committee and the proportion of which are decided against the planning officer's recommendation
- Number of decisions referred to the Planning Committee following a request for a reconsideration and the proportion of which subsequently had the decision over-turned
- The number of decisions challenged at appeal and the proportion of which are subsequently upheld
- Number of decisions challenged at appeal by a third party and the proportion of which are subsequently upheld
- Total number of planning applications referred to a public inquiry and the proportion of decisions being inconsistent with the recommendations of the inspector
- Number of planning applications representing a substantial departure from the Island Plan that are approved.

Planning Performance for January to December 2023 – (figures are inclusive of 1st January 2023 to the 22nd December 2023)

The performance on the determination of planning applications for the period from 1st January to 31st December is as follows:

- 1,164 planning applications determined in 2023, of which 75% were approved compared to a target of 85%
- 62% Major Applications determined within 13 weeks or alternative period agreed with the applicant compared to a target of 85%
- 81% Minor Applications determined within 8 weeks or alternative period agreed with the applicant compared to a target of 85%
- 94 planning applications submitted in 2023 without fee following an earlier refusal, of which 70% were approved
- 97 live applications in 2023 referred for a decision by the Planning Committee, 21% of which were decided against the planning officer's recommendation
- 60 decisions referred to the Planning Committee in 2023 following a review, 20% of which subsequently had the decision over-turned
- 38 decisions challenged at appeal in 2023, 26% of which are subsequently upheld & part upheld
- 24 decisions challenged at appeal in 2023 by a third party, 25% of which are subsequently upheld & part upheld
- 1 planning applications referred to a public inquiry in 2023, the proportion of decisions being inconsistent with the recommendations of the inspector 0%

Housing Figures Comparison 2022 and 2023

- Net increase of residential units approved 2023 = 615
- Net increase of residential units approved 2022 = 289

Qualifying points for the housing figures:

It is important to note that the figure provided is the net increase in the number of housing units, meaning that it takes account of applications where housing units have been lost. On this basis, there are some important caveats, and some specific examples, to make clear;

- There are numerous examples of applications where the approved development has resulted in the loss of multiple, small (often poor-quality / sub-standard) units of accommodation – typically, lodging house units or staff accommodation, for example. In such instances, these will usually appear as a net reduction in the overall number of new housing units, even though, in reality, the approved scheme will result in a much-improved standard of accommodation. There are numerous examples of this type of development in St Helier. One notable example is that of Homefields in St Clement (P/2022/0407), where a large traditional property comprising 20 units of staff accommodation, which was mostly redundant and in a state of disrepair, was approved for redevelopment into 14 dwellings, a net loss of 6 units.
- The approved redevelopment of Overdale Hospital (P/2021/1670) includes the loss of 15 no. dwellings. This is reflected in the net figure.
- In relation to St Joseph's Residential & Nursing Home in St Helier, permission has been granted (P/2022/1637) for a change of use of four existing blocks of residential accommodation (comprising a total of 20 apartments) from 'Residential Institution' (i.e. nursing home) use, into over-55's accommodation. There are no physical changes associated with this approval, but it is a change-of-use, and the creation of new dwelling units, for the purposes of the planning law and general development order. Therefore, this will show up as a net gain of 20 no. units.
- Replacement dwellings will not show up in the net figure, as there is no loss or gain in overall housing numbers.
- Revised Plans applications only record the proposed change from the original application. If the original application was for 10 new dwellings, and the revision adds one additional unit, then that will have been counted as a plus-one, not eleven. This eliminates the risk of double-counting the same new units (the 10 units will have been recorded as part of the original application). In some instances, the revision may in fact record a loss in unit numbers.
- In some instances (particularly for larger development proposals), an application may be applied for in two stages – Outline stage and Reserved Matters stage. Approval at the Outline stage will confirm that the principle of development is acceptable, with the Reserved Matters application, providing the full detail of the scheme, following at a later stage. In such instances, any new housing units will be recorded at the Outline stage, and not the Reserved Matters stage – again, to avoid double-counting.
- New tourism / self-catering units of accommodation are not recorded in the figures for new housing units. There are examples of approved applications for housing units going to tourism / self-catering use (which will be recorded as a net loss of housing units), as well as examples of applications for tourism / self-catering units going to housing (which will be recorded as a net gain of housing units).
- The net figure takes account of the loss of housing units at the Haut du Mont site on Pier Road because of the tragic events of 10/12/22, and the subsequent Special Development Order of 28/09/23.

- Notable permissions within the 2022-2023 period include the Ann Street Brewery site (plus 213 residential units), the Apollo Hotel (plus 78 units), Samuel Le Riche House (plus 54 units), 21-35 Halkett Place (plus 33 units), and Les Sablon (plus 238 units)

Pre-Application Advice

Recommendation For a trial period, the Planning Applications Team should offer pre-application advice in the form of a meeting(s) with senior staff as an alternative to written advice.

Minister's Action Plan As part of the recommendation to re-introduce a duty officer service at Customer and Local Services (CLS), La Motte Street, customers will be able to book appointments with officers for pre-application advice. The officer will record the verbal advice given at the meeting in writing, which is given without prejudice to any formal decision.

Time Scale for Delivery 2nd Quarter 2023

Key Action	Target	Key Milestones	Status
Customers able to book appointments with officers for pre-application advice.	Jun 2023	Opening of duty services at CLS, La Motte Street.	Completed
To develop a service level agreement and guidance for pre-application advice meetings and publish on gov.je	Oct 2023	Guidance for Pre-application planning advice (gov.je) updated.	Completed ahead of schedule

We have reviewed the web content of our pre-application and Duty Planner service offerings and have agreed updated wording for the website to make the service offer clearer to customers. We have aligned the wording in the Customer Service Charter with the updated offer explained on the website. We will continue to provide ad-hoc general advice to householders and small businesses as part of our Duty Planner service offer at CLS weekdays between 10:00 and 14:00. For formal pre-application advice requests, we will continue to provide written pre-application advice, and we are offering an in-person meeting with a Planning Officer as part of the service.

Planning Processing Agreements

Recommendation Planning Processing Agreements should be offered for all applications falling within Policy GD2 of the Bridging Island Plan and other applications which contribute to the Common Strategic Policy 2023 to 2026, with particular priority to proposals which will address the housing needs of Jersey.

Minister's Action Plan Planning Processing Agreements (PPA) improve transparency in the process through a project management tool for major and complex applications. PPAs are widely used in other jurisdictions and are fully supported by the Minister in bringing a more effective planning service.

Bringing PPAs to the Jersey system will require research into best practice and what kind of PPA is most appropriate in the context of Jersey. Consultation with stakeholders and industry will be required before Improvement.

Time Scale for Delivery 4th Quarter 2023

Key Action	Target	Key Milestones	Status
Research into best practice from other jurisdictions, and what Planning Processing Agreements is most appropriate for Jersey.	Aug 2023	Research of United Kingdom and other jurisdictions Planning Processing Agreements	Completed
Industry engagement sessions to develop a Planning Processing Agreements	Oct 2023	Deliver the Industry engagement sessions	Completed Nov 2023
Planning Processing Agreements framework drafted including template Terms of Operation	Jan 2024	Draft document presented to the Minister for agreement	On Target
Implementation of Planning Processing Agreements	Jan 2024	Planning Processing Agreements published on gov.je	On Target

A Planning Processing Agreement (PPA) framework and its Terms of Operation have been drafted for review by the Minister for the Environment, capturing feedback from industry. As a mutual project management tool for applicants and the Government it is written to establish application timescales, application deliverables and clear lines of communication. Industry feedback supported that a PPA should encompass all application stages, including pre-application advice and ensure early collaboration with key stakeholders and consultees to foster positive trust and a greater certainty in timescales. Industry further expressed the need to understand the implications for a PPA should its terms of agreement not be met.

Concordat with Industry

Recommendation Consideration should be given to drawing up a concordat with the development industry to support sustainable economic development on the island.

Minister's Action Plan The Minister's priority is to align business, community, and planning interests through a responsive and effective planning service. The creation of a concordat will define what the Minister is seeking to achieve and how this can be achieved through priorities, performance management and reporting. This will need to be achieved through consultation with customers, industry, and other States Members.

Time Scale for Delivery 4th Quarter 2023

Key Action	Target	Key Milestones	Status
Research into best practice of Industry Concordats	Aug 2023	Research of Industry Concordats	Completed
Industry engagement sessions to develop a Concordat with Industry	Oct 2023	Deliver the Industry engagement sessions	Completed in Nov 2023
Publish a draft Concordat with the Q4 update	Dec 2023	Following feedback, publish draft Concordat with Q4 update	Completed
Concordat presented to the Partnership Board	Jan 2024	As part of the first meeting, present the draft Concordat to the Partnership Board for endorsement	On Target
Publish an Industry Concordat	Dec 2023	The publication of a draft Industry Concordat on gov.je	Delayed Feb 2024

A Development Industry Concordat for Jersey has been drafted and presented to the Minister. In accordance with the recommendation made by Jim MacKinnon CBE the Concordat takes inspiration from the [Edinburgh Development Concordat](#) and has been prepared using feedback from the development industry received at the Engagement Event held in November.

Publication of a Development Industry Concordat for Jersey has been delayed to February 2024 to allow time for the Development Industry Partnership Board to review the draft Concordat. The decision to postpone publication is a direct result of the feedback received at the Engagement Event.

Customer Service Charter

Recommendation A Customer Service Charter should be introduced to include, inter alia, performance targets for registering and validating planning applications and responding to inquiries, for example returning phone calls.

Minister's Action Plan The Minister is keen to introduce a Customer Service Charter which includes performance targets and service level agreements across all aspects of the planning service. This Customer Service Charter should include feedback from customers and Industry on expected levels of services and as such will need consultation prior to publication. This engagement on a Charter will couple with the recommendations of Industry engagement sessions and the development of the concordat.

Time Scale for Delivery 4th Quarter 2023

Key Action	Target	Key Milestones	Status
Research and draft Customer Service Charter	Jul 2023	Updated Customer Service Charter for Development & Land Services drafted and reviewed by Head of Service	Completed
Industry engagement sessions to gather feedback on a Customer Service Charter	Oct 2023	Deliver the Industry engagement sessions	Completed in Nov 2023
Develop Performance targets for a Customer Service Charter	Dec 2023	Agree performance targets and publish in Q4 update under the Monitoring Performance section of the Improvement Plan	Completed
Develop Service level agreements for a Customer Service Charter	Dec 2023	Agree service level agreements and publish in Q4 update	Contained in draft Service Charter
Publish the Customer Service Charter	Jan 2024	Publish the Customer Service Charter on gov.je	On Target

Infrastructure & Environment Customer Charter & Policy

Publication of the Customer Charter & Policy is scheduled for publication in January 2024. The Infrastructure & Environment Department Customer Charter & Policy Service Charter has been created so that customers know what level of service they can expect when interacting with the Department, whether that is face to face, via email or on the telephone.

Draft Service Level Agreements

In addition to the Infrastructure & Environment Customer Charter & Policy Planning has proposed the following draft Customer Service targets:

Customer Service

- Reply to emails within 10 working days.
- Reply to a voice mail message within two working days

Access to planning information

- Publish information on planning applications on the Government website, via the online planning register, within five working days of the valid date.

Validation

- Carry out the initial checks on a submitted application and calculate the fee within five working days of receiving it.

Decision making

- Inform applicants of the date of Planning Committee and how the applicant can participate at least five working days prior to the date of the Committee.
- Make a copy of the decision notice available on the Government website within 24 hours. For decisions made at Committee available on the website within five working days after the Committee decision. A copy of the officer's delegated report on the website within two working days of the decision.

Pre-Application Advice

- Issue pre-application advice letters within six weeks of registration.

Customer Reception

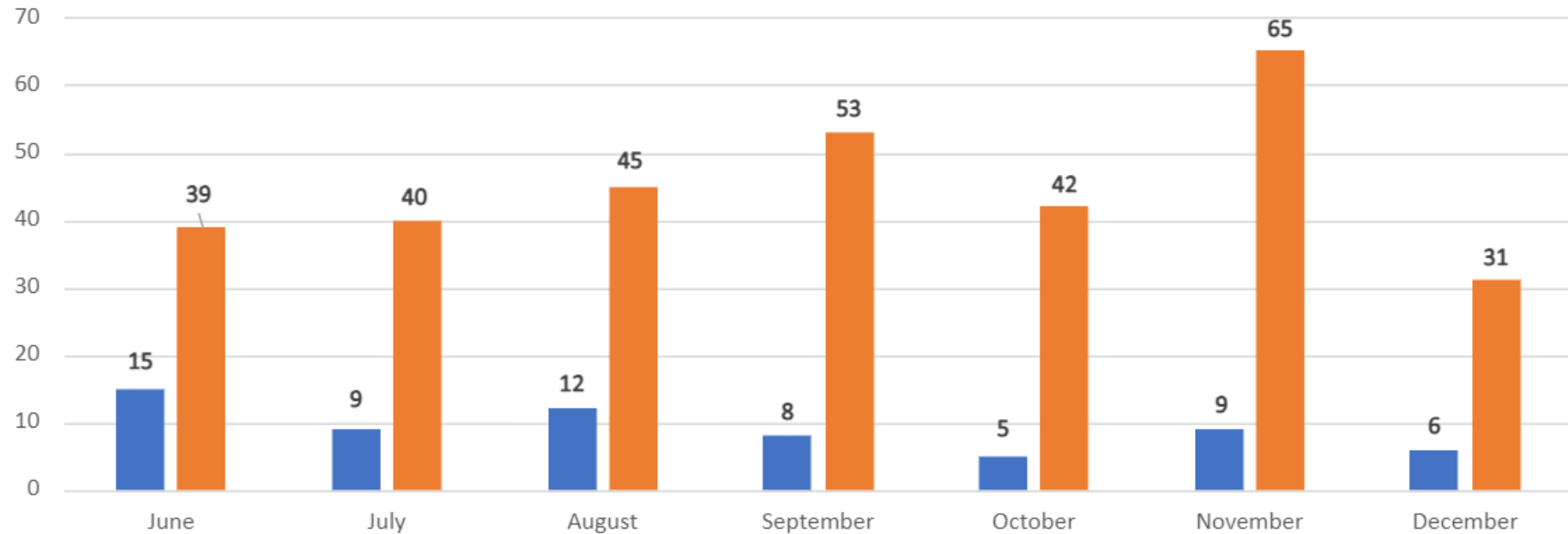
Recommendation An important element of making the Planning Service more visible, accessible and customer focused should include the re-opening of a front office and reception area.

Minister's Action Plan The Government of Jersey's 'One Front Door' is the Customer and Local Services (CLS) building at La Motte Street. Prior to Covid-19 lockdown in 2020, Planning and Building Officers maintained a duty officer service for pre-application advice and queries to customers. Since then, officers have been meeting customers on a 'by appointment' basis. In future, customers will be able to meet with planning officers in the new Government Office Headquarters from 2024. In the interim until the move to the new HQ, the Planning and Building duty officer service will be reinstated at the CLS building in La Motte Street.

Time Scale for Delivery 2nd Quarter 2023

Key Action	Target	Key Milestones	Status
Reinstate the Planning and Building duty officer service at CLS	May 2023	Planning and Building duty officer service at CLS available between 10am and 2pm Monday to Friday	Completed
Publish visitor engagement quarterly	Oct 2023	Publish as part of the Improvement Plan update	Completed ahead of schedule
Review of the Duty Officer Planning and Building service at CLS	Dec 2023	Review of service published in the Quarter 4 Improvement Plan update	Completed
Plan for Planning and Building duty officer service at the new Government Headquarters	Mar 2024	Service level agreement in place for new Government Headquarters customer reception	On Target
Planning and Building duty officer service transferred from CLS to the new Government Headquarters	Jul 2024	Duty officer service operating from the new Government Headquarters	On Target

Visitor Engagement at CLS - (figures are inclusive of 1st June 2023 to the 22nd December 2023)



■ Visits to the Building Control Duty Officer

■ Visits to the Planning Services Duty Officer

The Planning and Building Control Duty Officer service opened on the 1st of June at CLS for Islanders seeking support with planning applications and associated enquiries. A Planning Officer and Building Control Duty Officer is available between 10am and 2pm, Monday to Friday.

Response to Storm Ciaran

To support islanders following Storm Ciaran the Duty Officer service was stepped up for a period of two weeks to provide advice and guidance to homeowners who had suffered storm damage to their property. The planning officers also attended the evening advisory service on 28th at St Clement and 29th at the Town hall.

Review of the Duty Service

Over the past seven months (from June to December), attendance at our duty service has seen Planning attract an average of 43 visits per month, demonstrating a steady increase in demand throughout to November with a drop in December, while Building Control has recorded lower attendance, averaging 9 visitors per month. We recognise the significance of this service, particularly for those individuals who may not normally access our services and require face-to-face assistance. As we look ahead to the forthcoming relocation of Government headquarters in the next six months, we will be maintaining the duty service to continue in-person support to customers.

Customer Experience

Recommendation	A system of customer feedback should be introduced to obtain balanced feedback on customer service.
Minister's Action Plan	<p>The Minister fully supports the need for obtaining customer feedback and taking action as a result of that feedback. Promoting customer experience feedback is crucial and will be actioned as a priority. By using the Government of Jersey Customer Feedback Policy and management system, feedback will be recorded and managed, reported quarterly to managers, and an action plan put in place for improvement of learning.</p> <p>There will also be staff training to recognise and record customer feedback, and leadership meetings will review all feedback and actions. This will be reported in the Industry Forums established under the recommendations below.</p>
Time Scale for Delivery	2nd Quarter 2023

Key Action	Target	Key Milestones	Status
Government of Jersey Customer Feedback Policy and management system, feedback will be recorded and managed, reported quarterly to managers	May 2023	Customer feedback collated and available to Extended Leadership Team	Completed
Leadership meetings will review all feedback and actions	Jun 2023	Quarterly meeting of the Extended Leadership Team dedicated to Customer Service	Completed
Training for Planning and Technical Support Officers to use Customer Feedback Management System (CFMS) to report individual complaints	Sept 2023	Customer Feedback Management System training sessions have been attended by Managers, Planning Officers, and Technical Support Officers	Completed
Feedback and actions reported in Industry forums	Oct 2023	As part of Industry engagement recommendation	Completed in Nov 2023

The majority of Planning Officers and Training Support Officers have Customer Feedback Management System training sessions in the 3rd Quarter of 2023, because of this the culture of recording compliments and complaints has improved. The number of compliments for Regulation has increased from 19 in 2022 to 28 in 2023. The number of complaints has increased from 23 in 2022 to 26 in 2023. Comments received has also increased from 1 in 2022 to 7 in 2023. Additional Customer Feedback Management System training is scheduled for 2024 to enable all officers to receive training in 2024.

Industry Engagement

Recommendation A step change in the quality of engagement with the development industry is required to ensure planners are better known.

Minister's Action Plan The Minister is keen to establish an Industry Partnership Board, which would meet quarterly with the new Head of Development and Land, and others as appropriate, to improve relationships with Industry and planners and create a forum for discussion of key issues and changes.

Time Scale for Delivery 3rd Quarter 2023

Key Action	Target	Key Milestones	Status
Review methods of communication between Planning Services and the development Industry	Sep 2023	Design a digital Newsletter to replace emails sent from the Planning Services Manager	Completed
Publish a regular update for the development Industry using a digital platform	Oct 2023	Publish a Planning Services Newsletter for the development Industry	Completed
Industry engagement sessions to establish an Industry Partnership Board	Oct 2023	Deliver the Industry engagement sessions	Completed in Nov 2023
Establish an Industry Partnership Board	Dec 2023	Nominations for representative board members of the Industry Partnership Board prepared	Completed
	Dec 2023	Draft Terms of Reference for an Industry Partnership Board	Completed
	Dec 2023	First meeting of the Industry Partnership Board	Delayed Jan 2024

Regulation Directorate Development & Land Newsletter

Development & Land re-launched the monthly Planning Newsletter in a new format. Almost 100 subscribers now receive the newsletter

Review of Planning Services (2023) Industry Engagement

The aim of the Review of Planning Services (2023) Industry Engagement Event was to engage with representatives of the development industry on three key actions in the Improvement Plan. These three actions were: to engage with industry; to discuss Planning Processing Agreements (PPAs), to discuss a Concordat for Jersey with industry and to establish the terms of an Industry Partnership Board. In total 60 representatives from industry, alongside Officers from Planning, attended the event at the Pomme d'Or Hotel on Tuesday 14th November 2023.

Deputy Jonathan Renouf, the Minister for the Environment, opened the event and thanked representatives from the industry for contributing their time and expertise to the Review of Planning Services (2023) Improvement Plan. The Head of Development & Land introduced the concept of PPAs. the Planning Applications Manager introduced the idea of a Concordat with the Industry (the "Concordat"), and a Senior Planning Officer introduced the Industry Partnership Board (the "Board").

Representatives of the development industry shared their knowledge and expertise in six workshop groups to answer the following questions:

Planning Performance Agreement

- What milestones (for applicants and Government) should there be in a framework agreement?
- What do you consider essential components of a PPA for Jersey?
- What do we do when the terms of an agreement are not met?

Concordat for Industry

- What should we take from the Edinburgh Concordat?
- What is the purpose of a Concordat for Jersey?
- How do we agree the content of a Concordat / who agrees on behalf of industry?

Industry Partnership Board

- What should be the purpose / aims / objectives?
- What are the roles and responsibilities of the Board?
- Who should be Board Members / equal representation?

Feedback of the discussions had within workshop groups was shared back to the group. The event concluded with an opportunity for representatives to ask questions of the Head of Development & Land, Planning Applications Manager and a Senior Planning Officer about the Improvement Plan and Planning services in general.

Development Industry Partnership Board

Draft Terms of Reference for the Development Industry Partnership Board have been prepared based on feedback from the Industry Engagement Event. The Head of Development & Land shared sections of the draft Terms of Reference during the first Industry Forum on the 14th of December

2023. Expressions of interest from industry representatives to join the Development Industry Partnership Board as independent members will be proposed for the Minister's approval by the Head of Development & Land in early January ahead of the first meeting of the Board at the end of January 2024.

Industry Forums

Recommendation	Regular short forums with the industry, involving consultees where appropriate, for explaining and receiving feedback on key issues and planned changes, should be introduced.
Minister's Action Plan	Engagement with the Industry and consultees on key issues and planned changes will be introduced through a series of forums, breakfast bites, and online seminars. First topics for discussion will be a customer feedback agreement, concordat, training opportunities, linking the other recommendations together. This would couple with the recommendation for an Industry Partnership Board.
Time Scale for Delivery	3rd Quarter 2023

Key Action	Target	Key Milestones	Status
Regular short forums to inform and gather feedback on key changes within the industry.	Oct 2023	To hold an initial short forum on new Supplementary Planning Guidance (SPG), validation and Industry Partnership Board membership	Completed Dec 2023

The first of a series of Industry Forums attended by Industry representatives and planners took place on Thursday 14th December 2023. The Forum focused on the latest SPG, the Validation Checklist and membership of the Industry Partnership Board. Over 40 participants took part in the first Forum which was held online. The question-and-answer session at the first Forum received positive feedback from Industry representatives and will be incorporated in future Industry Forums.

The Development Industry Partnership Board will be asked to agree the format, frequency, and content of the Industry Forums in 2024. The next Industry Forum is scheduled for Thursday 8th February.

Training & Professional Development

Recommendation There should be a more focused training programme with priority given to subjects which will provide planners with the knowledge and skills to discharge their duties and responsibilities more effectively. Consultees have indicated their willingness to assist with delivering an on-island training programme.

Minister's Action Plan A training programme for planners will be prepared which will include opportunities for job-related training, formal education, conferences and seminars, and consultee lunch and learns, all of which will aim to address subjects in which planners feel their understanding is lacking. The programme will combine offers from on-Island consultees, Industry professionals, as well as professional bodies such as the Royal Town Planning Institute.

Time Scale for Delivery 3rd Quarter 2023

Key Action	Target	Key Milestones	Status
Review training programme for Continuing Professional Development for Planning professionals	Jul 2023	Training programme of Continuing Professional Development for Planning Officers and Technical Support Officers to be connected to performance objectives.	Completed
Permitted development training	Jul 2023	Training delivered to Technical Support Officers and Trainee Planners on 14 July. Training delivered to Minister and Assistant Minister in the week of 20 July.	Completed
Develop lunch and learns with consultees to provide planners with subject-specific training.	Oct 2023	Organise once a month lunch and learns sessions with each of the statutory consultees, e.g. Natural Environment, Environmental Health, Drainage, Transport, Heritage, and Solid Waste	Completed Nov 2023

In November, a series of 'lunch and learn' sessions to provide planners with subject-specific training and important updates began with a presentation from the Cabinet Office on updated and new Supplementary Planning Guidance. In the new year, a set of lunch and learn sessions will begin with DFI Drainage, followed by other consultees. These sessions aim to offer insights into key factors taken into consideration when reviewing planning applications. The first session, hosted by DFI Drainage, is scheduled for January 18th, with subsequent sessions with other consultees organised on a fortnightly basis.

Celebrating Success

Recommendation A system of Planning Awards should be introduced to celebrate successes, for example in pre-application discussion, design statements and place making.

Minister's Action Plan The Jersey Architectural Design Awards are a celebration of excellence in architecture and design in Jersey. The Awards are a collaboration between the Association of Jersey Architects and the Government of Jersey. The Minister supports this celebration and working with the Association of Jersey Architects, will explore the expansion of award categories to include place making, design statement and community consultation.

Time Scale for Delivery 1st Quarter 2024

Key Action	Target	Key Milestones	Status
Planning Design Tour in celebrating success, identify areas of learning, developing the strengths of the Planning Application Team, and to be part of the process for embedding new starters to the team	Jun 2023	To be held on 30 June 2023	Completed
Work with the Association of Jersey Architects to explore the expansion of award categories to include place making, design statement and community consultation, promising professional, knowledge sharing	Jan 2024	Agreement to expand the awards	On Target

In June, the Planners conducted a 'Design Tour' where several sites, of varying scales and natures, were visited. This allowed the Planners to assess where previous development proposals had been successful but also where changes could have been made, particularly considering the adoption of the Bridging Island Plan. This was an educational and enlightening undertaking, particularly following the appointment of several new members of staff.

In line with the recommendations of the Planning Review, Planning has opened dialogue with the Jersey Architecture Commission, regarding the introduction of new awards, in respect of categories such as the creation of places. The call for entries, for the JAC Design Awards, will begin in March, at which point the Planning will confirm the introduction of new award categories with the JAC's commissioners.

Compliance Strategy

Recommendation An Enforcement/Compliance Strategy should be drawn up to explain the approach to compliance.

Minister's Action Plan The Comptroller and Auditor General Report of 2019 into the Use of Enforcement Powers recommended the publication of a compliance strategy across regulation, which aligns with this recommendation. A Regulator's Code and a Compliance Strategy will be prepared with publication by the end of the year.

This is an important step towards a more transparent and accessible service and is supported by the Minister.

Time Scale for Delivery 4th Quarter 2023

Key Action	Target	Key Milestones	Status
Publish a Regulator's Code	Aug 2023	Regulator's Code presented to the Minister for approval in September 2023.	Completed
	Sep 2023	Final review of Regulator's Code	Completed
	Oct 2023	Publish Regulator's Code	Completed ahead of schedule
Publish a Compliance Strategy	Oct 2023	Prepare the Compliance Strategy for publication	Completed Dec 23
	Nov 2023	Compliance Strategy presented to the Minister for approval	Completed Dec 23
	Dec 2023	Publish Compliance Strategy	Delayed Jan 24

The Development and Land Compliance Strategy has been drafted. The Strategy sets out Regulation Directorate's Development and Land Services approach for enforcing planning control using planning enforcement powers contained within the [Planning and Building \(Jersey\) Law 2022](#) associated relevant legislation and regulations (together "Planning and Building Law") and for supporting enforcement powers contained within the other laws the Compliance Team are obliged to support, e.g. [Building Bye-laws \(Jersey\) 2007](#), [High Hedges \(Jersey\) Law 2008](#), [Wildlife \(Jersey\) Law 2021](#), [Protection of Agricultural Land \(Jersey\) Law 1964](#) and [Agricultural Land \(Control of Sales and Leases\) \(Jersey\) Law 1974](#). During December the draft has been internally reviewed. The Compliance Strategy is scheduled for publication by the end of January 2024.

Early intervention

Recommendation A potential role for Building Control in the early stages of construction should be explored.

Minister's Action Plan The Minister is keen to explore how a joined-up planning and building service can support each other. Improved technology through Project RIDA will assist with information sharing between the teams, enabling more effective collaboration in the service. Working together as a team will be a priority for the new Head of Development and Land.

Time Scale for Delivery 1st Quarter 2024

Key Action	Target	Key Milestones	Status
Promote efficiency and improve communication within Development and Land Services	Sep 2023	Microsoft Teams restructured to promote greater collaboration between Planning, , Building Control and Compliance functions.	Completed
Explore how a joined-up planning and building service can support each other.	Oct 2023	Head of Development & Land reviewing working practices	Completed
	Feb 2024	Lunch & Learn opportunities for building and planning to join-up as consultees for accessibility standards, fire prevention, listed buildings, non-mains foul systems.	Under development
	Feb 2024	Explore building input into pre-application advice through PPAs	Under development
Improved systems for Information sharing between the teams, enabling more effective collaboration in the service	Jan 2024	Software improvements as part of the technology project /RIDA will focus on linking pre-commencement conditions and building commencements	On Target

Improvement Plan

Recommendation An ambitious but deliverable Improvement Plan - supported by a Communications Strategy – should be drawn up based on the Minister for the Environment’s conclusions on the recommendations of the Review

Minister’s Action Plan The Minister accepts all recommendations in full and has outlined his high-level action plan in this document. Some of the recommendations require consultation with internal teams, customers, the industry, and other States Members before a detailed Improvement Plan (IP) is agreed with actions, responsibilities, measures, and review dates. This detailed IP which will be updated regularly and shared across Government, Industry and the public will be in place within 3 months.

Time Scale for Delivery 2nd Quarter 2023

Key Action	Target	Key Milestones	Status
Publish a high-level Action Plan	May 2023	Publish a high-level Action Plan	Completed
Establish Improvement Plan delivery working group	Jun 2023	Meetings established to review progress and delivery against the Improvement Plan	Completed
Publish the Improvement Plan supported by a Communications Strategy	Jun 2023	Publish Improvement Plan	Completed
Seek feedback from customers and Industry on the Improvement Plan	Aug 2023	Feedback received at planningreview@gov.je collated and reviewed	Completed
Publish an Improvement Plan update quarterly	Oct 2023	Publish the Improvement Plan 3rd Quarter Update	Completed
	Jan 2024	Publish the Improvement Plan 4th Quarter Update	Completed

[Action Plan for the Review of the Planning services](#) published on the 12th of May 2023.

[Review of Planning Services Improvement Plan](#) published on the 5th of July 2023.

[Review of Planning Services Improvement Plan 3rd Quarter Update](#) published on the 5th of October 2023.

Communication Strategy

As Officers work to fulfil the actions outlined in the Improvement Plan, a communications strategy will be followed to ensure the Public are kept aware of the progress and that key milestones are clearly communicated.

To provide feedback or to contact the team about the Review of Planning Services Improvement Plan (2023) Islanders can email planningreview@gov.ie

Stakeholder Map

