

## **Planning Services Delivery Plan 2014/15**

### **Overview of Planning Services**

The Planning Service includes a number of functions. The majority of the team are involved directly in the processing of planning applications. However, the team also incorporates other statutory functions; including conservation, trees and enforcement. The structure of the team is attached and a summary of each function is provided below.

Planning applications should be determined in accordance with adopted local and national planning policy. The Planning Service operates in the public interest and its main purpose is to facilitate sustainable development throughout the District. Place making is an important objective for the team, alongside the protection and enhancement of the built and natural environment. Close working with internal and external bodies forms an important part of ensuring the planning process functions in an efficient and transparent manner.

### **Support Team**

The support team are the point of receipt for planning and other applications. They check whether all the information that has been submitted is correct. This process is referred to as the validation of the application. They provide support to Planning Officers throughout the planning process to Decisions being issued and beyond. The Support team also have responsibility for registering Building Control applications and providing support to Building Surveyors and Enforcement Officers.

### **Planning Officer Teams**

There are two teams of planning officers within the service. Planning Officers all manage a caseload of applications. Their role involves giving pre-application advice, visiting application sites, considering comments, interpreting plans and supporting information, writing reports, recommending how applications should be determined, presenting to committee and providing specialist advice through the planning process.

### **Conservation Officer**

The Conservation Officer is responsible for managing a caseload of applications for listed building consent. However, the role is wider than this and also involves providing specialist advice on the built environment. It is the Conservation Officer's responsibility to secure the preservation and enhancement of the District's heritage. The Conservation Officer also

produces and contributes to the production of local guidance and policy documents impacting the historic environment.

### **Tree Officer**

The Tree Officer is responsible for applications related to trees. However her role is wider than this and includes consultation on Planning Applications, serving new Tree Preservation Orders, enforcement cases of unauthorised tree work to trees in Conservation Areas and TPO trees, general tree enquiries, managing the Council's tree stock and tree planting programme and related budgets, managing the Council's voluntary Tree Warden Scheme, and dealing with all tree related enquiries.

### **Enforcement Team**

The enforcement team investigate complaints about unauthorised development. This includes building operations and land use issues. This is a mandatory function, however taking enforcement action is at the Local Planning Authority's discretion. They also monitor development to ensure that it complies with the permission/consent that has been granted. In addition the enforcement team deal with High Hedges complaints under the Anti- Social Behaviour legislation and offer advice to the Trees Officer and Conservation Officer on proceedings as required. This work is conducted in accordance with the Corporate Enforcement Policy and Local Enforcement Plan

### **The planning service**

Activities of the planning service generally stem from legislative requirements. However close working is essential with both internal departments like Environmental Services and Strategic Planning as well as external bodies such as the Local Highway Authority, Environment Agency, Natural England, English Heritage, Parish and Town Councils and many others.

It is important that the planning service maintains a strong customer focus. However, providing this can be complicated by the range and number of customers that the service has to manage. The type of customers range from applicants, architects/agents who have submitted a planning application; neighbours/community groups commenting on applications; developers seeking to promote growth in the District(not always in the right place), as well as both internal and external consultees.

The planning service is one that generates an income for the Council with fees being set nationally. The budgeted income for 2014/15 from planning applications and pre-applications (advice before a formal application is submitted) is £540,228 and £28,000 respectively. The level of income received to date is on track to meet this projection. The net expenditure for the planning service is £385,403 (this includes staffing costs and central service charges and the

income from applications and pre-applications). The Government has recently implemented legislation to enable it to designate a Council which is underperforming in its statutory duties as a Local Planning Authority, which then allows applications are made directly to the Planning Inspectorate. The Council would still be required to undertake the administrative work associated with the application but would not be able to charge the accompanying planning fee.

It is difficult to provide a forward plan for this service as the Council is unable to control the submission of planning applications. This can result in a significant number of applications being submitted at the same time which can put pressure on the resources of the team. However applications will be monitored and a schedule of when it is anticipated that they will be presented to Committee will be produced. The following table must therefore be regarded as a rough guide only.

### Forward Planning for Councillors

<b>Proposed date of decision</b>	<b>Item</b>	<b>Service Area</b>	<b>Service Delivery Champion</b>	<b>Committee</b>
tbc	Review of Enforcement			
30 October 2014	Analysis of appeal decisions	Planning	Cllr Roberts	Regulatory and Support Services Committee

# Strategy map\_Measuring Performance



<b>Statutory functions within timescales</b>	<b>Target</b>	<b>Actual</b>
60% of major applications determined within 13 weeks; 65% of minor applications within 8 weeks; 80% of other applications within 8 weeks.	60% 65% 80%	
100% of TPO and Conservation Area Notices determined within statutory timescales	100%	
100% of applications determined within 26 weeks of validation unless a Planning Performance Agreement or an Extension of Time has been negotiated.	100%	
Reduce percentage of applications invalid upon receipt to 10%	10%	
% of applications validated within 5 working days	90%	
No more than 40% of appeals overturned	40%	

<b>Facilitate Sustainable Development (and environment)</b>	<b>Target</b>	<b>Actual</b>
Develop and implement a toolkit based upon the CABE Building for Life criteria to measure the quality of development		
Monitor and report on appeal decisions/cost awards/consultants fees	Monthly	
Implement a notification system for when listed buildings are sold, in order to reduce the number of incidents of unauthorised work		
Monitor 20% of approved works to listed buildings by visiting after work has been carried out.	20%	
Monitor 20% of tree work by visiting after work has been carried out.	20%	

<b>Co-ordinated approach to Development Management</b>	<b>Target</b>	<b>Actual</b>
Monthly meetings between tree officer and Parks and Open Spaces Officer	monthly	
Regular meetings with forward planning and housing within the Corporate Unit to ensure implementation of Local Plan policy and corporate priorities	TBC	
Improve engagement with external stakeholder(particularly Parish and Town Councils)		

<b>Balance Needs of varied Customers</b>	<b>Target</b>	<b>Actual</b>
All documents uploaded to public access within 5 Working days	5 days	
Provision of Duty Service ( between 10.00 to 12:00 ) every day Council office is open		
Produce and undertake customer satisfaction surveys	March 2015	
Carry out a demand analysis to determine future service improvements	March 2015	

<b>Education</b>	<b>Target</b>	<b>Actual</b>
Update website and guidance leaflets regularly to ensure up-to-date	Dec 2014	
Provide training for Parish and Town Councils	6 monthly	
Hold Agents Forums twice yearly	6 monthly	

<b>Staff and Member Performance Measure</b>	<b>Target</b>	<b>Actual</b>
20 hours of CPD to be provided annually for all staff	20 Hrs	
100% appraisals completed on time	100%	
Service awareness briefings for Member Champion	4	
Provide training and development for Members to improve their understanding of the planning system	100%	

## Delivering the service

<b>Name</b>	<b>Targets for determination of planning applications</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Senior Planning Officers/Planning Officers/Lucy Flintham
<b>Purpose</b>	To meet the Government's targets for the determination of planning applications with particular regard to major applications to ensure that the Council is not designated as an underperforming Council. .
<b>Links</b>	Planning legislation and Improving Planning Performance (CLG)
<b>Formula</b>	Time taken for determination as a percentage of applications determined.
<b>Source of Data</b>	Uniform
<b>Frequency</b>	Monthly/quarterly
<b>Target</b>	60% of major applications determined within 13 weeks; 65% of minor applications within 8 weeks; 80% of other applications within 8 weeks.
<b>Rewards/Penalties</b>	Loss of income for the Council. Loss of control over development
<b>Who measures?</b>	Lucy Flintham
<b>Who acts on the data?</b>	Sue Wheatley
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Lucy Flintham will run the reports to generate the data and return to CLG.</li> <li>2. Performance updates will be provided to officers at the relevant team meetings</li> </ol>
<b>Feedback</b>	Quarterly Performance Report
<b>Notes</b>	<p>The threshold for designation is less than 40% of major applications determined in time. However a higher target is proposed to provide a buffer. Quarterly statistics have to be reported to Government,</p> <p>The Government will decide in October/November whether designations will be made. Performance for the previous 2 years will be considered.</p>

Name	Targets for the determination of tree applications
<b>Owner</b>	Cathy White
<b>Co owners</b>	Sue Wheatley
<b>Purpose</b>	To meet the Government's targets for the determination of tree work applications
<b>Links</b>	Planning legislation
<b>Formula</b>	Time taken to determination as a percentage of applications determined.
<b>Source of Data</b>	Uniform
<b>Frequency</b>	Monthly/quarterly
<b>Target</b>	100%
<b>Rewards/Penalties</b>	Prevent appeals for non determination and associated costs
<b>Who measures?</b>	Cathy White
<b>Who acts on the data?</b>	Sue Wheatley
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1.Lucy Flintham will run the reports to generate data.</li> <li>2.Performance updates will be provided to officers at the team meeting</li> <li>3.The Tree officer will prioritise this area of work</li> <li>4.The recruitment to the vacant post will help provide cover and avoid the need to use consultants.</li> </ol>
<b>Feedback</b>	Public registers of all tree work TPO and Conservation Area applications record all the applications and decisions.
<b>Notes</b>	



<b>Name</b>	<b>Applications over 26 weeks</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Senior Planning Officers/Planning Officers/Lucy Flintham
<b>Purpose</b>	To ensure that the Council does not have to refund planning application fees
<b>Links</b>	Planning Guarantee
<b>Formula</b>	Number of applications determined over 26 weeks
<b>Source of Data</b>	Uniform
<b>Frequency</b>	Weekly/Monthly
<b>Target</b>	100% of applications determined within 26 weeks of validation unless a Planning Performance Agreement or an Extension of Time has been negotiated.
<b>Rewards/Penalties</b>	Loss of income through refunding of planning application fee
<b>Who measures?</b>	Lucy Flintham
<b>Who acts on the data?</b>	Sue Wheatley/ Senior Planning Officers/Planning Officers
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Lucy Flintham will print off a list of applications which need an extension of time/updated extension on Monday morning</li> <li>2. Officers will prioritise checking this list</li> <li>3. Officers will request extensions of time and update uniform when these are agreed</li> <li>4. Sue Wheatley/Senior Planners will monitor that this has been done on a weekly basis.</li> <li>5. Monthly report of applications nearing 26 weeks within the next four weeks to allow time to agree extension or make a decision on the application with the information available.</li> </ol>
<b>Feedback</b>	Weekly
<b>Notes</b>	<p>No applications should be determined over time, as paying back fees is not an option. More attention needs to be given to the larger applications for which a large fee was payable.</p> <p>Agents/architects will only agree to an extension of time if there is a sufficient justification. This process should not be used routinely to avoid processing applications in a speedy manner.</p>

<b>Name</b>	<b>Percentage of Applications Invalid</b>
<b>Owner</b>	Lucy Flintham
<b>Co owners</b>	Support Team
<b>Purpose</b>	To reduce double handling of applications
<b>Links</b>	Senior Planning Officers/Planning Officers as delays in the support team reduce the timescale available for the determination of the application and the ability to request amendments to an application to make it acceptable.
<b>Formula</b>	Publish a list of Agents and the number of applications that are valid on receipt, split of decision outcomes and number of appeals allowed on the website.
<b>Source of Data</b>	Uniform
<b>Frequency</b>	Quarterly
<b>Target</b>	To reduce the number of invalid applications to 10%
<b>Rewards/Penalties</b>	Validation of applications should be speeded up which will benefit agents and their clients. It will provide more time for planning officers to determine applications and provide them time to seek amendments to applications
<b>Who measures?</b>	Lucy Flintham
<b>Who acts on the data?</b>	Lucy Flintham/Sue Wheatley
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Advise Agents at next Agents Forum that we are going to produce data on the applications that they have submitted</li> <li>2. Highlight the benefits that this will have for them and their clients</li> <li>3. Create and agree new web pages to present information to Customers</li> <li>4. Upload performance tables to website each quarter in line with CLG returns</li> </ol>
<b>Feedback</b>	
<b>Notes</b>	The number of applications received which are inaccurate or contain missing information is too high and this results in double handling for the support team. This should help to raise the quality of the information submitted to the LPA by agents/architects by allowing customers to make an educated decision when choosing an Agent.

<b>Name</b>	<b>Appeal Overturns</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Senior Planning Officers/Planning Officers/Lucy Flintham
<b>Purpose</b>	To meet the Government's targets for appeal performance with particular regard to major applications to ensure that the Council is not designated as an underperforming Council.
<b>Links</b>	Improving Planning Performance (CLG)
<b>Formula</b>	(1)Percentage of appeals allowed as a percentage of all appeals determined. (2)Percentage of major appeals allowed as a percentage of all major decisions on applications
<b>Source of Data</b>	Uniform and individual appeal decisions
<b>Frequency</b>	Monthly/quarterly
<b>Target</b>	(1)No more than 40% of appeals overturned. (2)Less than 20% of decisions on applications for major development overturned at appeal
<b>Rewards/Penalties</b>	Loss of income for the Council. Loss of control over development
<b>Who measures?</b>	Lucy Flintham
<b>Who acts on the data?</b>	Sue Wheatley
<b>What will be done</b>	1. Lucy Flintham will run the reports to generate the data. 2. SW will use it to report to team meetings 3. Officers will report their appeal decisions at team meetings highlighting learning points 4. Regular reports to Committee Members about appeal decisions to provide feedback on the planning decisions that they make.
<b>Feedback</b>	Quarterly Performance Report
<b>Notes</b>	Quarterly statistics have to be reported to Government.  The Government will decide in October/November whether designations will be made. Performance for the previous 2 years will be considered plus a period of 9 months past the assessment period.

<b>Name</b>	<b>Develop a toolkit</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Lorraine Brown/Senior Planners
<b>Purpose</b>	To measure and improve the quality of development within the District
<b>Links</b>	Corporate Unit as there is joint responsibility for the delivery of North Ely
<b>Formula</b>	
<b>Source of Data</b>	Best practice, site surveys
<b>Frequency</b>	To be determined/probably yearly
<b>Target</b>	March 2015
<b>Rewards/Penalties</b>	By providing clear and concise guidance to developers/agents the quality of design within the District should be improved. This tool will help us to measure the success of development schemes and identify areas of success/failure
<b>Who measures?</b>	Lorraine Brown/Senior Planners
<b>Who acts on the data?</b>	Sue Wheatley
<b>What will be done</b>	<p>1.Sue Wheatley/Lorraine Brown to investigate the use of PAS quality performance system; in particular the element that proposes the development of a toolkit for measuring the quality of development on the basis of the CABE buildings for life criteria</p> <p>2.Look to producing a development toolkit on this basis that can be applied throughout the District – this can be tied into the updating of the Council's Design Guide SPD.</p>
<b>Feedback</b>	Yearly performance report
<b>Notes</b>	<p>It is notoriously difficult to measure the quality of development. With the deletion of PPS guidance a toolkit would be a useful tool for developers, officers and members to use to ensure high quality, location appropriate development.</p> <p>In particular there is a desire that North Ely should be exemplar development and a measure of whether this has been achieved will be required.</p>

<b>Name</b>	<b>Monitor and Report on appeals</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Senior Planning Officers/Planning Officers/Lucy Flintham
<b>Purpose</b>	To improve the quality of the initial decision and improve appeal performance
<b>Links</b>	Improving Planning Performance (CLG)
<b>formula</b>	
<b>Source of Data</b>	Uniform and individual appeal decisions
<b>Frequency</b>	Monthly
<b>Target</b>	Improved performance over time in the targets for appeals
<b>Rewards/Penalties</b>	A Planning Inspector can make an award of costs against a Local Planning Authority if it has acted unreasonably in relation to an appeal (the most usual situation is where an LPA has failed to substantiate a reason for refusal). This can have considerable financial implications for the LPA. Improved quality of decisions will result in an improvement in the standard of development throughout the District.
<b>Who measures?</b>	Sue Wheatley/Lucy Flintham/Planners/Senior Planners
<b>Who acts on the data?</b>	Senior Planning Officers/Planning Officers Members of Planning Committee
<b>What will be done</b>	1.Lucy Flintham will run the reports to generate the data. 2.SW will use it to report to team meetings 3.Officers will report their appeal decisions at team meetings highlighting learning points 4.Regular reports to Committee Members about appeals to provide feedback on the planning decisions that they make.
<b>Feedback</b>	Quarterly Performance report
<b>Notes</b>	It is essential that planning applications are being determined in line with both local and national planning policy. By ensuring that officer and member decisions are based in planning policy the number of decisions overturned at appeal should decrease.

<b>Name</b>	<b>Notification system when listed buildings sold</b>
<b>Owner</b>	Lorraine Brown
<b>Co owners</b>	Sue Wheatley
<b>Purpose</b>	To promote awareness of the District's listed building stock and to reduce the instances of unauthorised works to listed buildings throughout the District.
<b>Links</b>	Land registration/Council Tax/Enforcement
<b>Formula</b>	n/a
<b>Source of Data</b>	Land registry
<b>Frequency</b>	As required
<b>Target</b>	March 2015
<b>Rewards/Penalties</b>	A reduction in the amount of unauthorised works undertaken which will in turn result in a reduction in the amount of enforcement work required by officers. Improved customer service experience with officers being proactive in their approach to customers and avoiding potentially negative customer contact through the enforcement process.
<b>Who measures?</b>	Lorraine Brown
<b>Who acts on the data?</b>	Lorraine Brown
<b>What will be done</b>	1. A notification system will be set up in order to alert the Conservation Officer when a listed building is sold. 2. When notification is received the Conservation Officer will send a letter to initiate contact with the new owner explaining that the property is listed and the implications of this.
<b>Feedback</b>	Will be fed back to SW through 1-2-1 process.
<b>Notes</b>	Currently the conservation officer is reliant on owners of listed building contacting them to discuss any plans they may have. Due to the number of listed buildings and the resources available, this area of work can sometimes be reactive (i.e. when neighbours contact advising of works being undertaken). By making contact with owners shortly after the sale has been completed, it is a proactive approach that will help to improve customer experience.

<b>Name</b>	<b>Monitor approved work to listed buildings</b>
<b>Owner</b>	Lorraine Brown
<b>Co owners</b>	
<b>Purpose</b>	To improve customer service levels and ensure that works are being carried out in accordance with approved plans.
<b>Links</b>	Enforcement/Building Control
<b>Formula</b>	
<b>Source of Data</b>	Uniform
<b>Frequency</b>	Annually
<b>Target</b>	Visit & monitor 20% of approved works to listed buildings
<b>Rewards/Penalties</b>	By monitoring approved works it ensures that work is being carried out to an appropriately high standard. It should also reduce the amount of officer time spent dealing with unauthorised works.
<b>Who measures?</b>	Lorraine Brown
<b>Who acts on the data?</b>	Lorraine Brown
<b>What will be done?</b>	A random selection of sites will be chosen to undertake follow up visits during the works and after works have been completed.
<b>Feedback</b>	Results will be fed back to SW through the 1-2-1 process
<b>Notes</b>	Due to resources available, the current system relies on trusting applicants/agents/contractors to undertake works in strict accordance with the approved plans and only results in secondary contact where problems are discovered or complaints are made (by neighbours or parish council). By proactively monitoring works in this way, it would build better relationships with customers as well as provide reassurance to owners that works are being carried out in an appropriate manner. It should also reduce the need for officers to take enforcement action.

<b>Name</b>	<b>Monitor Tree Work</b>
<b>Owner</b>	Cathy White
<b>Co owners</b>	Sue Wheatley
<b>Purpose</b>	To ensure all tree work is carried out to the professional standards set in BS 3998:2010 and to the approved specification
<b>Links</b>	
<b>Formula</b>	
<b>Source of Data</b>	Individual Tree Enforcement Case files
<b>Frequency</b>	Monthly
<b>Target</b>	20%
<b>Rewards/Penalties</b>	Ensure consistency in the standards of professional tree work carried out in the District
<b>Who measures?</b>	Cathy White
<b>Who acts on the data?</b>	Cathy White
<b>What will be done</b>	Action taken with applications to rectify any sub standard tree work
<b>Feedback</b>	Recorded in Enforcement case records
<b>Notes</b>	



<b>Name</b>	<b>Monthly Meeting Tree Officer and parks</b>
<b>Owner</b>	Cathy White
<b>Co owners</b>	Sue Wheatley
<b>Purpose</b>	To ensure cross boundary working between the Tree Officer and other sections of the Council
<b>Links</b>	Corporate priorities
<b>Formula</b>	
<b>Source of Data</b>	Attendance notes
<b>Frequency</b>	Monthly
<b>Target</b>	100%
<b>Rewards/Penalties</b>	Ensure the efficient use of Council resources and improving the open spaces/parks
<b>Who measures?</b>	Cathy White and Spencer Clark
<b>Who acts on the data?</b>	Cathy White and the Parks
<b>What will be done</b>	Actions from the meetings implemented
<b>Feedback</b>	
<b>Notes</b>	Both the Tree Officer and Parks service are responsible for the Council's own tree stock.

<b>Name</b>	<b>Meetings with Corporate Unit</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Manager of Corporate Unit
<b>Purpose</b>	To ensure cross boundary working between planning and other sections of the Council
<b>Links</b>	Corporate priorities/Implementation of Local Plan
<b>Formula</b>	
<b>Source of Data</b>	Attendance data
<b>Frequency</b>	To be determined
<b>Target</b>	100%
<b>Rewards/Penalties</b>	If inadequate linkages are established then the ability to implement the corporate priorities could become an issue. Improved place making will be the reward.
<b>Who measures?</b>	Sue Wheatley
<b>Who acts on the data?</b>	Sue Wheatley and Corporate Manager
<b>What will be done</b>	1. Initial meeting to determine how often and at what level meetings will need to take place. 2. Actions from the meetings implemented
<b>Feedback</b>	
<b>Notes</b>	

<b>Name</b>	<b>Improve Engagement with External Consultees</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Senior Planning Officers/Conservation/Trees/Enforcement
<b>Purpose</b>	To consider barriers to engagement and to make improvements that can speed up the decision making process.
<b>Links</b>	External consultees
<b>Formula</b>	
<b>Source of Data</b>	Satisfaction surveys, individual discussions with consultees
<b>Frequency</b>	Annually / Biannually
<b>Target</b>	March 2015
<b>Rewards/Penalties</b>	Improvement in the overall handling of applications as well as improving relationships with key stakeholders.
<b>Who measures?</b>	Sue Wheatley
<b>Who acts on the data?</b>	Senior officers/Conservation/Trees/Enforcement
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Identification of issues with current system – speaking with consultees and assessing their needs/limitations</li> <li>2. Arrange to meet with consultees where beneficial</li> <li>3. Agree a strategy for improvement</li> </ol>
<b>Feedback</b>	
<b>Notes</b>	

<b>Name</b>	<b>Ensure Public Access is up to date</b>
<b>Owner</b>	Lucy Flintham
<b>Co owners</b>	Support team
<b>Purpose</b>	To ensure that the public have easy access to all of the information relevant to a particular application
<b>Links</b>	Scanning is done by central services and IT input is also required
<b>Formula</b>	
<b>Source of Data</b>	Anite
<b>Frequency</b>	daily
<b>Target</b>	To publish comments and application documents on Public Access within 5 days of receipt.
<b>Rewards/Penalties</b>	Minimise calls to Case Officer, customer Services and Support Team
<b>Who measures?</b>	Lucy Flintham
<b>Who acts on the data?</b>	Support Team
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. All contributor/Consultee comments received via post to be scanned in by DMS team and checked and translated by the Support team</li> <li>2. All contributor/consultee comments received via email to be printed and scanned into anite by DMS team and checked and translated by the Support Team.</li> <li>3. All contributor/consultee comments received via email to be imported into Anite and translated to relevant application reference (Following service improvement)</li> <li>4. All applications received via planning portal and post and scanned/imported into anite and checked, secondary indexed and translated by the support team.</li> </ol>
<b>Feedback</b>	Customer contact when documents not able to be viewed via public access
<b>Notes</b>	Anite unable to monitor this information. Possible report developed by IT which will retrieve this information in the future.

<b>Name</b>	<b>Duty Service</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Senior Planning Officer/Planning Officers
<b>Purpose</b>	To provide advice service for general planning matters. The duty service operates alongside the formal pre-application advice service which provides site specific planning advice/informal opinion on proposals.
<b>Links</b>	Corporate objectives
<b>Formula</b>	Number and type of enquiries handled daily
<b>Source of Data</b>	Caller details, CRM, e-mails, sample analysis of the type of queries received
<b>Frequency</b>	Review quarterly
<b>Target</b>	Appropriate, high quality duty service provided each day Council offices are open
<b>Rewards/Penalties</b>	Providing a proportionate duty service helps provide a good customer service and avoids complaints.
<b>Who measures?</b>	Senior Planners
<b>Who acts on the data?</b>	Senior Planners/planners
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Rota of officers</li> <li>2. Cover for sickness and leave</li> <li>3. Advertise duty service to customers</li> </ol> Sample analysis of the number and type of queries received for a week, including time taken to deal with the query
<b>Feedback</b>	Through team meetings
<b>Notes</b>	The duty service needs to be flexible to meet customer expectations as well as being achievable within current resource constraints. By reviewing the service on a quarterly basis, this will identify whether the service meets the needs of our customers.

<b>Name</b>	<b>Customer satisfaction surveys</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	All officers
<b>Purpose</b>	To undertake internal evaluations of performance and identify areas for improvement.
<b>Links</b>	Planning legislation and guidance
<b>Formula</b>	
<b>Source of Data</b>	surveys
<b>Frequency</b>	To be determined ( dependent upon whether we use PAS tool)
<b>Target</b>	70% of respondents satisfied with the service received.
<b>Rewards/Penalties</b>	The information gathered will highlight areas where a good service is already being provided as well as areas for improvement. Any specific issues can be dealt with or further training provided to ensure that a high quality service is maintained at all times.
<b>Who measures?</b>	To be determined
<b>Who acts on the data?</b>	All officers
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Consider use of PAS Quality Review tool</li> <li>2. If appropriate use this framework for surveys, if not develop own format for surveys</li> <li>3. Action Plan to capture any improvements required.</li> </ol>
<b>Feedback</b>	
<b>Notes</b>	

<b>Name</b>	<b>Undertake demands analysis to determine future service improvements</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	All officers
<b>Purpose</b>	To determine how best to provide a cost effective, targeted planning service that fulfils the needs of all of our customers.
<b>Links</b>	Planning legislation and guidance
<b>Formula</b>	
<b>Source of Data</b>	internal analysis of service provision
<b>Frequency</b>	Initial analysis followed by continuous assessment
<b>Target</b>	Improved customer service
<b>Rewards/Penalties</b>	By assessing the service that we provide, we can identify areas of stress, waste, areas for improvement and areas that are functioning well. This will allow us to better place resources as well as meet customer needs in a more targeted and effective manner.
<b>Who measures?</b>	
<b>Who acts on the data?</b>	All officers
<b>What will be done</b>	1. Assess whether to use the PAS quality review 2. Internal review of service using lean systems thinking
<b>Feedback</b>	
<b>Notes</b>	

<b>Name</b>	<b>Update website and leaflets</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	All officers (Lorraine Brown to lead)
<b>Purpose</b>	To educate and inform customers and stakeholders
<b>Links</b>	Planning legislation and guidance
<b>Formula</b>	To liaise with the web team and the reprographics department to ensure that all available information is up to date and accurate and also covers the topics required.
<b>Source of Data</b>	National planning guidance; planning portal; key stakeholders (i.e. English Heritage/Natural England/etc)
<b>Frequency</b>	As required
<b>Target</b>	100% of leaflets reviewed and updated
<b>Rewards/Penalties</b>	By providing information in various sources and making it accessible to customers this should reduce the amount of time spent on simple enquiries. It also provides a more customer friendly service, allowing people to access accurate information in a number of ways. The frequency at which legislation and guidance changes means that regular updates and monitoring is likely to be required.
<b>Who measures?</b>	Sue Wheatley
<b>Who acts on the data?</b>	All officers – Lorraine Brown to lead
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Identify all leaflets already produced</li> <li>2. Determine which need to be updated</li> <li>3. Allocated work between the team to update information</li> <li>4. Sue Wheatley/Senior to review/check</li> <li>5. Upload updated leaflets to the website</li> <li>6. Work with IT in order to get new look web pages live</li> </ol>
<b>Feedback</b>	
<b>Notes</b>	This is a large piece of work that has not been regularly managed. It will be important to ensure that the website and leaflets do not become a static source of information – responsibility needs to be taken to ensure they are updated as required & new pages/leaflets produced if deemed necessary.



<b>Name</b>	<b>Engagement with Town and Parish Councils</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Senior Planners/Conservation/Trees/Enforcement
<b>Purpose</b>	To provide support and training where necessary to assist in improving customer relations and encourage greater engagement in the planning process. To improve working relationships with Town and Parish Councils and to manage expectations of the service in an appropriate manner.
<b>Links</b>	
<b>Formula</b>	
<b>Source of Data</b>	Discussions with Town and Parish Council members
<b>Frequency</b>	twice per year
<b>Target</b>	
<b>Rewards/Penalties</b>	Improvement in customer's perception of the planning service and improve relationships with local community groups.
<b>Who measures?</b>	Sue Wheatley
<b>Who acts on the data?</b>	Sue Wheatley
<b>What will be done</b>	1. Identification of issues with the current system – speaking with Town and Parish Councils 2. Agreement of strategy to improve situation – this may involve attending meetings/providing training/improving communication methods
<b>Feedback</b>	
<b>Notes</b>	Town and Parish Councils have an important role to play in the planning service. As part of the Local Plan process they have contributed to village visions and it is important to build upon this work.

<b>Name</b>	<b>Agents Forum</b>
<b>Owner</b>	Sue Wheatley/Lucy Flintham
<b>Co owners</b>	Lucy Flintham
<b>Purpose</b>	To provide information and education to agents and also to receive feedback from them which can used to improve the service.
<b>Links</b>	Corporate Unit, planning legislation
<b>Formula</b>	
<b>Source of Data</b>	Meeting Notes
<b>Frequency</b>	Twice yearly
<b>Target</b>	100%
<b>Rewards/Penalties</b>	By providing information and listening to agents we can improve the planning service.
<b>Who measures?</b>	Sue Wheatley
<b>Who acts on the data?</b>	Sue Wheatley/planning team
<b>What will be done</b>	1.Meeting dates programmed 2.Agenda produced 3.Agents invited to meeting 4.relevant officers invited
<b>Feedback</b>	
<b>Notes</b>	

<b>Name</b>	<b>CPD Provision</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	All officers
<b>Purpose</b>	To ensure that members of the team keep their knowledge up to date and to provide professional development opportunities
<b>Links</b>	Other Local Authorities to source training courses; external course providers
<b>Formula</b>	
<b>Source of Data</b>	Recording in Appraisals?
<b>Frequency</b>	yearly
<b>Target</b>	20 hours
<b>Rewards/Penalties</b>	In order to ensure staff have the adequate skills and knowledge and to promote continued professional development. If staff do not have the right level of expertise there is a danger that the wrong decisions will be made.
<b>Who measures?</b>	All officers
<b>Who acts on the data?</b>	Sue Wheatley/Senior Planners
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Liaise with other Cambridgeshire authorities to source cheaper training from Anglian Ruskin University</li> <li>2. Liaise with other Cambridgeshire authorities to source shared training from other providers</li> <li>3. Consultees to be invited to team meetings to provide background knowledge about areas relevant to planning</li> <li>4. Officers to undertake their own reading</li> <li>5. Team meetings to be used to discuss changes to the planning system</li> </ol>
<b>Feedback</b>	
<b>Notes</b>	<p>It can be difficult to recruit staff to senior posts and therefore the development of existing staff is essential to provide an effective planning service and in addition it will enable officers to progress their careers.</p> <p>Many staff may also be required to demonstrate continued professional development as part of their membership of professional bodies.</p>

<b>Name</b>	<b>Appraisals completed annually and on time</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	All team members
<b>Purpose</b>	To ensure that all staff appraisals be completed annually and within the time frame set by HR.
<b>Links</b>	HR Policy and Procedure
<b>Formula</b>	To arrange and complete all staff appraisals within time frame set by HR ensuring that all staff have enough time to complete their comments and for appraisers to complete appraisal and agree with staff member before signing. Identify training needs. Opportunity to discuss what has gone well and what needs improving and aspirations for the future.
<b>Source of Data</b>	HR, team members
<b>Frequency</b>	Yearly
<b>Target</b>	100%
<b>Rewards/Penalties</b>	Staff will be unaware of their progress throughout the year, would not know what areas to improve upon therefore not providing the best service possible to the clients. Effect on staff morale.
<b>Who measures?</b>	Sue Wheatley and HR
<b>Who acts on the data?</b>	All team
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Time frame set by HR</li> <li>2. New appraisers will require training</li> <li>3. Appraiser to book appraisals with staff</li> <li>4. Appraiser to issue staff with paperwork to complete (giving enough time in which to do so)</li> <li>5. Staff to complete appraisee's comments and return to PHO</li> <li>6. Appraisal carried out and comments to be added to paperwork</li> <li>7. Completed paperwork to be passed to Appraiser for review and final signature.</li> <li>8. Completed appraisals to be sent to HR.</li> </ol>
<b>Feedback</b>	1:1, mid term appraisal
<b>Notes</b>	Any discussion at appraisals should not come as a surprise; issues that arise regarding performance should be dealt with in a timely manner

<b>Name</b>	<b>Service awareness briefings for Service Delivery Champion</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	All team
<b>Purpose</b>	To update Service Delivery champions with progress within the planning team, how the service is being operated and budgets. Service Delivery Champion to act as critical friend.
<b>Links</b>	
<b>Formula</b>	To include Service Delivery Champions in all aspects of the running of the planning service in order to promote transparency and good partnership working. Members will gain an understanding of the everyday running of the department and will be able to offer assistance where required.
<b>Source of Data</b>	Regular feedback from Members and CE.
<b>Frequency</b>	As required
<b>Target</b>	100%
<b>Rewards/Penalties</b>	Members need to have an awareness of the service in order for it to move forward. They will act as a critical friend and their role is to understand the complexities of the planning service. They will look to see how changes may benefit the effectiveness of the team and the service it provides to the community and report to the Council on their activities and respond to questions and enquiries.
<b>Who measures?</b>	Sue Wheatley
<b>Who acts on the data?</b>	
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. Sue Wheatley to invite member champion to set up regular meetings</li> <li>2. Invite Member to shadow the team if they wish</li> <li>3. Include Members in the distribution of quarterly performance reports.</li> </ol>
<b>Feedback</b>	Quarterly Performance report
<b>Notes</b>	

<b>Name</b>	<b>Training and Development for all Members</b>
<b>Owner</b>	Sue Wheatley
<b>Co owners</b>	Senior Planning Officer/Conservation/Trees/Enforcement
<b>Purpose</b>	To ensure that members have sufficient understanding of the planning process, in order to make informed decisions in relation to planning applications.
<b>Links</b>	National Planning Policy/Strategic Planning
<b>Formula</b>	
<b>Source of Data</b>	
<b>Frequency</b>	Regular short training sessions to respond to issues/concerns as they arise.
<b>Target</b>	All Members to feel confident that they have an appropriate level of knowledge and understanding of the planning processes and constraints
<b>Rewards/Penalties</b>	A greater understanding of the planning system will result in quality decisions being made by the LPA at committee level. If Members do not have an appropriate level of understanding there is risk that decisions could be overturned through the appeals process and that costs could be awarded against the LPA.
<b>Who measures?</b>	
<b>Who acts on the data?</b>	
<b>What will be done</b>	<ol style="list-style-type: none"> <li>1. In discussion with Member Champion, Chair and Vice-Chair of Planning Committee identify areas for Member development</li> <li>2. Discussion to also identify how best to provide this training</li> <li>3. Trial short sessions during lunch after the Committee site inspections</li> <li>4. External training day to be investigated</li> </ol>
<b>Feedback</b>	
<b>Notes</b>	