

Service Delivery Plans- six month monitoring template (Quarter 1 and Quarter 2)

Performance template

2015/2016

Service area- Planning Services

Brief overview of service area-

The Planning Service includes a number of functions. The team is broken into a number of different sections that all fall under the remit of the Planning Manager. The Planning Team consists of Senior Planning Officers and Planning Officers. The team also incorporates other staff and statutory functions, including Conservation, Trees Officers, Enforcement and the Planning Support Team.

Planning applications should be determined in accordance with adopted local and national planning policies and the activities of the service generally stem from legislative requirements. 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 the planning process to ensure the service functions in an efficient and transparent manner and provides a comprehensive service to our customers.

The Planning Service is one that generates an income for the Council with planning application fees being set by national government and pre-application fees being set by the Local Planning Authority.

During this period the planning review commenced in August 2015 and there have been a number of significant changes within the department; this includes both staffing and processes and a review of the customer's journey.

Performance measures linked to the Five Strategic Outcomes

Owner- Planning Manager- Rebecca Saunt Senior Tree Officer- Kathy White,

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes/outputs achieved to date	Variance
<i>Detail each performance measure separately</i>	<i>Colour code accordingly</i>	<i>What were the targets against each measure?</i>	<i>What outputs/outcomes have been achieved against target?</i>	<i>+ or - % variance</i>
To deliver statutory functions within specified timescales and within budget constraints		60% of major applications determined within 13 weeks;	94.74%	+34.74% * (variance in notes)
		65% of minor applications determined within 8 weeks;	84.43%	+19.83% *(variation in notes)
		80% of householder applications determined within 8 weeks or within an agreed timescale;	90.57%	+10.57%
		80% of all other applications determined within statutory timescales (prior notifications and certificate of lawfulness).	83.33%	+3.33%

		100% of Tree Preservation Order applications and Conservation Area Notices (trees) to be determined within statutory timescales.	100%	<>
		100% of planning applications determined within 26 weeks of validation unless a planning performance agreement or extension of time has been agreed.	98.22%	-1.78%
		90% of planning applications validated within 5 working days.	26%	-64% **(variation in notes)
		Reduction in the number of applications, submitted by planning agents, invalid upon receipt by 10%.	Q1 & 2 – 25.74% Previous result Q3& 4 53 – 26.1%	-1.78%*** (variation in notes)
		100% of discharge of condition applications determined within 8 weeks unless an extension of time has been agreed.	51.96%	-48.04% ****(variation in notes)
		No more than 40% of planning appeal decisions overturned and no more than 20% of major planning appeal decisions overturned.	28.57% 100% 1 major appeal allowed at Witchford (Gladmans)	+11.43% -100%; there has only been 1 major appeal which has produced this figure. ***** (variation explained further in notes)

Notes (if there is any variance then please detail this below)

*Since the Service has been reviewed we are working more efficiently and have therefore increased the turnaround time of major and minor applications.

**The Support Team were dealing with a backlog of applications during this time period and a shortage of staff. We have now caught up with our backlog and are working well within the 5 working days for validation.

***There has been a reduction in the number of applications, submitted by planning agents, invalid upon receipt, but the target has not been met. We have now updated our validation checklist and also publish agent performance reports on our website to try and achieve this target.

****Staff shortages and increasing workloads during this period meant that planning conditions were not always dealt with as high priority. In some instances the majority of conditions can be discharged, however, an archaeology or contamination condition may be required to be submitted following the works and this can lengthen the time period quite significantly.

*****As a department we only had one major planning appeal overturned which was the Gladmans appeal at Witchford, as we only had one major planning appeal and this was overturned, this does not allow us to meet our target. However, this is completely out of our hands as the appeal is decided by the Planning Inspectorate. The fact that only one major appeal was received is testament to the decisions which have been made by the Planning Authority.

Performance measures linked to the Five Strategic Outcomes

Owner- Planning Manager- Rebecca Saunt

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes	Variance
To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.		Develop a toolkit based upon the CAFE building for life criteria as part of Design Guide review within 18 months.	Work started on this in relation to undertaking Design visits as a team – further work still required. Should be completed within the 18 months specified.	n/a*(explained in notes)
		Investigate potential for establishing Design Review panel to assess completed development schemes within 1 year.	100%. Question in customer satisfaction showed positive support for establishing Review Panel – sent Sept 2015	<>
		Implement short training sessions for members of the planning committee to take place before monthly meeting within 6 months and have minimum 6 per year.	All committee members have received a training folder and some training has been given. However, this has not yet been achieved in full due to the lengthy planning committees.	-50% **(Variance explained in the notes)

		<p>Canvassing planning agents to ascertain interest in training sessions provided by ECDC within 1 year.</p>	<p>100%. Question in customer satisfaction survey showed positive support for training sessions provided by ECDC – sent Sept 2015 Quarterly agents forum includes guest speakers on planning matters. Quarterly agents newsletters keeps agents/developers up to date with new legislation and changes to the planning service.</p>	<p><></p>
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Notes (if there is any variance then please detail this below)

* Work has commenced on the toolkit, it is hoped that this will be completed within the targeted 18 month period.

**Lengthy Planning Committee meetings have not enabled the time or capacity to implement short training sessions for Members of the Planning Committee.

Performance measures linked to the Five Strategic Outcomes

Owner- Planning Manager- Rebecca Saunt, Conservation Officer- Lorraine Brown, Senior Trees Officer-Kathy White, Office Supervisor

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes	Variance
To improve the quality of the built and natural environment throughout the District		Undertake review and update Design Guide SPD for adoption within 12 months	Work on this has started with first section having been circulated to officers for comment.	*(Variance explained in notes)
		Implement notification system for Conservation Officer to be notified of listed building sales within 12 months	This does not appear to be an easy implementation – more work required by the Conservation Officer to establish how other authorities have implemented this.	** (Variance explained in notes)
		Monitor 20% of approved tree works	20.27% of approved tree works monitored.	0.27%
		Investigate potential for establishing biennial district Design Awards within 12 months	100%. Question in customer satisfaction showed positive support for establishing Review Panel – sent Sept 2015	<>

		80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt and the complainant contacted within 15 working days to advise of findings	80.3%	+0.3%
			8.8%	-71.2% *** (Variance explained in notes)
		Undertake visits during works to listed buildings for 15% of approved consents	35% 17 LBC approved – 6 visits undertaken during works	+20% **** (Variance explained in notes)

Notes (if there is any variance then please detail this below)

*Review of the Design Guide SPD has commenced, further work will be completed to meet the 12 month target.

**Implement notification system for listed buildings does not appear to be an easy implementation and more work is required by the Conservation Officer to establish how this can be implemented.

***Enforcement complaints are having a preliminary investigation completed within the 10 working days in line with our target. However, the percentage in relation to the complainant being contacted within 15 days is below target. Some of this relates to procedures and Uniform not being used in a manner to record these details and some relates to staff shortages. As part of the planning review procedures for enforcement have been and are being set up to make sure all cases are recorded in the correct way.

****LBC Visits - +20% - There has been an increase in the number of complicated Listed Building works in the last year with applicants and their contractors requiring detailed advise as building works have progressed. A number of the approvals have required multiple site visits (only counted once for the purpose of this monitoring report)

Performance measures linked to the Five Strategic Outcomes

Owner- Planning Manager- Rebecca Saunt

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes	Variance
To improve staff motivation, participation and involvement in service provision & encourage staff development		20 hrs of CPD to be identified and to be provided annually.	18.22 hours on average of CPD for a 6 month period.	+82.2%
		Introduction of quarterly team building exercise within 12 months.	Team building exercises have been introduced. The whole department attended a day's site visit of various housing developments within Cambridgeshire on 14 th October, where the CABA building for life principles were reviewed.	
		Set up meeting with Building Control to investigate opportunities for linked working within 3 months.	Weekly Service Leads meetings with the Director of Regulatory Services	<>

		Set up meeting with Environmental Health to investigate opportunities for linked working within 3 months.	Weekly Service Leads meetings with the Director of Regulatory Services	<>
		Establish a working party to look at IT processes and systems for planning and enforcement within 12 months.	100%. Officers identified and first working party has met to look at IT Processes.	<>

Notes (if there is any variance then please detail this below)

Motivation Includes:

1. Officers attending site visits and Planning Committee
2. Monthly team meetings
3. All staff involved in the planning review
4. Ideas on how to improve service identified by officers and implemented where appropriate
5. Seniors review meeting held weekly
6. Action plan to continue improvements adopted and owned by ALL
7. Welcome inspirational ideas from any member of the team including short videos, Twitter, etc.
8. Not working in silos but collaboratively
9. Discussions had to promote Building Control team including agents forum and North Ely development
10. Discussions with Environmental Health to look at joint working with Enforcement

Informal discussions are already held with Building Control and weekly meetings with service leads and with Director of Regulatory Services held to discuss management issues and joint working.

Performance measures linked to the Five Strategic Outcomes

Owner- Planning Manager- Rebecca Saunt, Senior Trees Officer-Kathy White, Conservation Officer- Lorraine Brown, Office Supervisor

Performance Measure	Link to Strategic Outcomes (colour code accordingly)	Target	Outcomes	Variance
To provide excellent customer service at all times and to improve communication with all customers		Monthly recorded meetings between Trees Officers and Parks & Open Spaces Officer.	Monthly meetings arranged. However, some flexibility required due to nature of Parks & Open Spaces work. Meetings tend to be every 6 weeks	-25%*(Variance explained in notes)
		Monthly recorded meetings between planning, conservation, trees, enforcement, housing, strategic planning, IT, building control (as required).	Weekly meetings between planning, conservation, trees and enforcement. No longer have strategic housing section in house. Strategic Planning attend team meetings at least once a month.	

		Continue monthly meetings with Customer Services and arrange for officers to provide and engage in shadowing for Customer Service Advisors within 6 months.	Monthly meetings with Customer Services continued. 2 members of staff shadowed Customer Service Advisors, now a full complement of staff further sessions need to be arranged.	
		Continue to circulate quarterly agents & developers e-newsletter.	100%	<>
		Continue to hold quarterly agents/developers forum to be attended by planning, support, conservation, trees, enforcement, etc as required.	100%	<>
		Continue to provide General Enquiries Service during working hours 100% of the time.	100%	<>
		Update and maintain planning services web pages & update trees and enforcement sections within 6 months.	100 % Both sections have been updated and published.	<>
		Update/produce new guidance leaflets and publish a minimum of 2 on website every 6 months.	100% FAQ & Pre-app leaflets have been produced and published – 10 other leaflets will be produced by the end of Feb	<>

Notes (if there is any variance then please detail this below)

*Monthly meetings are arranged with Park and Open Spaces departments. However, has to be some flexibility with the meetings and while monthly meetings have been set these tend to occur every 6 weeks.

A weekly senior meeting is now held between planning, conservation, trees and enforcement to continue improving the service. An action plan has been adopted and is being implemented by the team.

Strategic Planning attend our team meetings which are held twice a month.

We no longer have a Strategic Housing Officer.

IT attends the working party group which has been set up.

Informal meetings with Building Control are held.

Weekly service leads meetings to discuss cross department working

The Planning Manager and Office Supervisor have both shadowed Customer Services. Now that we have a full complement of staff this will be rolled out and times set up for each member of staff. Now that Officers give out direct dial numbers and mobile numbers the numbers of calls which come through CRM are reduced and therefore it was felt beneficial to focus on the review and the customer service provided rather than how Customer Services works.

Customer satisfaction surveys have been set up.

Agents, Planning Committee and customers have commented on customer service improvements.

Planning department now seen as a facilitator of growth.

Source of data- please list below where the data was gathered

- Uniform
- Access Report
- Officers
- Customer Surveys

Additional Performance measures
Please detail any new performance measures

Performance measure	Link to Strategic Outcomes (colour code accordingly)	Target	Any additional resources needed? (please list below)

Equality Impact Assessments

Are there any Performance measures which require the council to devise an Equality Impact Assessment?

Please list any below;

Performance measure	Equality Impact Assessment (Please attach them underneath against each Performance measure)
None Required	

Forward plan dates for Member Champions linked to Performance measures

Date	Activity	Member Champion