

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. The following table must therefore be regarded as a rough guide only.

Forward Planning for Councillors

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

Strategy map_Measuring Performance



Statutory functions within timescales	Target	Actual
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%	

Facilitate Sustainable Development (and environment)	Target	Actual
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%	

Co-ordinated approach to Development Management	Target	Actual
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)		

Balance Needs of varied Customers	Target	Actual
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	

Education	Target	Actual
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	

Staff and Member Performance Measure	Target	Actual
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

Name	Targets for determination of planning applications
Owner	Sue Wheatley
Co owners	Senior Planning Officers/Planning Officers/Lucy Flintham
Purpose	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. .
Links	Planning legislation and Improving Planning Performance (CLG)
Formula	Time taken for determination as a percentage of applications determined.
Source of Data	Uniform
Frequency	Monthly/quarterly
Target	60% of major applications determined within 13 weeks; 65% of minor applications within 8 weeks; 80% of other applications within 8 weeks.
Rewards/Penalties	Loss of income for the Council. Loss of control over development
Who measures?	Lucy Flintham
Who acts on the data?	Sue Wheatley
What will be done	<ol style="list-style-type: none"> 1. Lucy Flintham will run the reports to generate the data and return to CLG. 2. Performance updates will be provided to officers at the relevant team meetings
Feedback	Quarterly Performance Report
Notes	<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
Owner	Cathy White
Co owners	Sue Wheatley
Purpose	To meet the Government's targets for the determination of tree work applications
Links	Planning legislation
Formula	Time taken to determination as a percentage of applications determined.
Source of Data	Uniform
Frequency	Monthly/quarterly
Target	100%
Rewards/Penalties	Prevent appeals for non determination and associated costs
Who measures?	Cathy White
Who acts on the data?	Sue Wheatley
What will be done	<ol style="list-style-type: none"> 1.Lucy Flintham will run the reports to generate data. 2.Performance updates will be provided to officers at the team meeting 3.The Tree officer will prioritise this area of work 4.The recruitment to the vacant post will help provide cover and avoid the need to use consultants.
Feedback	Public registers of all tree work TPO and Conservation Area applications record all the applications and decisions.
Notes	

Name	Applications over 26 weeks
Owner	Sue Wheatley
Co owners	Senior Planning Officers/Planning Officers/Lucy Flintham
Purpose	To ensure that the Council does not have to refund planning application fees
Links	Planning Guarantee
Formula	Number of applications determined over 26 weeks
Source of Data	Uniform
Frequency	Weekly/Monthly
Target	100% of applications determined within 26 weeks of validation unless a Planning Performance Agreement or an Extension of Time has been negotiated.
Rewards/Penalties	Loss of income through refunding of planning application fee
Who measures?	Lucy Flintham
Who acts on the data?	Sue Wheatley/ Senior Planning Officers/Planning Officers
What will be done	<ol style="list-style-type: none"> 1.Lucy Flintham will print off a list of applications which need an extension of time/updated extension on Monday morning 2.Officers will prioritise checking this list 3.Officers will request extensions of time and update uniform when these are agreed 4.Sue Wheatley/Senior Planners will monitor that this has been done on a weekly basis. 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.
Feedback	Weekly
Notes	<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>

Name	Percentage of Applications Invalid
Owner	Lucy Flintham
Co owners	Support Team
Purpose	To reduce double handling of applications
Links	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.
Formula	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.
Source of Data	Uniform
Frequency	Quarterly
Target	To reduce the number of invalid applications to 10%
Rewards/Penalties	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
Who measures?	Lucy Flintham
Who acts on the data?	Lucy Flintham/Sue Wheatley
What will be done	<ol style="list-style-type: none"> 1. Advise Agents at next Agents Forum that we are going to produce data on the applications that they have submitted 2. Highlight the benefits that this will have for them and their clients 3. Create and agree new web pages to present information to Customers 4. Upload performance tables to website each quarter in line with CLG returns
Feedback	
Notes	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.

Name	Appeal Overturns
Owner	Sue Wheatley
Co owners	Senior Planning Officers/Planning Officers/Lucy Flintham
Purpose	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.
Links	Improving Planning Performance (CLG)
Formula	(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
Source of Data	Uniform and individual appeal decisions
Frequency	Monthly/quarterly
Target	(1)No more than 40% of appeals overturned. (2)Less than 20% of decisions on applications for major development overturned at appeal
Rewards/Penalties	Loss of income for the Council. Loss of control over development
Who measures?	Lucy Flintham
Who acts on the data?	Sue Wheatley
What will be done	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.
Feedback	Quarterly Performance Report
Notes	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.

Name	Develop a toolkit
Owner	Sue Wheatley
Co owners	Lorraine Brown/Senior Planners
Purpose	To measure and improve the quality of development within the District
Links	Corporate Unit as there is joint responsibility for the delivery of North Ely
Formula	
Source of Data	Best practice, site surveys
Frequency	To be determined/probably yearly
Target	
Rewards/Penalties	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
Who measures?	Lorraine Brown/Senior Planners
Who acts on the data?	Sue Wheatley
What will be done	<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>
Feedback	Yearly performance report
Notes	<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>

Name	Monitor and Report on appeals
Owner	Sue Wheatley
Co owners	Senior Planning Officers/Planning Officers/Lucy Flintham
Purpose	To improve the quality of the initial decision and improve appeal performance
Links formula	Improving Planning Performance (CLG)
Source of Data	Uniform and individual appeal decisions
Frequency	Monthly
Target	Improved performance over time in the targets for appeals
Rewards/Penalties	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.
Who measures?	Sue Wheatley/Lucy Flintham/Planners/Senior Planners
Who acts on the data?	Senior Planning Officers/Planning Officers Members of Planning Committee
What will be done	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.
Feedback	Quarterly Performance report
Notes	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.

Name	Notification system when listed buildings sold
Owner	Lorraine Brown
Co owners	Sue Wheatley
Purpose	To promote awareness of the District's listed building stock and to reduce the instances of unauthorised works to listed buildings throughout the District.
Links	Land registration/Council Tax/Enforcement
Formula	n/a
Source of Data	Land registry
Frequency	As required
Target	
Rewards/Penalties	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.
Who measures?	Lorraine Brown
Who acts on the data?	Lorraine Brown
What will be done	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.
Feedback	Will be fed back to SW through 1-2-1 process.
Notes	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.

Name	Monitor approved work to listed buildings
Owner	Lorraine Brown
Co owners	
Purpose	To improve customer service levels and ensure that works are being carried out in accordance with approved plans.
Links	Enforcement/Building Control
Formula	
Source of Data	Uniform
Frequency	Annually
Target	Visit & monitor 20% of approved works to listed buildings
Rewards/Penalties	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.
Who measures?	Lorraine Brown
Who acts on the data?	Lorraine Brown
What will be done?	A random selection of sites will be chosen to undertake follow up visits during the works and after works have been completed.
Feedback	Results will be fed back to SW through the 1-2-1 process
Notes	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.

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

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

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

Name	Improve Engagement with External Consultees
Owner	Sue Wheatley
Co owners	Senior Planning Officers/Conservation/Trees/Enforcement
Purpose	To consider barriers to engagement and to make improvements that can speed up the decision making process.
Links	External consultees
Formula	
Source of Data	Satisfaction surveys, individual discussions with consultees
Frequency	Annually / Biannually
Target	
Rewards/Penalties	Improvement in the overall handling of applications as well as improving relationships with key stakeholders.
Who measures?	Sue Wheatley
Who acts on the data?	Senior officers/Conservation/Trees/Enforcement
What will be done	1. Identification of issues with current system – speaking with consultees and assessing their needs/limitations 2. Arrange to meet with consultees where beneficial 3. Agree a strategy for improvement
Feedback	
Notes	

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

Name	Duty Service
Owner	Sue Wheatley
Co owners	Senior Planning Officer/Planning Officers
Purpose	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.
Links	Corporate objectives
Formula	Number and type of enquiries handled daily
Source of Data	Caller details, CRM, e-mails, sample analysis of the type of queries received
Frequency	Review quarterly
Target	Appropriate, high quality duty service provided each day Council offices are open
Rewards/Penalties	Providing a proportionate duty service helps provide a good customer service and avoids complaints.
Who measures?	Senior Planners
Who acts on the data?	Senior Planners/planners
What will be done	1.Rota of officers 2.Cover for sickness and leave 3.Advertise duty service to customers Sample analysis of the number and type of queries received for a week, including time taken to deal with the query
Feedback	Through team meetings
Notes	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.

Name	Customer satisfaction surveys
Owner	Sue Wheatley
Co owners	All officers
Purpose	To undertake internal evaluations of performance and identify areas for improvement.
Links	Planning legislation and guidance
Formula	
Source of Data	surveys
Frequency	To be determined (dependent upon whether we use PAS tool)
Target	70% of respondents satisfied with the service received.
Rewards/Penalties	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.
Who measures?	To be determined
Who acts on the data?	All officers
What will be done	1.Consider use of PAS Quality Review tool 2.If appropriate use this framework for surveys, if not develop own format for surveys 3.Action Plan to capture any improvements required.
Feedback	
Notes	

Name	Undertake demands analysis to determine future service improvements
Owner	Sue Wheatley
Co owners	All officers
Purpose	To determine how best to provide a cost effective, targeted planning service that fulfils the needs of all of our customers.
Links	Planning legislation and guidance
Formula	
Source of Data	internal analysis of service provision
Frequency	Initial analysis followed by continuous assessment
Target	Improved customer service
Rewards/Penalties	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.
Who measures?	
Who acts on the data?	All officers
What will be done	1.Assess whether to use the PAS quality review 2.Internal review of service using lean systems thinking
Feedback	
Notes	

Name	Update website and leaflets
Owner	Sue Wheatley
Co owners	All officers (Lorraine Brown to lead)
Purpose	To educate and inform customers and stakeholders
Links	Planning legislation and guidance
Formula	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.
Source of Data	National planning guidance; planning portal; key stakeholders (i.e. English Heritage/Natural England/etc)
Frequency	As required
Target	100% of leaflets reviewed and updated
Rewards/Penalties	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.
Who measures?	Sue Wheatley
Who acts on the data?	All officers – Lorraine Brown to lead
What will be done	<ol style="list-style-type: none"> 1. Identify all leaflets already produced 2. Determine which need to be updated 3. Allocated work between the team to update information 4. Sue Wheatley/Senior to review/check 5. Upload updated leaflets to the website 6. Work with IT in order to get new look web pages live
Feedback	
Notes	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.

Name	Engagement with Town and Parish Councils
Owner	Sue Wheatley
Co owners	Senior Planners/Conservation/Trees/Enforcement
Purpose	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.
Links	
Formula	
Source of Data	Discussions with Town and Parish Council members
Frequency	twice per year
Target	
Rewards/Penalties	Improvement in customer's perception of the planning service and improve relationships with local community groups.
Who measures?	Sue Wheatley
Who acts on the data?	Sue Wheatley
What will be done	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
Feedback	
Notes	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.

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

Name	CPD Provision
Owner	Sue Wheatley
Co owners	All officers
Purpose	To ensure that members of the team keep their knowledge up to date and to provide professional development opportunities
Links	Other Local Authorities to source training courses; external course providers
Formula	
Source of Data	Recording in Appraisals?
Frequency	yearly
Target	20 hours
Rewards/Penalties	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.
Who measures?	All officers
Who acts on the data?	Sue Wheatley/Senior Planners
What will be done	<ol style="list-style-type: none"> 1. Liaise with other Cambridgeshire authorities to source cheaper training from Anglian Ruskin University 2. Liaise with other Cambridgeshire authorities to source shared training from other providers 3. Consultees to be invited to team meetings to provide background knowledge about areas relevant to planning 4. Officers to undertake their own reading 5. Team meetings to be used to discuss changes to the planning system
Feedback	
Notes	<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>

Name	Appraisals completed annually and on time
Owner	Sue Wheatley
Co owners	All team members
Purpose	To ensure that all staff appraisals be completed annually and within the time frame set by HR.
Links	HR Policy and Procedure
Formula	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.
Source of Data	HR, team members
Frequency	Yearly
Target	100%
Rewards/Penalties	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.
Who measures?	Sue Wheatley and HR
Who acts on the data?	All team
What will be done	<ol style="list-style-type: none"> 1. Time frame set by HR 2. New appraisers will require training 3. Appraiser to book appraisals with staff 4. Appraiser to issue staff with paperwork to complete (giving enough time in which to do so) 5. Staff to complete appraisee's comments and return to PHO 6. Appraisal carried out and comments to be added to paperwork 7. Completed paperwork to be passed to Appraiser for review and final signature. 8. Completed appraisals to be sent to HR.
Feedback	1:1, mid term appraisal
Notes	Any discussion at appraisals should not come as a surprise; issues that arise regarding performance should be dealt with in a timely manner

Name	Service awareness briefings for Service Delivery Champion
Owner	Sue Wheatley
Co owners	All team
Purpose	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.
Links	
Formula	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.
Source of Data	Regular feedback from Members and CE.
Frequency	As required
Target	100%
Rewards/Penalties	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.
Who measures?	Sue Wheatley
Who acts on the data?	
What will be done	<ol style="list-style-type: none"> 1.Sue Wheatley to invite member champion to set up regular meetings 2.Invite Member to shadow the team if they wish 3.Include Members in the distribution of quarterly performance reports.
Feedback	Quarterly Performance report
Notes	

Name	Training and Development for all Members
Owner	Sue Wheatley
Co owners	Senior Planning Officer/Conservation/Trees/Enforcement
Purpose	To ensure that members have sufficient understanding of the planning process, in order to make informed decisions in relation to planning applications.
Links	National Planning Policy/Strategic Planning
Formula	
Source of Data	
Frequency	Regular short training sessions to respond to issues/concerns as they arise.
Target	All Members to feel confident that they have an appropriate level of knowledge and understanding of the planning processes and constraints
Rewards/Penalties	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.
Who measures?	
Who acts on the data?	
What will be done	<ol style="list-style-type: none"> 1. In discussion with Member Champion, Chair and Vice-Chair of Planning Committee identify areas for Member development 2. Discussion to also identify how best to provide this training 3. Trial short sessions during lunch after the Committee site inspections 4. External training day to be investigated
Feedback	
Notes	