Service	Planning		
Head of Service	Elizabeth Sims	**Portfolio Holder**	Cllr Chris Storey
Strategic Director	Graeme Clark		Planning

Service Plan priorities for 2017/18 – *There should be no more than 5 top priorities for presentation to Executive. Please ensure that all objectives are SMART. The final column for each action should focus on* <u>*outcomes*</u>

Priority Objective 1		Produce a Development Management Manual for use by officers

Action(s)	By When? Without additional resource/with additional resource	Lead Officer	Resource Needed/ implications	Priority	Corporate Plan Priority	Outcomes/Success Criteria /Performance Measures/ Targets	Progress
Review process notes and develop an office manual on operational procedures and protocols	March 2018 December 2017	Peter Cleveland	Internal	Medium	Value for Money	1. Improve consistency across all service areas 2. Support team working 3. Support working with members	Commenced
Review delegation, call-in, registration, processing and decision-making processes	September 2017		Internal:	Low	Value for Money	4. Improve customer care	Completed
Identify those areas requiring a procedure note and update existing notes, including officer reports and presentation/format for committee items [1]	December 2017 November 2017		Internal:	Medium	Value for Money and Customer Service		Commenced
Ensure updates on all procedures as processes amended and embed systems for training and updating staff.	January 2018 December 2017/		Internal	Low	Value for Money		Commenced

Risk of not fulfilling objective		Increasing complaints: formal and informal Inconsistent outcomes for service users Reputational damage as customer satisfaction levels remain low

---

[1] Links directly with Chairs and Vice Chairs action list

Priority Objective 2	Implement and deliver a new IT system

Action(s)	By When?	Lead Officer	Resource Needed/ implications	Priority	Corporate Plan Priority	Outcomes/ Success Criteria /Performance Measures/ Targets	Progress
Process mapping of 'as is'	September 2017	Val Jacobi	Internal	High	Value for Money	1. Improve access to information systems for staff 2. Improve options for self-service via website 3. Improve integration of processes and IT	Completed
Establish objectives, priorities etc for the 'to be' situation e.g. self-service, integration with legacy systems, security/access to information	October 2017	Val Jacobi	Internal	High	Value for Money		Commenced
Process mapping of 'to be' situation	December 2017		Internal	High	Value for Money		Commenced
Roll out electronic consultations to include parishes	November 2017		Internal	High	Customer Service and Value for Money		Commenced
Risk of not fulfilling objective		Full benefits of the investment in the new system are not realised					

Priority Objective 3	Improve the tracking of all applications and overall project management of major applications

Action(s)	By When?	Lead Officer	Resource Needed/ implications	Priority	Corporate Plan Priority	Outcomes/ Success Criteria /Performance Measures/ Targets	Progress
Ensure that pre-application discussions are recorded and that advice from other sections of the council are retained on the system	December 2018	Val Jacobi	Internal	Medium	Customer Service	1. Improve Communications 2. Improve options for self-service via website 3. Improve consistency of outcomes	
Produce new template for shorter pre-app responses that focuses on key issues and likely recommendation	November 2017	Peter Cleveland and ATLs	Internal	Medium	Customer Service	4. Improved committee agenda management 5. Open, proactive, pre-emptive service	Commenced
As part of the advice, provide applicants with a checklist of information required should an application be submitted and ensure that this is available to validation staff (Reception Team)	November 2017		Internal	Medium	Customer Service		

Action(s)	By When?	Lead Officer	Resource Needed/ implications	Priority	Corporate Plan Priority	Outcomes/Success Criteria/Performance Measures/Targets	Progress
Ensure that there are corporate and community mechanisms in place for determining spending priorities to meet community infrastructure requirements through Section 106	December 2017	Ian Motuel/Graeme Clark	Tom Horwood Additional CIL Monitoring Officer	Medium	Environment		Commenced
Introduce PPAs for major cases to improve management	August 2017		Internal:	Low	Customer Service		Completed
Enable real-time tracking of applications, PPAs/extension of time - ICT system	March 2018	Val Jacobi	Internal	Medium	Customer Service		
Audit - statistical reporting on all decisions/process	March 2018	Val Jacobi	Internal	Medium	Value for Money		

Risk of not fulfilling objective		Focus on high priority and high risk elements of service is lost and service slips into standards designation

Priority Objective 4	Improve quality of Decision-making and appeal performance

Action(s)	By When? Without additional resource/with additional resource	Lead Officer	Resource Needed/ implications	Priority	Corporate Plan Priority	Outcomes/ Success Criteria /Performance Measures/ Targets	Progress
Review the report writing templates to remove repetitive text and shorten. Presentation of plans to committee to be of higher quality.[2]	December 2017 October 2017	Elizabeth Sims/Peter Cleveland	Legal services	High	Customer Service	1. Open, proactive, pre-emptive service 2. Improve customer care 3. Support working with members 4. Improve consistency of outcomes	Commenced
Review member call-in arrangements	September 2017		Legal services Member services:	Low	Customer Service	5. Improve Communications	Completed
Review delegation scheme to ensure that sign-off takes place at the lowest accountable level	October 2017		Legal services	Low	Customer Service		Completed
Review the operation of committees to reduce the number of meetings and enable better use of lead-in times. Officers to focus on main issues only in presentations[3]	December 2017	Robin Taylor	Legal services Member services	High	Value for money and Customer Service		
Officers to produce standing advice to Members on technical matters such as flooding and SPA. This is to be made publicly available on the Council's website	February 2017 December 2017	Peter Cleveland/ATLs	Legal Services and internal	Medium	Environment, Value for Money, Customer Service		

Risk of not fulfilling objective		Delays and Inconsistency in decision making become drivers for dissatisfaction and loss of confidence in the system

---

[2] Links directly with Chairs and Vice Chairs action list
[3] Links directly with Chairs and Vice Chairs action list

Priority Objective 5	Identify officer and member training requirements and deliver training programme for all decision makers

Action(s)	By When? Without additional resource/with additional resource	Lead Officer	Resource Needed/ implications	Priority	Corporate Plan Priority	Outcomes/Success Criteria /Performance Measures/ Targets	Progress
Undertake a resource and skills review of the development management function using staff appraisal data.	September 2017	Peter Cleveland	Internal	Medium	Value for Money, Environment and Customer Service	1. Supports employment stability 2. Open, proactive, pre-emptive service 3. A trained and effective workforce 4. Informed and effective members 5. Improve consistency of outcomes	Commenced
Establish a service-wide skills training strategy	November 2017	Peter Cleveland	Internal	Medium	Customer Service and Value for Money		Completed
Establish a programme of customer care and team working training for all staff within the service	January 2018 December 2017	Elizabeth Sims	Strategic HR	Medium	Customer Service		
Establish a programme of management and leadership training for managers and team leaders	December 2017 January 2018		Strategic HR	Low	Customer Service and Value for Money		
Establish a programme of member training, to include:- - Design - Material considerations - Accepting/understanding technical consultee advice - Making defensible decisions to avoid lost appeals and Special Measures	November 2017		Democratic Services	High	Customer Service and Value for Money		Commenced
Establish a programme of training for committee chairs	November 2017		Democratic Services	High	Customer Service and Value for Money		
Publicise DM staffing structures to members, the organisation and partners setting out clear line management arrangements and roles of team members defined.	November 2017 October 2017	Peter Cleveland/Jo Garcia	Internal	Low	Customer Service		
Implement regular customer liaison and feedback routines that are reported to members	December 2017 March 2018	Jo Garcia	Internal	Medium	Customer Service and Value for Money		
Implement annual post development learning visits for members	March 2017 May 2018	ATLs	Internal	Low	Environment and Customer Service		

Parish and Town Council training meetings including introduction of 'Roadshow' around the Parishes – March 2018	January 2018	ATLs / DCM	Internal	Medium	Customer Service	■■■

Risk of not fulfilling objective		Disillusioned and unstable workforce and poorly functioning committees lead to poor outcomes for service users and reputational harm to the service

■ successful delivery of the project appears unachievable

■ successful delivery of the project appears feasible but significant issues exist requiring attention

■ successful delivery of the project appears highly likely : no major outstanding issues threaten delivery

■ project completed

DRAFT