APPENDIX 1

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 outcomes*

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

Action(s)	By When?	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	April 2018	Steve Weaver	Internal	Medium	Value for Money	1. Improve consistency across all service areas 2. Support team working 3. Support working with members	Commenced Team Leaders and Development Manager carrying out comprehensive review and update of structure and content of Manual
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]	April 2018		Internal:	Medium	Value for Money and Customer Service		Commenced Team Leaders and Development Manager carrying out comprehensive review and update of structure and content of Manual
Ensure updates on all procedures as processes amended and embed systems for training and updating staff.	April 2018		Internal	Low	Value for Money		Commenced part of training programme

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

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[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/Jane Clement	Internal	High	Value for Money		Completed Project Initiation document – February 2018
Process mapping of 'to be' situation	May 2018		Internal	High	Value for Money		Commenced ongoing March 2018
Roll out electronic consultations to include parishes	March 2018		Internal	High	Customer Service and Value for Money		Commenced Responses received from PCs. Discussed at PC/TC Planning Meeting – February 2018. TCs wanting early engagement about to be launched.
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	Steve Weaver/Jo Garcia	Internal	Medium	Customer Service	1. Improve Communications 2. Improve options for self-service via website 3. Improve consistency of outcomes	Completed
Produce new template for shorter pre-app responses that focuses on key issues and likely recommendation	March 2018	Steve Weaver/Elizabeth Sims Peter Cleveland/ Jo Garcia	Internal	Medium	Customer Service	4. Improved committee agenda management 5. Open, proactive, pre-emptive service	Work commenced on new template being finalised and Team trained

Action	By When?	Lead Officer	Resource Needed/ implications	Priority	Corporate Plan Priority	Outcomes/ Success Criteria /Performance Measures/ Targets	Progress
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		Completed
Ensure that there are corporate and community mechanisms in place for determining spending priorities to meet community infrastructure requirements through Section 106	April 2018	Ian Motuel/Graeme Clark/Elizabeth Sims	Additional CIL Monitoring Officer New Section 106 Officer	Medium	Environment		Commenced CIL development work ongoing Governance report intended for April Executive Agenda CIL Officer and S106 Officer to be appointed – Appointment processes commenced
Introduce PPAs for major cases to improve management	November 2017	Peter Cleveland	Internal:	Low	Customer Service		Completed
Enable real-time tracking of applications, PPAs/extension of time - ICT system	March 2018	Val Jacobi/Steve Weaver	Internal	Medium	Customer Service		Commenced as part of new IT scoping – January 2018
Audit - statistical reporting on all decisions	March 2018	Val Jacobi	Internal	Medium	Value for Money		Completed

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?	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.	March 2018	Elizabeth Sims/Steve Weaver	Legal services	High	Customer Service	1. Open, proactive, pre-emptive service	Commenced
Presentation of plans to committee to be of higher quality.[2]	February 2018	Steve Weaver/Val Jacobi	Legal services	High	Customer Service	2. Improve customer care 3. Support working with members 4. Improve consistency of outcomes	Completed
Review member call-in arrangements	February 2018	Elizabeth Sims/Robin Taylor Elizabeth Sims	Legal services Member services:	Low	Customer Service	5. Improve Communications	Completed

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

Action(s)	By When?	Lead Officer	Resource Needed/ implications	Priority	Corporate Plan Priority	Progress
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]	June 2018 (estimated)	Robin Taylor/Emma McQuillan	Legal Services/ Democratic Services	High	Value for money and Customer Service	Commenced
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	April 2018	Steve Weaver	Legal Services and internal	Medium	Environment, Value for Money, Customer Service	Commenced

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

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

Action(s)	By When?	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.	February 2018	Steve Weaver/Kate Ferguson	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	Completed
Establish a service-wide skills training strategy	February 2018	Steve Weaver	Internal	Medium	Customer Service and Value for Money		Completed Update strategy from above
Establish a programme of customer care and team working training for all staff within the service	March 2018	Elizabeth Sims	Learning and Development	Medium	Customer Service		Training being agreed with PAS for March 2018
Establish a programme of management and leadership training for managers and team leaders	March 2018		Learning and Development	Low	Customer Service and Value for Money		Training being agreed with PAS for March 2018
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	March 2018		Democratic Services	High	Customer Service and Value for Money		Training being agreed with PAS for March 2018
Establish a programme of training for committee chairs	March 2018		Democratic Services	High	Customer Service and Value for Money		Commenced Ema Dearsley leading – 01/02/18

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

						Session invites sent to Chairs and Vice-Chairs for 20/3 and 21/3
Publicise DM staffing structures to members, the organisation and partners setting out clear line management arrangements and roles of team members defined.	January 2018	Steve Weaver/Ema Dearsley	Democratic Services	Low	Customer Service	18/01/18 pdf staff structure with annotations circulated to Members to be regularly repeated by DS
Implement regular customer liaison and feedback routines that are reported to Members	February 2018	Steve Weaver/Elizabeth Sims	Internal	Medium	Customer Service and Value for Money	Completed. PC/TC meeting reinstated and ongoing. Agents' Forum reinstated and ongoing (15/3)
Implement annual post development learning visits for Members ("The good, the bad and the mediocre tour")	March 2018	Elizabeth Sims/Sarah Wells	Internal	Low	Environment and Customer Service	Commenced January 2018 Date for Tour 25/3/18
Parish and Town Council training meetings including introduction of 'Roadshow' around the Parishes – March 2018	February 2018	Elizabeth Sims/Steve Weaver	Internal	Medium	Customer Service	Completed First meeting February 2018 and six months thereafter Parish Councils requesting Roadshow visits

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