

Proposed Performance Trajectory for BVPI 109a

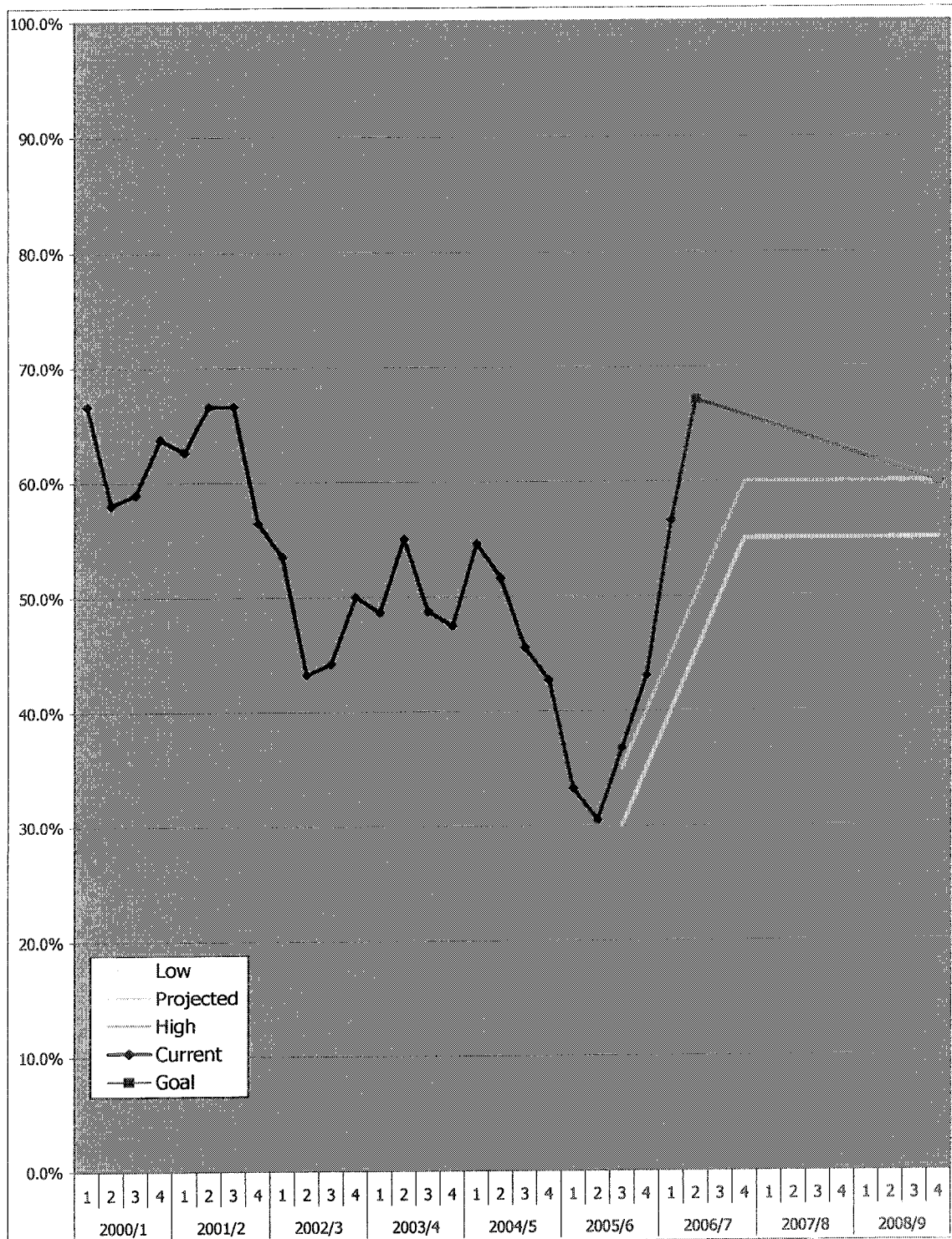
Sunderland City Council is a Standards Authority for 2006/7 due to its underperformance in determining Major planning applications. In May 2006 the DCLG expressed concern that Sunderland was unlikely to meet the required target of 60% for determining Major applications within the required 2006/2007 period. Trajectories based upon historic performance had indicated a significantly lower performance than required and as a result Sunderland City Council was required to establish its own trajectory to direct improvements to meet the target.

It should be noted that the significant and sustainable improvements in performance on both Minor and Other applications in the last two years means that the authority is no longer a Standards Authority for these categories.

Work has already begun on improving Major performance and since Q2 2005/6, when performance on Major applications reached its lowest (the annualised figure for Majors was 30.6%) performance has improved considerably. The number of Major applications determined within 13 weeks is now above projections and the annualised figure for Q2 in 2006/7 is 67.2%.

The service is now delivering above the required target of 60% within the 2006/7 period and is delivering a level of performance, which is above the Standards Authorities threshold. The challenge is to sustain and build upon this level of performance. The service will achieve this through delivery of the actions detailed within the Improvement Strategy.

BV 109 Trajectory – Major Applications



Clearance of out of date applications

Out of date applications have a negative impact on performance and it is important to ensure that applications are determined in time.

The department is currently holding 13 Major applications that are out of time. The majority of cases are awaiting section 106 legal agreements, which have been delayed, predominantly by the applicants themselves. However, some are large-scale developments that require further

work to deliver the Council's agenda of making the city more attractive and accessible.

To help clear the backlog the service is employing the use of "finally disposed of powers" and has initiated measures to prevent applications ever reaching that status. Stricter controls and reporting measures to committee for applications, which require section 106 agreements, have also been put in place.

Appendix B – Improvement Plan

Development Control Service Improvement Plan 2006/07 - 2008/9

Key Service Objective 1: Achieve BVPI109 targets for all categories by March 2007									
Sub-Objective	2006/7 target	Corporate / Service Objectives	Actions	Responsibility	Key service priority	Resource Implications	Other costs	Interim targets/milestones	Current position / comments
	Target	Links	To achieve objective	Lead Officer	Priority to action	Staffing costs		2006/7 2007/8 2008/9	Achieved/not achieved, reason for delay etc.
Supporting efficient application processing									
Major applications in 13 weeks	60%(N) 60%(L)	Corporate Improvement Plan CI03/1 Planning and Transportation Service Plan	To achieve or exceed National targets and set agreed targets to improve performance of major, minor and others National (N) Standards (S) Local (L)	Development Manager (KS) Development Control Management Team	High	Met within Development Control Budget with support from corporate Performance Improvement Team		60% (N) 60% (L)	Percentage of applications determined within 13 weeks for 2005/6 was: Q1 - 28.57% Q2 - 38.46% Q3 - 54.55% Q4 - 61.54% Total for year 43.10% against target 60%. The ODPM has classified the service 'red' unlikely to meet the government's national target by March 2007. Percentage of applications determined within 13 weeks for 2006/07 was Q1 - 68.75%
Minor applications in 8 weeks	65% (N) 90%(L) 63% (S)	Corporate Improvement Plan CI03/1 Planning and Transportation Service Plan		Development Manager (KS) Development Control Management Team	High			65% (N) 90% (L) 63% (S)	Percentage of applications determined within 8 weeks for 2006/7 was Q1 - 78.57%
Other applications in 8 weeks	80% (N) 90%(L) 75% (S)	Corporate Improvement Plan CI03/1 Planning and Transportation Service Plan		Development Manager (KS) Development Control Management Team	High			80% (N) 88% (L) 75% (S)	Percentage of applications determined within 8 weeks for 2006/07 was Q1 - 91.67%
Achieve maximum PDG grant allocation									
Achieve maximum PDG grant allocation	March - 2007 Q4	Corporate Improvement Plan CI03/1	Maintain high level of BVPI performance	Development Manager (KS) Development Control Management Team	High	Met within Development Control Budget		*	Aim to achieve by Q4 - on target at present on major, minor and others.

	March - 2007 Q4		Complete and maintain all actions detailed within improvement plan	Development Manager (KS) Control Management Team	High							Majority of actions detailed within improvement plan are on target. Areas where slippage has occurred are being addressed.
	March - 2007 Q4		Provision to be made for potential withdrawal of PDG in 2008/9	Development Manager (KS) Control Management Team	High			*	*	*	*	Impact of withdrawal of funds flagged up in MTEP. Action to be progressed.
Establish trajectory to achieve targets for major applications	Sept 2006 Q2	Corporate Improvement Plan CI03/1	Establish an annual trajectory of performance to direct improvements to meet the 60% target.	Development Administration Manager (JA)	High	Met within Development Control Budget with support from Corporate Performance Improvement Team		*	*	*	*	13VPI09 trajectories are complete. Annualised performance for Q1 2006/7 is above target for majors and on target for minors and others.
	June 2006 Q1		Produce weekly profiles of application performance (to include identification of priority cases)	Development Administration Manager (JA)	High			*	*	*	*	Since December 2005 DCMT management group have been presented with weekly performance figures. The management team look in depth at major applications and check performance to date on minor and others. Since June 2006 Senior Planner also attend.
Process mapping for each type of application	Dec - 2006 Q3		Review of current processes	Principle Planner (SF) Development Administration Manager (JA)	High	Met within Development Control Budget		*				June 2006 - K1 developed process maps based on existing procedures. SF has started to prepare list of procedure notes. Work ongoing.
	Dec - 2006 Q3		Comparison with / Benchmarking against high performing authorities	Principle Planner (SF) Development Administration Manager (JA)	High		visit costs	*				Engaged with the London Borough of Islington on process mapping through work with PAS.

	March - 2007 Q4		Preparation and distribution of detailed process maps, with milestones and target times, for each category of BVP1109	Principle Planner (SF) Development Administration Manager (JA)	High			printing / marketing	*			To be actioned.
Development of comprehensive written procedures manual	Dec - 2006 Q3		PAS support to develop procedures manual setting out steps required in development control process.	Principle Planner (SF) Development Administration Manager (JA)	Medium	Met within Development Control Budget		training printing	*			Draft proposal of procedures manual and list of procedures compiled. In early stages of development - still to be actioned
	March - 2007 Q4		Use of procedures manual to identify blockages in achieving targets and setting timescales / local performance targets for key stages in the process.	Principle Planner (SF) Development Administration Manager (JA)	Medium			training printing workshops	*	*	*	To be actioned.
	March - 2007 Q4		Produce plain English fact sheet and distribute to officers, members and clients to develop shared awareness of procedures.	Principle Planner (SF) Development Administration Manager (JA)	Medium			printing	*	*	*	To be actioned.
	Sept - 2007/08 Q2		Achieve ISO 9001 accreditation	Development Manager (KS) Development Control Management Team	Low					*		To be actioned.

Routine monitoring of officer caseloads / Equitable distribution of workload	150	Development of reporting tools	Development Manager (KS) Development Administration Manager (JA) Senior Planners	High	Met within Development Control Budget	system	*	*	*	Maintenance of officer caseloads is carried out at the weekly management meeting to ensure even delegation of applications. Since May 2005 workload is no longer distributed on an area basis. Under office restructure seniors now have responsibility for designated staff. KS reviews performance with individuals including planning & enforcement staff quarterly. JA reviews admin staff quarterly. Case loads have reduced to more acceptable levels, due to an increase in staffing levels and more work is now undertaken by technical admin assistants to aid the planners.
		Reduce major applications on hand at any time to less than 20% of the number received annually	Development Manager (KS) Development Administration Manager (JA) Senior Planners				*	*	*	Applications on hand at end of 2005/06 totalled 45% of the number of applications received annually. Since then work has begun on clearing this backlog. Finally disposed of powers have been used effectively and the Council has sought to encourage withdrawals where appropriate.
Development of local performance indicators for dealing with major, minor and other applications	June 2006 Q1	Establish key stages in process for monitoring	Performance Improvement Team	Medium	Met within Development Control Budget		*	*	*	Development Control performance indicators monitored regularly and reported to DXM.

Set up protocols with other departments and external stakeholders	Dec - 2006 Q3	Service Level Agreements	Legal (SLA) - S106 agreements	Development Manager (KS) Deputy Manager (MM) City Solicitor (BR)	High	Met within Development Control Budget	Legal	*			Meeting arranged with City Solicitor 15th August 2006 to arrange SLA with legal. Legal team to process section 106 agreements to the planning timetable. DC has developed a draft procedure for liaison between DC office and City Solicitor - awaiting approval.
	Dec - 2006 Q3		Planning Policy (protocol)	Development Manager (KS) Deputy Manager (MM)	High			*			To be actioned.
	Dec - 2006 Q3		Highways (protocol)	Development Manager (KS) Deputy Manager (MM)	High			*			To be actioned.
	Dec - 2006 Q3		Development of partnership agreement protocol with external consultees	Development Manager (KS) Deputy Manager (MM)	High			*			To be actioned.
Review handling of applications subject to S106 agreements	Dec - 2006 Q3		Introduce dual decisions based on completion of S106 agreements within statutory period	Development Manager (KS) Deputy Manager (MM)	High			*			As of 30th October 2006 items taken to committee, which involve signing of S106 agreements will be conditioned to ensure completion within statutory period - the application will be refused if the S106 agreement is not completed on time without explanation. BVP targets will be owned by both the council and its customers - communicated to customers via customer breakfast forum on 30th August 2006.
	Dec - 2006 Q3		Produce standard written procedures for handling S106 agreements and unilateral undertakings	Development Manager (KS) Deputy Manager (MM)	High						MM working on this.

	Dec - 2006 Q3	Publish guidance on S106 agreements - include formulae for calculating contributions and draft heads of terms with applications	Development Manager (KS) Deputy Manager (MM)	High														To be included within Pre-app Customer Charter and Procedures Manual
	Dec - 2006 Q3	Use model agreements and standard clauses where appropriate	Development Manager (KS) Deputy Manager (MM)	High														Model agreements for playspaces are currently used and consideration will be given to the practice guidance and model planning obligation (section 106) agreement published by DC11 G (Ang 06) to help improve development, negotiation and implementation of S106s. Further consideration will also be given to increasing community benefits through S106s.
	Dec - 2006 Q3	Progress of each S106 agreement tracked and monitored	Development Manager (KS) Deputy Manager (MM)	High														Technical assistant maintains register of S106 agreements. Further development proposed on tracking the progress of where the money is spent.
	Dec - 2006 Q3	Development of procedures for using standard templates / letters clauses	Development Manager (KS) Deputy Manager (MM)	High														IS looking at standard letters and clauses - to be incorporated into CAPS Uniform system
Development																		
Ensure pre-application advice is available	Sept - 2006 Q2	Establish development team approach for major applications	Development Manager (KS)	Medium	Met within Development Control Budget											*		Senior Planner designated as Client Manager to head up pre-application team, effective from 1st September 2006.
	June - 2006 Q1	Guidance on all types and scales of development is available in written form	Principal Planner (SF)	Medium													*	Pre-application on all types and scales of development is available in written form.

	Dec -2006 Q3		The benefits of preapplication discussions for all applications are promoted	Development Manager (KS) Development Administration Manager (JA) Senior Planners	Medium			printing marketing	*	*	*	Major clients have been contacted and advised of the benefits. Customer charter being developed and discussed at customers' breakfast forum.
Establishment of standardised approach to handling all pre-application enquiries	Dec - 2006 Q3		Set targets for responses to enquiries	Development Administration Manager (JA) Senior Planners	Medium			system	*	*	*	Targets will be incorporated within the customer charter. Work ongoing.
	Dec - 2006 Q3		Setting of clear protocols and establishment of fast track accreditation scheme	Senior Planners	Medium				*			Clear protocols to be set and outlined in new Customer Charter. Customer Charter will outline fast-tracking of applications, which have been through the pre-application process
	Dec - 2006 Q3		Set up pre-application consultations with statutory and other consultees	Senior Planners	Medium			training	*	*	*	Client Manager and Senior Planners consult statutory bodies for advice, both internally and externally
	June - 2006 Q1		Project Managed approach to coordinating discussions between developer and authority for 'major' major applications	Senior Planners	Medium			training in project management/ chairing meetings	*	*	*	Client Manager brings together those people within the authority and from elsewhere who are major contributors to the outcome of the application.
	March - 2007 Q4		Review level of member involvement at pre-application stage for 'major' major applications	Development Control Management Team	Medium				*			To be actioned.

	Dec - 2006 Q3	All household enquiries logged and response rates monitored	Development Administration Manager (JA)	Medium		system	*			Check all household enquiries logged and response rates monitored
	Dec - 2006 Q3	All non household enquiries logged and response rates monitored	Development Administration Manager (JA)	Medium		system	*			All non household enquiries logged and response rates recorded. Monitoring to be developed.
Publication and communication of pre-application checklist	June - 2006 Q1	Issue validation checklist to agents	Development Administration Manager (JA)	High			*			Validation checklist updated August 2006.
	June - 2006 Q1	Use of customer forums to develop and review pre-application process	Development Control Management Team	High			*	*	*	Feedback gathered from breakfast forum meetings used to develop service improvements. Refined list of service users pulled together to provide more direct focus to service improvement. Intend to survey attendees on its value at the next meeting - March 2007.
Efficient processing and validation of applications (within development control admin)	85% of applications validated and to case officer in 3 days	Refine processes at receipt	Development Administration Manager (JA)	Medium	Staffing resources to be addressed via approval of admin review		85%	85%	85%	Refine processes at receipt and validation of applications within development control admin
	Sept - 2006 Q2	Develop and publish validation checklist based on guidance issued by ODPM	Development Administration Manager (JA)	High		printing / marketing	*			The team had previously held back on producing guidance, as Sunderland had been selected as a pilot authority for 1 APP. The pilot has now been delayed until July 2006. Validation checklist produced in-house and published via customer forum 30th August 2006.

Engaging with Members to discuss effectiveness / ineffectiveness of ABDM Committee Structure	Dec -2006 Q3	Workshop with PAS to discuss effective decision making	Ken Scott with PAS	High	Met within Development Control Budget					Date yet to be agreed. Although the Addisn report (March 2006) stated that the inefficiencies in serving three sub-committees and a main committee was one of the main factors in poor performance, with regard to major applications, the committee structure is no longer acting as a barrier to achieving performance. The service is well resourced in terms of staff and systems, a high delegation rate of above 90% is in place, deferrals are no longer taken and extra committees are held when necessary. A workshop with PAS has been arranged to allow members to consider the possible benefits in terms of efficiency of a centralised committee system.
Ensuring Area Based Decision Making (ABDM) works well for development control	Sept - 2006 Q2	Frequency of meetings	Director Development & Regeneration (PB)	High		*				Changes to committee system introduced May 2006. All area based sub-committees are now held on the same day and Members have agreed to hold special meetings if an application is in danger of going over time.
	June - 2006 Q1	Democratic structures and delegation	Director Development & Regeneration (PB)	High		*				The delegation rate is in line with national recommendations.
	Dec -2006 Q3	Public Participation	Democratic Services	Medium		*				Applicant and objections to be sent copies of the Committee report on the application of their interest when advised of the date, time and venue of the meeting - need to increase public / client involvement.

	June - 2006 Q1		Only applications to be determined by members to go to committee	Development Manager (KS)	High				*			Refused applications are on agenda of committee. Since September 2005 only applications ready for decision are taken.
	Dec -2006 Q3		Provide regular, robust and compulsory annual training programme for councillors	Development Manager (KS) Democratic Services	High				*			Members training day held in January 2006. An annual training programme is in place and the information provided to members will be in line with the Planning Skills Framework 2006
	June - 2006 Q1		Determine high percentage of applications at first hearing	Development Manager (KS)	High				*			Addisons reported that 60% of applications were not determined at the first hearing. Since November 2005 83% of applications have been determined at first hearing.
	Dec -2006 Q3		Minutes to be recorded in full	Democratic Services	Medium				*			To be actioned
Decision notices	100% decision notices issued within 24 hours of decision		Issue decision notices	Development Administration Manager (JA)	High	Met within Development Control Budget			100%	100%	100%	100% of decision notices other than decisions referred to the Secretary of State issued within 24 hours
Risk management	Sept - 2006 Q2	Departmental Business Continuity Plan	Produce Development Control Risk Management Plan	Principle Planner (MM)	High				*			To be actioned. Issues to planning with flood and flooding to be assessed

Key Service Objective 2: Provide a Quality Service: BVPI205 / BVPI11									
Sub-Objective	2006/7 target	Corporate & Service Objectives	Actions	Responsibility	Key service priority	Resource Implications	Interim targets/milestones	Current Position / Comments	
	Target	Links	To achieve objective	Lead Officer	Priority to action	Staffing Costs	2006/7 2007/8 2008/9	Other costs	Achieved/not achieved, reason for delay etc
a) Score against 'quality of planning' checklist BVPI 205	100%	Corporate Improvement Plan CI03/1		Development Administration Manager (JA)	High	Met within Development Control Budget	100% 100% 100%		Received maximum score for 2005/2006. Work ongoing to achieve maximum score for 2006/7.
Supporting efficient application processing									
b) Up to date development plan framework	Sept - 2008	Planning and Transportation Service Plan	Preparation of Local Development Framework	Planning Policy Manager (NC) Deputy Manager (MM)	High		*		To be completed in 2008.
	March - 2007	Q4	Preparation of Supplementary Planning Guidance	Deputy Manager (MM)	High			*	SPD on householder extensions and design and access statements
c) Good relationship with public BVPI11									
	Dec -2006	Q3	Corporate Improvement Plan CI01 and CI03/1	Development Manager (KS)	High	Met within Development Control Budget	*		Work ongoing in preparation for survey. Previous result showed 77% satisfaction rating - no target set.
	March - 2007	Q4	Statement of community involvement (SCI)	Planning Policy Manager (NC)	Medium	Met within Planning Policy Budget	*		SCI has been produced - to be adopted December 2006.
	June - 2006	Q1	Guidance to applicants/objectors	Development Manager (KS)	Medium		*		All consultation letters provide advice on how to object to an application. Applicant advice available in written form, via duty officer and online.
	Dec - 2006	Q3	Customer Charter	Development Administration Manager (JA)	Medium		*		JA has undertaken information gathering exercise. Work ongoing.
	June - 2006	Q1	Preapplication advice/duty planner	Senior Planners	High		*	*	Duty officer available at all times.
	June - 2006	Q1	Website information	Development Manager (KS)	High		*	*	Website updated regularly.

	Sept - 2006	Q2		Press	Development Manager (KS)	Medium			*	*	*	Possibility of involvement in BBC2 Fly on the Wall documentary detailing the planning process. Joint Building / Development Control newsletter in circulation - looking to introduce planning award
	March - 2007	Q4	Corporate Improvement Plan CI02/2	Equality and Diversity	Development Manager (KS)	Medium			*	*	*	Planning documentation available in alternative formats / translation service available / user accessibility to be reviewed
e) Ensure regular feedback and review	June - 2006	Q1		Report to customer forum	Development Manager (KS)		Met within Development Control Budget		*	*	*	Breakfast customer forum used to identify key issues and issues of performance with our customers. Forums held bi-annually March and August 2006, scheduled March and August 2007.
	June - 2006	Q1		Customer response cards issued with decision notice	Development Manager (KS) Development Administration Manager (IA)				*	*	*	First response cards issued with decision notices March 2006. Customer responses are monitored and reviewed.
f) Achieve Charter Mark accreditation	Sept - 2007/08	Q2		Seek external audit and validation	Development Manager (KS) Development Control Management Team		Met within Development Control Budget		*	*	*	To be achieved 2007/08

Key Service Objective 3: Involve staff and develop staff resource									
Sub-Objective	2006/7 target	Corporate & Service Objectives	Actions	Responsibility	Key service priority	Resource implications	Interim targets/milestones	Current position / comments	
	Target	Links	To achieve objective	Lead Officer	Priority to action	Staffing costs	2006/7	2007/8	2008/9
Supporting efficient application processing									
a) Establish framework for staff involvement	March - 2007 Q4		Produce Development Control Service Plan	Development Manager (KS) Deputy Manager (MM)	High	Met within Development Control Budget	*		MM has held first meeting on Service Plan with departmental managers
	Dec 2006 Q3		Staff involvement (consultation) in the development of revised Improvement Strategy	Development Manager (KS) Deputy Manager (MM)	High		*	*	To date management group has been consulted. Staff input to be incorporated prior to approval by EMT and Cabinet.
Establish skills profile and resource base									
b) Establish skills profile and resource base	June 2006 Q1	Corporate Improvement Plan CI02/1	Undertake audit of skills and resources available and needed	Development Manager (KS)	High	Met within Development Control Budget	*	*	KPMG / Appraisal / IIP
	June 2006 Q1	Corporate Improvement Plan CI02/1	Identify staff development needs and skills gaps	Development Manager (KS) Senior Planners	High		*	*	Senior planners given more responsibility in departmental restructure.
	June 2006 Q1	Corporate Improvement Plan CI02/1	Address skills gaps through targeted training	Development Manager (KS)	High	training budget	*	*	Training has been organised for staff through Blackett, Hart and Pratt

c) Adopt staffing strategy	Dec 2006	Q3	Corporate Improvement Plan C102/1 and C103/8	Development and implementation of Staff Recruitment & Retention Strategy	KMPG and Director of Development & Regeneration (PB)	High		Met within Development Control Budget	*				KMPG report compiled - recommendations put forward - no further action yet taken. At present if key members of staff (including interim Development Control Manager, Administration Manager, Senior Planners) left the authority the determination of major applications within target would not be possible and current levels of performance could not be sustained.
	Dec 2006	Q3	Corporate Improvement Plan C102/1	Temporary honarium / pending re-grading applications of Senior Planners to provide greater stability within the team / Restructuring of roles / responsibilities based on needs of department	Director of Development & Regeneration (PB) Corporate Personnel (SS)	High			*				No immediate action is required and staff performance will be monitored. Period of 12 months (June 2007 - May 2008) to complete the restructuring of the team. A Deputy Director of Development and Regeneration will be appointed to take over the duties of the Director of Development and Regeneration.
	June 2006	Q1	Corporate Improvement Plan C102/1	Arrangements to cover leave/sickness - Procedure note to be written	Development Manager (KS)	High			*				Pairing system in place - workload covered for sickness / holidays
	June 2006	Q1	Corporate Improvement Plan C102/1	Use of consultants	Development Manager (KS)	Medium			*				Consultants used for specific pieces of work - a change in approach which has been welcomed by the team and has resulted in better management, increased control, measurable outcomes and reduction in cost
	Sept 2006	Q2	Corporate Improvement Plan C102/1	Review appropriateness and format of teams	Development Manager (KS)	High			*				Restructure of team has given more responsibilities to Senior Planners. Pre-application team has been created, Deputy and Principal Planner freed up to concentrate on strategic policy work.

d) Training and development strategy	Dec 2006	Q3	Corporate Improvement Plan CI02/1	Continuous Professional Development programme	Development Manager (KS)	Medium	Met within Development Control Budget		*	*	*	HP, Appraisals, Blackett, Hart and Pratt.
	Dec 2006	Q3	Corporate Improvement Plan CI02/1	Specialist areas	Development Manager (KS)	Medium		training budget	*	*	*	closer relationship between members of staff, training needs identified by seniors for juniors.
	Dec 2006	Q3	Corporate Improvement Plan CI02/3	'Grow your own' schemes	Development Manager (KS)	Medium			*	*	*	Created new senior post - appointed to Seniors to be put on Council Management Scheme - leadership programme to help identify managers of the next five years. Possibility for assistant planners to attend. 1 Enforcement Officer, 1 Technical Assistant commenced Diploma in Town & Country Planning Sept 2006.
	June 2006	Q1	Corporate Improvement Plan CI02/1	Job enrichment	Development Manager (KS)	Medium			*			Added responsibility has empowered staff and made the team feel more valued. Numerous strangleholds have been loosened and increased delegated decision making from Principle / Management level down to Seniors has proved effective. Recognition has been received by PAS for our staff recruitment and retention initiatives - published in PAS case study. "finders keepers: retaining and recruiting planning people." August 2006
e) Ensure information is shared	June 2006	Q1		Structure of weekly meetings/reports from Management/corporate Management Team	Development Control Management Team	High	Met within Development Control Budget		*	*	*	Structured meetings held since November 2005.
	June 2006	Q1		Monthly meetings of all Development Control team members	Development Manager (KS)	High			*	*	*	Monthly team meetings held and dates agreed until March 2007.

	June - 2006	Q1	Senior Planners meet with Juniors	Senior Planners	Medium				*	*	*	Senior Planners will provide a daily report on applications and workload.
	June - 2006	Q1	Technical meetings (quarterly)	Development Administration Manager (JA)	Medium				*	*	*	Structured technical meetings held quarterly.
f) Provide a safe and healthy environment	June 2006	Q1	Equipment	Development Manager (KS)	High	Met within Development Control Budget			*			All members of the team provided with the latest specification PC / software and direct telephone extension.
	June 2006	Q1	Site visit protocol	Development Manager (KS)	High				*			All members of the team with site visit responsibilities have been signed up to the lone working scheme initiative and provided with a crisis ID number.
g) Accommodation	Dec 2006	Q3	Improve accommodation facilities to ensure resources are 'fit for purpose'	Development Manager (KS) City Solicitor (BR) Head of Land & Property	High	Met within Development Control Budget			*			Plan to build an extension to create a more user friendly area for staff.

Key Service Objective 4: Achieve E-government - meeting BYPI157 and beyond									
Sub-Objective	2006/7 target	Corporate & Service Objectives	Actions	Responsibility	Key service priority	Resource Implications	Interim targets/milestones	Current position / Comments	
	Target	Links	To achieve objective	Lead Officer	Priority to action	Staffing costs	2006/7	2007/8	2008/9
Supporting efficient application processing									
a) Establish strategy for an electronic planning service	Dec 2006	Q3 Corporate Improvement Plan C101/4 and C103/1	Develop strategy to deliver against PARSOL targets	Development Manager (KS) e-Champion (TS)	Medium	Met within Development Control Budget	*		Achieved maximum Pendleton points for 2005/06. Work ongoing to meet 2006/07 PARSOL standards for planning - Project Group being set up to address this.
b) Ensure link to corporate performance information needs - GIS	Dec 2007	Q3	GIS information to be made available to the public	Development Manager (KS) e-Champion (TS)	Medium	Met within Development Control Budget	*		GIS information is currently contained within internal Uniform system. To meet PARSOL 2006/7 standards this information needs to be available within the public domain. To be actioned
c) Produce plan (see Planning And Regulatory Services On Line (PARSOL) guidance note)	Dec 2006	Q3	Produce Plan	Development Manager (KS) e-Champion (TS) IT Support	Medium	Met within Development Control Budget	*		Plan to be developed via Project Group
d) Integrate with planning portal	Dec 2007	Q3	Develop strong links with Planning Portal	Development Manager (KS) e-Champion (TS)	Medium	Met within Development Control Budget	*		Applications received via planning portal. Stronger links to be formed
e) Establish document management system	March 2007	Q4	Purchase DMS system	Development Manager (KS) Development Administration Manager (JA) IT Support	High	Met within Development Control Budget	*		Visits made to Chichester, Norwich and East Riding to look at examples of DMS Best Practice. DMS to be purchased October 2006 / system to be embedded by March 2007.

f) Ensure up to date IT equipment available	June 2006	Q1	Replace PC's and scanners	Development Manager (KS) Development Administration Manager (JA)	Medium	Met within Development Control Budget	Equipment Costs	*		All PC's replaced within the last six months. New scanners have been purchased and IT procurement list submitted.
	June - 2007/08	Q1	Keep up to date with changes to GDPO	Development Manager (KS) Development Administration Manager (JA)	Medium	Met within Development Control Budget		*		Work ongoing.
g) National Standard Form 1 APP	Dec - 2007/08	Q2	Achieve targets set by July 2007	Development Manager (KS) Development Administration Manager (JA)	Medium			*		Work ongoing.
	June 2006	Q1	Establish e-Champion and e-Government Team	Development Manager (KS) Development Administration Manager (JA)	Medium	Met within Development Control Budget		*		TS, RB, RS - new team to address ICT needs and development of services.
h) Increase accessibility through E Planning	June 2006	Q1								

Key Service Objective 5: Achieve good appeals record - RVP1204											
Sub-Objective	2006/7 target	Corporate & Service Objectives	Actions	Responsibility	Key service priority	Resource implications	Interim targets/milestones			Current position / comments	
	Target	Links	To achieve objective	Lead Officer	Priority to action	Staffing costs	Other costs	2006/7	2007/8	2008/9	Achieved/not achieved, reason for delay etc
Supporting efficient application processing											
a) Achieve % of appeals allowed	21%	Corporate Improvement Plan CI03/1	Monitor decisions to refuse and report outcomes of appeals in context of policy framework.	Development Manager (KS)	High	Met within Development Control Budget		21%	21%	21%	2005/06 target was set at 17.65% outcome 27.4% - target not met. In Q1 achieved 5% - continue to ensure quality decisions. Staff aware any decision made may have to be substantiated. Performance on appeals in 2005/2006 was in the top quartile.

<i>Key Service Objective 6: Provide effective enforcement service</i>									
Sub-Objective	2006/7 target	Corporate & Service Objectives	Actions	Responsibility	Key service priority	Resource Implications	Interim targets/milestones		Current position / comments
	Target	Links	To achieve objective	Chief Officer	Priority to action	Staffing costs	2006/7	2007/8	Achieved/not achieved, reason for delay etc.
Supporting efficient application processing									
a) Ensure up to date enforcement policy and procedures	March - 2007 Q4		Process mapping	Development Manager (KS) Enforcement Team Leader (DE)	Medium	Met within Development Control Budget including PDG	*		Scoping exercise undertaken with ICTI to scope out what needs to be done
	March - 2007 Q4		Formulate policy and charter	Development Manager (KS) Enforcement Team Leader (DE)	Medium		*		DCMT aware of weaknesses within enforcement. Action to be taken.
	March - 2007 Q4		Set up priorities	Development Manager (KS) Enforcement Team Leader (DE)	Medium		*		DCMT aware of weaknesses within enforcement. Action to be taken.
	March - 2007 Q4		Review procedures	Development Manager (KS) Enforcement Team Leader (DE)	Medium		*		Development Control aware of weaknesses within enforcement. Action to be taken.
b) Establish target times and priorities for response to referrals	March - 2007 Q4	Corporate Improvement Plan C103/1	Set up local performance indicators	Development Manager (KS)	Medium	Met within Development Control Budget	*		Currently 10 days to investigate complaint / 5 days to write report - 15 days total Procedures manual to contain chapter on enforcement including local targets.

c) Monitor compliance with conditions	March - 2007 Q4				Development Manager (KS) Enforcement Team Leader (DE)	Medium	Met within Development Control Budget		*		Investigate with ICT desktop monitoring system.
d) Follow through notices/prosecutions	March - 2007 Q4				Development Manager (KS) Enforcement Team Leader (DE)	Medium	Met within Development Control Budget		*		About to purchase Uniform module for DC enforcement - resourcing improvements in IT.

Key Service Objective 7: Ensure monitoring and review									
Sub-Objective	2006/7 target	Corporate & Service Objectives	Actions	Responsibility	Key service priority	Resource Implications	Interim targets/milestones	Current position / comments	
	Target	Links	To achieve objective	Lead Officer	Priority to action	Staffing costs	2006/7	2007/8	2008/9
Supporting efficient application processing									
a) Establish data to be monitored	June 2006 Q1	Corporate Improvement Plan C103/1	Establish Best Value Performance Indicators (BVPI's) and Local Performance Indicators (LPI's)	Development Administration Manager (JA)	High	Met within Development Control Budget	*	*	*
Data to be monitored in place.									
b) Establish procedures and reporting arrangements	June 2006 Q1	Corporate Improvement Plan C103/1	Weekly / monthly / quarterly reporting of performance to management team	Development Manager (KS) Development Administration Manager (JA)	High	Met within Development Control Budget	*	*	*
Performance reports produced on a weekly, monthly, quarterly and annual basis.									
	Sept - 2006 Q2		Quarterly reporting of performance to Executive Management Team	Development Manager (KS)	High		*	*	*
Last shared report for 2005/2006 for December 2005. Since 01/01/06 (financial year) has been revised. Implemented, reviewed and been undertaken. Corporate performance have been established and performance has been monitored and reviewed regularly by DMT and DCM. Performance trends measuring progress against the Improvement Plan will be taken quarterly in October, January, April and July.									

Quarterly reporting of performance via Performance Clinics was presented to EM1 in September. BY 11.06.06 it was included as one of the 31 risk areas to the Council.									
Sept - 2006 Q2	Quarterly reporting of performance via Performance Clinics	Development Manager (KS)	High				*	*	Quarterly performance reporting to Planning and Highways Committee to be introduced and the first report is to be presented in October.
Sept - 2006 Q2	Quarterly reporting of performance to Planning and Highways Committee	Development Manager (KS)	High				*	*	Annual report to Government Office - Caroline Burden. Information to be forwarded to GONE for 22nd Sept 2006.
March 2006 Q4	System to be made available on every desktop	Development Administration Manager (JA)	High				*	*	Introduce with enforcement team.
Wider use of Performance Management system to enable officers to better manage their own time									
c) Annual review of Improvement Strategy	Review and update Improvement Strategy	Development Manager (KS) Development Control Management Team	High	Met within Budget			*	*	To be completed

d) Monthly assessment of progress against Improvement Strategy	Sept 2006 Q2		Progress against Improvement Strategy to be monitored / reviewed monthly by Development Control Management Team	High	Met within Development Control Budget	*	*	*	*	Improvement Plan looked at on a weekly basis by DCMT - assessment against actions revised monthly.
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