

DELIVERY PLAN

UPDATED 17 JAN 2006

IMPROVEMENT THEME 1 : CAPACITY BUILDING & WORKING WITH THE PRIVATE SECTOR

LEAD : STEVE BUTLER

<u>WORKSTREAMS</u>	<u>MILESTONES</u>	<u>PROP'D BY</u>	<u>NEW TARGET</u>	<u>STATUS/ISSUES</u>	Red-failing to meet target Amber-on target Green-above target
1.1 Enable planning support and enquiry centre staff to deal with a greater proportion of enquiries and customer relationships by developing their roles and skills.	<input type="checkbox"/> Proposals for changes to refocus support roles and structures	July 06		10/07/06 See outline proposals for costing / SW comments discussed	AMBER
	<input type="checkbox"/> Generic competence requirements defined across all roles / grades (S Kelso / AH / MH)	Aug 06		050706 Briefed Sandra Kelso to do	
	<input type="checkbox"/> Gaps between current position and future needs identified	Sep 06		Draft initial proposals (210906 – financial aspects of plan discussed with Graham Fisher)	
	<input type="checkbox"/> Strategy, structures and training plans in place (see below)	Q2\3 06\07		£80,000	
1.2 Achieve a structured and pooled approach to skills development of support and customer service staff to deliver operational flexibility and enhanced career paths.	<input type="checkbox"/> Crossover (eg Planning Services / DEC) career development opportunities and business benefits identified (SK/AH/MH) identified	Sep 06		See also 1.1 above	AMBER
	<input type="checkbox"/> Training Plans (see 1.1 above) schedule planned secondment rotation for 2007	Q2\3 06\07		050706 Briefed Sandra Kelso to do Existing resources	
1.3 Increase the number of staff at Principal Planner level.	<input type="checkbox"/> Review success of current recruitment round – any action required?	June 06		August - 2 ppos and 2 SPOs appointed	AMBER
	<input type="checkbox"/> Adjust as necessary, add 4 PPOs to establishment and recruit	Q3 06\07		– NEXT ROUND SEPTEMBER £175,000 Still vacancies on structure	
1.4 Increase the number of senior staff in Compliance Serv. & integrate operations with Planning Services more closely.	<input type="checkbox"/> Review success of current recruitment round	Jun 06		Subject to budgetary provision	RED
	<input type="checkbox"/> Adjust as necessary, add 1 PCOs to establishment and recruit	Q3 06\07		– 07/08 budget round £40,000	
1.5 Leadership cultural change at senior and middle management levels is fundamental to the review. Adjustment to management roles/responsibilities will help achieve that.	<input type="checkbox"/> Move programme funded project work / staff to Projects Team	Sep 06		10/07/06 See outline proposals for costing / comment (SMT 11/6)	AMBER

1.6 Improve longer term workforce planning and development to secure the future availability of required skills and to realise the full potential of our people.	<input type="checkbox"/> Practical proposals to take LGEA approach forward (S Kelso)	Aug 06 From 06\07	Support staff (See 1.1 & 1.2) as an example / pilot?) 050706 Briefed Sandra Kelso (see above)	AMBER	
1.7 Determine the scope and costs of a strategic alliance with a private sector partner to provide flexible access to skills and resources.	<input type="checkbox"/> Inform potential partners of position <input type="checkbox"/> Heads of services (include. S&P) identified potential elements of package <input type="checkbox"/> Procurement strategy	Jun 06 Jul 06 Q2 06\07	Met m farrington / k ladley/ wayne baxter / s butler Nb – dmt discussion on 16 aug- combining alliances No financial provision as yet SBU spoken to S Speak re scoping – yet to be carried out. Mtng PPPU Jan 07 to begin this (trial with Jacobs re public enquiries carried out but concerns raised re:escalating costs)		AMBER
1.8 Maintain clarity about priorities in terms of objectives and services, and monitor the extent to which resource inputs deliver desired outcomes.	<input type="checkbox"/> Update P&DS portfolio <input type="checkbox"/> Update Annual Action / Improvement Plans to reflect portfolio / Review Delivery Plan <input type="checkbox"/> Monitor and Review	Sep 06 Oct 06 >>>>	Completed current draft Existing resources		

IMPROVEMENT THEME 2 : REALISING A DEFINITIVE OFFICER VIEW

LEAD : STEVE BUTLER

<u>WORKSTREAMS</u>	<u>MILESTONES</u>	<u>PROP'D BY</u>	<u>NEW TARGET</u>	<u>STATUS/ISSUES</u>	Red-failing to meet target Amber-on target Green-above target
2.1 Improved internal mechanisms are being established to resolve different views and produce clear and timely decisions, providing a clear and effective framework for identified decision makers.	<ul style="list-style-type: none"> <input type="checkbox"/> Complete consultation / adjustments to new Planning Technical Board (IDA) <input type="checkbox"/> Brief all P&DS / S&P Team Leaders (IDA/SPS) <input type="checkbox"/> Review Effectiveness 	<p>Comp Jun 06</p> <p>Comp Sep 06</p> <p>Mar 07</p>	Jan 07	<p>Protocol revised following discussion – first meeting in September – SW to chair and carry this forward – review effectiveness March 07</p> <p>Design workshops to be extended to include other disciplines</p>	GREEN
2.2 Agree a structured Urban Design approach to assessing quality, for the guidance of designers and to provide a consistent assessment framework for officers and Plans Panels.	<ul style="list-style-type: none"> <input type="checkbox"/> Agree project brief to take forward MB draft <input type="checkbox"/> Assess Design Services / Partnership ability and capacity to produce the framework <input type="checkbox"/> Implementation 	<p>Jul 06</p> <p>Aug 06</p> <p>Q2\3 06\07</p>	Jan 07	<p>170806 MB well on with draft SM to meet MB</p> <p>Further meet with SBU/MB/JT (£25,000)</p> <p>Resources subject to need&budget</p> <p>Project brief to be agreed</p>	AMBER
2.3 Improve the ways in which Design, Landscape and Conservation inputs are integrated into negotiations to achieve greater efficiency and ensure that the focus on producing high quality development is effectively targeted.	<ul style="list-style-type: none"> <input type="checkbox"/> Issues defined <input type="checkbox"/> Action Plan Agreed <input type="checkbox"/> Implement 	<p>Aug 06</p> <p>Sep 06</p> <p>Q2 06\07</p>	Jan 07	<p>Mtnng with TKE & SBU taken place issue paper being drafted</p> <p>Existing resources</p> <p>Action plan to be agreed Jan 07</p>	AMBER
2.4 Improve procedures for pre-app enquiries, setting clear standards for the services we can offer, including greater clarity as to the issues considered and consultations undertaken, and a clear record of pre-app outcomes.	<ul style="list-style-type: none"> <input type="checkbox"/> Issues defined <input type="checkbox"/> Action Plan Agreed <input type="checkbox"/> Implement 	<p>Jul 06</p> <p>Aug 06</p> <p>Q2 06\07</p>		<p>Existing resources</p> <p>Major pre-apps will be going on CAPS system – implemented?? System for recording/retrieving other pre-apps?</p> <p>Mtnng to be held with PC/SWR</p>	AMBER

IMPROVEMENT THEME 3 : DEVELOPMENT OF AND SUPPORT FOR PLANS PANELS

LEAD : SUE WRAITH

<u>WORKSTREAMS</u>	<u>MILESTONES</u>	<u>PROP'D BY</u>	<u>NEW TARGET</u>	<u>STATUS/ISSUES</u>	Red-failing to meet target Amber-on target Green-above target
3.1 Develop protocols for early presentation of schemes to Plans Panels including the recording, communication of and reference to the Panel's initial views on the issues raised by development proposals at later decision making stages.	<input type="checkbox"/> Conclude draft protocols <input type="checkbox"/> Consult <input type="checkbox"/> Refine and implement	Aug 06 Sep 06 Oct 06	May 07	290606 SW reported draft prepared 050706 see memo to all staff and letter to chairs on targets etc. Protocols developed in constitution May 07	AMBER
3.2 Increase the capacity of Plans Panels to receive early presentations, introducing additional meetings, reducing the number of members of East and West Plans Panels but maintaining a pool of trained members to achieve realistic workloads.	<input type="checkbox"/> Agree balance calculation / pool mechanisms with P Marrington / DMT <input type="checkbox"/> Agree reduced panel sizes and pool arrangements with Exec / Lead Members <input type="checkbox"/> Ditto whips <input type="checkbox"/> Implement	July 06 Aug 06 Aug 06 ??	Jan 07	SW has set up meeting with Andy Hodson to forward. Currently held pending discussion with Members 200906 Discussion on timing underway £20,000 (issues around efficiency of panels)	AMBER
3.3 Introduce a compulsory minimum standard of training and briefing for all councillors who serve on Plans Panels and deliver the required programme of training and briefing to secure and maintain the agreed standards.	<input type="checkbox"/> Agree standards and timescales <input type="checkbox"/> Agree programme for 06/07 <input type="checkbox"/> Deliver Programme <input type="checkbox"/> Expand & Agree Programme for 07/08	July 06 Aug 06 Dec 06 Mar 07		Completed Completed Being Developed 170806 proposals to go to Governance ctte in October £10,000	GREEN
3.4 Update protocols for Site Visits and for Public Speaking at Plans Panels to improve efficiency and equity.	<input type="checkbox"/> Conclude draft protocols <input type="checkbox"/> Consult <input type="checkbox"/> Refine and implement	Aug 06 Sep 06 Oct 06		Draft protocols completed Approved. Up & running Implementation taken place	GREEN

3.5 Introduce section on the history of negotiations to Plans Panel Reports to ensure that Members are aware of the ways in which policy, design and community issues have been addressed.	<input type="checkbox"/> Consult on / issue guidance and instructions <input type="checkbox"/> Implement <input type="checkbox"/> Review effectiveness	Aug 06 Sep 06 Dec 06 Jan 07	Existing resources AHO to formalise	AMBER	
3.6 Improve training for officers presenting cases to panels to achieve consistently high standards of preparation and presentation skills.	<input type="checkbox"/> Define training needs (consult chairs) <input type="checkbox"/> Design Training <input type="checkbox"/> Deliver Training	Q3 06\07 Mar 07	Existing resources Training plan being put together		AMBER
3.7 Review venue, presentation methods and public information for Plans Panels, including ways to avoid excessive waiting times for members of the public etc.	<input type="checkbox"/> Venue options reviewed <input type="checkbox"/> Scheduling / information / refreshments improved <input type="checkbox"/> Changes agreed <input type="checkbox"/> Changes delivered	Q2\3 06\07 Feb 07	Existing resources Trialed Sullivan Room & banqueting suite neither acceptable MHO to produce gap analysis		AMBER

IMPROVEMENT THEME 4 : INFORMATION AND COMMUNICATION TECHNOLOGY

LEAD : ALISON HOWARTH

<u>WORKSTREAMS</u>	<u>MILESTONES</u>	<u>PROP'D BY</u>	<u>NEW TARGET</u>	<u>STATUS/ISSUES</u>	Red-failing to meet target Amber-on target Green-above target
4.1 Continue current work to realise the planned benefits of the new spatial and data computer system, which provides the essential platform for the further developments referred to below.	<input type="checkbox"/> Assess L Barker recommendations with SMT <input type="checkbox"/> Update benefits realisation matrix <input type="checkbox"/> Agree priorities and development programme <input type="checkbox"/> Formal benefits realisation review with ITS	July 06 Sep 06 Sep 06 Q1 07	 Jan 07	Existing resources Plng portal should be linked by end Jan 07 for development plan	AMBER
4.2 Implement new Public Access channels facilitated by the new computer system to enable applicants to track progress on their application and provide improved information for all interested parties.	<input type="checkbox"/> Review success of planning module <input type="checkbox"/> Implement additional modules (eg. Compliance, having regard to confidentiality issues)	Q2 06\07		Existing resources Public access delivered in July 06 but having difficulties with operation caps system. Currently not live.	AMBER
4.3 Implement new modules linked to the new computer system, including Tree Preservation Orders and development monitoring for enforcement purposes etc.	<input type="checkbox"/> Update priorities and timetable	Aug 06 Q3\4 06\07	 Feb 07	Existing resources 170806 – agreed to move forward with LDF module (NB – LDF funding to resource?) Discussions to be held with Hds of Service re: implementation of further modules	AMBER
4.4 Implement End to End web based services, new self-service channels and links to information and services available through the national Planning Portal, including interactive access to Development Plans etc.	<input type="checkbox"/> Pick up L Barker Issues <input type="checkbox"/> Pick up S Butler Issues <input type="checkbox"/> Detailed project plan agreed <input type="checkbox"/> Key Decisions <input type="checkbox"/> Complete implementation	Jun 06 Jun 06 Aug 06 Sep 06 Q3\4 06\07		Completed Completed Completed Completed Ongoing but contractual difficulties £40,000	AMBER

4.5 Implement Electronic Document Management systems to transform information storage, access and communication, and to facilitate on-line public access to planning applications.	<ul style="list-style-type: none"> ❑ Identify Business Case / ITS / Review Resource provision – check against future revenue needs ❑ Pick up L Barker Issues ❑ Pick up S Butler Issues ❑ Pick up Sheffield experiences / problems ❑ Clarify contractual position ❑ Detailed project plan agreed ❑ Key Decisions ❑ Complete Implementation 	<p>Jun 06</p> <p>Jun 06</p> <p>Jun 06</p> <p>July 06</p> <p>July 06</p> <p>Aug 06</p> <p>Sep 06</p> <p>Q3\4</p>	<p>Completed (contractual difficulties as 4.4)</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Planned resources plus £50,000</p>	GREEN
4.6 Apply Business Process Re-engineering principles to all services to ensure that they are focused on their customers and are efficiently delivered.	<ul style="list-style-type: none"> ❑ See 4.5 and 4.6 above – include in Project Plan 	<p>From Q2 06\07</p>	<p>Ongoing</p>	AMBER
4.7 Improve the range, quality and accessibility of Self Service channels including internet, intranet and intelligent enquiry systems, in order to release staff time to deliver other priority services.	<ul style="list-style-type: none"> ❑ Update information on existing provision and review options / strategies ❑ Agree priorities and detailed implementation 	<p>From Q2 06\07</p>	<p>09/07/06 Paul Maney happy for Dean Heathcoat (Perf Mngt) to work with us on this – AHO to lead</p> <p>All templates now in uniform directing people to public access</p> <p>Stakeholder presentations underway</p> <p>(£50,000)</p>	GREEN

IMPROVEMENT THEME 5 : IMPROVED CUSTOMER SERVICES

LEAD : MARGARET HORTON

<u>WORKSTREAMS</u>	<u>MILESTONES</u>	<u>PROP'D BY</u>	<u>NEW TARGET</u>	<u>STATUS/ISSUES</u>	Red-failing to meet target Amber-on target Green-above target
5.1 Use Charter Mark standards to measure customer service and to drive continuous improvement.	<input type="checkbox"/> Gap Analysis prepared <input type="checkbox"/> Gap Analysis agreed <input type="checkbox"/> Project Plan agreed	Jul 06 Aug 06 Q206\07	Jan 07 Jan 07	Completed To be agreed by PC To be agreed by PC	GREEN
5.2 Implement new approaches for dealing with complaints, compliments and ombudsman enquiries to harness learning and implement service improvements more effectively.	<input type="checkbox"/> Implement interim arrangements <input type="checkbox"/> Meet Ombudsman <input type="checkbox"/> Make provision in Support Reorganisation <input type="checkbox"/> Introduce monthly feedback reports to SMT			Completed Completed Completed Completed	GREEN
5.3 Prepare for implementation of the Statement of Community Involvement, which has been subject to extensive consultation.	<input type="checkbox"/> Update estimated implications <input type="checkbox"/> Define any actions required <input type="checkbox"/> Agree Implementation	Sep 06 Oct 06 Nov 06		Completed (MH is Planning Aid Champion)	AMBER
5.4 Extend neighbour notification for planning applications to include all applications and telecommunication notifications where the site is in a residential area.	<input type="checkbox"/> Implement Changes	Q2 06\07		SWR TO IMPLEMENT IN Q3 £15,000 PC/SWR mtng to review	AMBER
5.5 Update all information sources and channels to provide extensive & clear "up front" guidance for customers on the services we offer.	<input type="checkbox"/> Record / analyse baseline position <input type="checkbox"/> Identify any current initiatives <input type="checkbox"/> Identify resources and corporate group inputs <input type="checkbox"/> Detailed project plan agreed	July 06 July 06 July 06 Aug 06 Q2\Q4 06\07		1 st batch leaflets circ for comments & amended Stakeholder mtng to be arranged £20,000	AMBER

<p>5.6 Publish a new “Guide to Planning Services” including Service Standards to make clear the level of services that we offer, and help avoid common misconceptions about the purposes and nature of those services.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Agree draft <input type="checkbox"/> Consult <input type="checkbox"/> Refine <input type="checkbox"/> Publish 	<p>Jul 06 Sep06 Oct 06 Dec 06</p>	<p>Drafted & circulated for comment & amended Further discussions to take place with SBU & SWR</p>	<p>AMBER</p>
			<p>£5000</p>	

PICK UP SERVICE PLAN ISSUES (see previous drafts) and check for drop outs from 0604doc

LEAD: VARIOUS

<u>WORKSTREAMS</u>	<u>MILESTONES</u>	<u>PROP'D BY</u>	<u>NEW TARGET</u>	<u>STATUS/ISSUES</u>	Red-failing to meet target Amber-on target Green-above target
1. BV 109	Access database set up for majors (caution code changes first 2 weeks)			Database not required info recoverable from CAPs system	GREEN
2. Figures on Panel Performance (Alison updated?)	Discuss with AC then Chairs (190906 Discussion on East Panel issues with Cllr Fox (JMD/ SPS/ IDA/ JMR). Follow up – raise issues with Panel Members – joint meeting at same time as considering protocols?		Jan 07	Figures collated	AMBER
3. PDG dates end June then phase 2 to end march				March and June 07 both key dates	AMBER
4. CPA key dates (end June 07)				March and June 07 both key dates	AMBER
5. Budget action plan (see note DMT 16 Aug)	Refine figures charges to LDF (AHO) Refine costs on EDRM and budget provision				RED
6. Business Plan / DC figures and Review Action Plan update to DMT					
7. EDRM Pilot / Implementation				210906 Discussed key issues/ approach with AH/ SW/ ADB/ GF	RED
8. Real time performance management system				SWR attending mtng 5/1/07 Collation of performance info & draft report complete	AMBER
9. Charging Post decision	Non material amendments			PG to meet AHO to discuss further SWR to carry forward by piloting householders	AMBER