

Committee: Performance and Audit

Agenda Item

Date: 16 August 2012

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Title: Prospects for improvement in KPIs 11 and 12

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Item for information

Summary

1. The performance on KPIs 11 and 12 have not reached their target and in response an improvement plan has been produced. This is linked to the successful implementation of the IDOX project and is based on changes to processes, personnel management and project management.

Recommendations

2. None, although officers expect the Committee to continue to monitor performance against these PIs closely

Financial Implications

3. IDOX implementation is already funded under the current capital programme. The improvement plan implementation is anticipated to be revenue cost neutral.

Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

Impact

- 5.

Communication/Consultation	Consultation on those elements of the improvement plan covering engagement with external bodies, eg town and parish councils and other consultees may be necessary
Community Safety	
Equalities	Equalities issues will be addressed through compliance with employment legislation and an EqlA of the improvement plan

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Health and Safety	
Human Rights/Legal Implications	Employment legislation and case law will be taken into account
Sustainability	
Ward-specific impacts	
Workforce/Workplace	Staff will be involved in implementing an agreed improvement plan

Situation

6. Performance against KPI 11 and 12 continues on a downward trajectory and the indicator is showing no response towards achievement of the targets set. Performance in processing minor planning applications is particularly disappointing. It is part of a wider picture with KPI 13 performance (processing of other planning applications) also declining from the previous quarter, although still within 10% of target.
7. A decline in KPI 11 performance (processing of major applications) was anticipated this quarter, as only 7 applications in this category were determined in period and this included a number of applications that have been on the stocks for a long time whilst issues were referred back to applicants to see if they could be resolved. These applications needed to be decided whether or not negotiations had reached suitable outcomes. Clearing out these applications provides a new basis on which to establish a culture of timely consideration of proposals. Greater project management and a development team approach to the handling of major planning applications, including a review of the Section 106 process, should allow for an improvement in performance with regards KPI 11.
8. In response to this downward trajectory of performance an improvement plan has been developed by the team to improve performance on all three KPIs. Improvement of processing performance in all planning application categories also depends on successful implementation of IDOX (including improvement case load management); and HR management.
9. These are all in hand but involve an on going programme of work. In the case of the improvement plan there may be a need to consult on options before the plan can be fully delivered. Speeding up some stages of processes is incompatible with maintenance of all existing arrangements. Processes for member call in, parish council consultation, handling preliminary enquiries and the use of planning conditions may be affected.
10. Processing performance improvement needs to be addressed through changes to processes and smarter ways of working rather than increased staff resource, if budget savings are to be achieved. The recent government announcement of an increase in the national scale of planning application

fees, to come into effect in November, will help, but an increased workload of more complex cases is also anticipated. Whilst it is expected that KPIs will be showing improvements within this financial year, targets are again likely to be missed in Q2 by similar margins, although KPI11 is expected to improve if more majors are determined in the quarter.

Risk Analysis

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Risk	Likelihood	Impact	Mitigating actions
Staff disengagement from improvement plan	2 - Staff have been involved in developing plan	3 - Successful implementation depends on staff responding to the potential	Staff engagement day planned for 29 August Follow up work with smaller groups of staff and 1:1 meetings

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.