

**Critical Success Area 1**  
**Focusing On What Matters To Local People**

<b>Action Statement</b>
1 Prepare new Local Development Framework in line with regional spatial strategy and the evolving Quality of Life Corporate Plan
<b>Outcome Measures</b>
1.1 Ensure that the new LDF maximises involvement in community planning processes and in the associated activities of the local strategic partnership
1.2 Ensure that sufficient emphasis is placed on directing the planning service to the achievement of wider council and community goals. Detail how the LDF plan should be prepared to react to emerging priorities in the community strategy and emerging regional policy

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achived
1.1.1 To interpret and implement together with DC the emerging planning legislation. Enactment is expected in spring/summer 2004.	A	Policy & DC Teams	2004/5	TBA	Ongoing
1.1.2 Keeping Members involved, via appropriate training, with ownership of the evolving process by workshops, through the Members' Bulletin and email shots	A	Policy Team	From Nov 2003	£1,250 per workshop	Yes
1.1.3 Keeping the Parish Councils involved and informed by means of quarterly Parish meetings and ad hoc visits on request	A	Policy team, HPBS	From Nov 2003	NA	Yes
1.2.1 Supporting and encouraging the preparation of Parish Plans and Village Appraisals	C	Policy Team	QOLCP Targets	NA	Yes
1.2.2 New LDF will be needed to accommodate new regional and airport policy and to meet QOLCP requirements	A	Policy Team	From mid 2004	TBA	Ongoing
1.2.3 Monitoring and review to feed in to process and ensure targets are being met	A	Policy team and partners	Ongoing	£3,000 pa	Yes
1.2.4 Conservation Area enhancement statements. Skills training may be necessary see 7.5.1	E	Policy Team and perhaps partners	2005	Use of PDG or partners	No

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<p><b>Action Statement</b></p> <p>2 Move beyond consultation to a responsive dialogue that exchanges views regularly with those affected by planning decisions and ensure that this communication leads to real improvement in the service</p>
<p><b>Outcome Measures</b></p> <p>2.1 Re-establish the focus group / forum of agents originally set-up in 1998.  2.2 Parish Council liaison  2.3 Produce a customer charter that sets out clear service standards derived from those in the service plan  2.4 Produce a means of demonstrating annually how the outcomes of the above have been taken into account in reviewing the service</p>

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achieved
2.1.1 Define clearly, frequency of meetings (say quarterly), specific objectives, prevalent issues on service performance, capturing of ideas, feedback into planning service delivery & to all participating parties	A/B	HPBS	Nov 2003	£1,250 per meeting	Yes
2.2.1 Set up Parish focus groups to meet quarterly	C	HPBS	Ongoing	NA	Yes
2.2.2 Investigate extension of the DC Committee "call in" powers to town and parish councils, to include training	B	HPBS	2005/6	£10K	No
2.3.1 Write Customer Code. Code to specify planning process, planning policy framework and planning application procedure	A	All and Communications Officer	2004/5 or as QOLCP	NA	No
2.4.1 Set up feedback, monitoring and review system. The review should include changes to procedure, changes to supplementary policy (and in the longer term LDF policy) and changes to practice	A	HPBS, Policy Team, DC Team	2004	NA	Yes

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## Critical Success Area 1

### Focusing On What Matters To Local People

<p><b>Action Statement</b></p> <p>3 Take a more structured and strategic approach to identify broader objectives that might be secured through planning obligations for the achievement of wider community needs by securing planning obligations which link the overall needs of the area to individual developments rather than ad hoc infrastructure improvements</p>
<p><b>Outcome Measures</b></p> <p>3.1 Agree and publicise the objectives to be achieved through planning obligations, in line with community needs, so that the requirements are clear to developers and other parties</p> <p>3.2 Improve the quality of member involvement in the planning process by developing clear procedures to guide officers and members through the complex area of planning obligations, including guidance on costing mechanisms for deriving financial contributions. Include specific policies for planning obligations within development plans, particularly to deal with affordable housing and public open space. Include policies to guide agreements on health, cultural, social services facilities, school places, transport or public transport infrastructure. Ensure that developers of specific sites and types of development are aware of likely requests at the outset</p>

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achieved
3.1.1 Produce leaflet to explain rationale behind s106 agreements, when they are required and what are the triggers	D	Policy team	31/3/04	NA	No
3.1.2 In the longer term, work through the Essex Planning Officers Association and the Development Control Forum to produce county wide SPG on the use of planning obligations that can be adapted to include each District Council's own requirements	A	HPBS and Policy & DC Teams	2005/6	NA	Ongoing
3.2.1 See 3.1.2 above. Set up means of ensuring that members can be involved in SPG requirements without appearing to be "selling" planning permissions. New s106 protocol to be drafted in short term to include UDC Members, Parish and Town Councils	A	HPBS and Policy & DC Teams	From Jan 2004	NA	Begun
3.2.2 Member training on content of S106 agreements	A	HPBS	2003/4	NA	Yes

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## Critical Success Area 2

### **Assuring the Quality of Development**

*(Reviewing the quality of decision making and its impact on the local environment)*

<b>Action Statement</b>
4 Ensure that departmental & individuals' targets and objectives are linked to the corporate themes and objectives
<b>Outcome Measures</b>
4.1 Development in accordance with the Development Plan & record of number of departures (ideally nil)
4.2 Ensure the policies in the Local Development Plan Framework reflect the strategic aims of the Vision For Uttlesford
4.3 Keeping Members up to date with the content of planning policies

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achieved
4.1.1 Review the existing Local Plan policies and assess them against the Council's strategic aims and reflect these in the LDPF	A	Policy Team	2004/5	NA	Yes
4.1.2 Prepare SPG and/or development briefs to support existing and amended policies (including S106s)	A	Policy Team	2004/5	£1000 pa	Ongoing
4.1.3 Ensure that the corporate strategic themes are put into planning context in the departmental induction	B	All	2004/5	NA	Ongoing
4.2.1 Ensure that the corporate strategic themes are reinforced through the appraisal system and are reflected in the individual's objectives	C	All	2004/5	NA	Ongoing
4.2.2 Identify training and development needs to deliver these objectives through a structured training plan	C	All	2004/5	£10,000	Ongoing
4.2.3 Develop appropriate forums to establish and maintain liaison with internal and external partners	C	All	2003/4	£5,000	Begun
4.2.4 Communicate the outputs of these forums to colleagues through structured briefing sessions	C	All	2003/4	NA	Begun
4.2.5 Establish appropriate quantifiable measures for these objectives	A	All	2003/4	NA	Begun
4.2.6 Establish a monitoring process (and or team) to ensure the objectives are being met	A	All	2003/4	NA	Begun
4.2.7 Continue to enhance and to encourage participation in the members tour of the district	-	Dept Mgt	2004/5	£1,500 per tour	Not yet arranged
4.3.1 Recommend to Council that there is comprehensive corporate member training and induction for new members	C	Member Team	2003	TBA	Under review

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## Critical Success Area 2

### **Assuring the Quality of Development**

*(Reviewing the quality of decision making and its impact on the local environment)*

<b>Action Statement</b>
5 Appraising the value added to the built environment through development control
<b>Outcome Measures</b>
5.1 Provide a clear appraisal of the results delivered by the development plan
5.2 Improve the quality of development through effective enforcement and ensure an 80% resolution of complaints within 3 months
5.3 Use a range of approaches to measure the effectiveness of development control work. This should include using feedback from developers and consultees
5.4 Provide a regular, user-friendly appraisal of the impact of the development plan on local quality of life

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achieved
5.1.1 Continue with annual Member tour of completed sites. Continue to enhance (through a structured approach and encouragement of participation of all members) the members tour of the district to enable them to review the quality of decision making	E	JGP	Ongoing	See 4.2.7	TBA
5.1.2 Possibly arrange visits to completed sites to follow from site visits on Committee Day with a workshop to follow	E	JGP/HPBS	01/06/04	£2,000	TBA
5.1.3 Research the types of amendments made in negotiations on planning applications to ensure that common themes are taken into account when preparing the SPG.	C	Policy team	From now. 2 per year	£7,500	Ongoing
5.1.4 Survey occupiers of recently completed developments to see how living under PPG3 or living in 'Live/Work' schemes conditions is working	E	DC	From 2005	£1,000	Not yet
5.2.1 Continue to work in partnership with all partners (esp. Building Control, Environmental Services, Property Services, Engineering & Members) to strengthen enforcement	A	Existing	Ongoing	NA	Ongoing
5.2.2 Formalise prioritisation of enforcement on the basis of the severity of the breach in relation to the development plan	B	HPBS	Ongoing	NA	Ongoing

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5.2.3 Move to a proactive enforcement system to ensure compliance with approved plans. But further compliance monitoring eg operational conditions, landscaping conditions and s106 agreements etc will require a new resource	C	HPBS and enforcement team New post will be required. Partnership with ECC?	2006	C£25K pa staffing costs	Not yet
5.2.4 Compile register of s106 agreements	B	New enforcement trainee	2004/5	NA	Not yet
5.3.1 Set up focus groups for agents/applicants to meet quarterly	A	HPBS	Ongoing	£1,250 per meeting	Begun
5.3.2 Annual survey for one month of 10% of objectors by questionnaire with prepaid envelope	E	DC	April 2004 and annually thereafter	£2,500	Begun
5.3.3 Use citizens panel to get a public reaction to quality of development	E	As QOLCP	31/3/04	NA	Begun
5.1-5.4 Annual report via members bulletin, council newspaper and website	B	HPBS	From April 2004	NA	Not yet
5.4.2 Feed into state of district debate	E	HPBS	As QOLCP	NA	Not yet
5.4.3 Ensure Planning issues are included in any corporate residents surveys	E	HPBS	AS QOLCP	£TBA	Not yet

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### Critical Success Area 3 Enhancing Customer Care

<b>Action Statement</b>
6 Identifying and applying the requirements for improved customer care
<b>Outcome Measures</b>
6.1 Reduce number of refused applications to 10% within one year by working with applicants to improve the quality of submissions
6.2 Achieve an improved awareness rating by the public
6.3 Establish and deliver targets for all aspects of the service that impact upon the end user (letters, emails, application speed, application progress)

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achieved
6.1.1 Publicise and encourage members of the public to make use of the pre-application service <ul style="list-style-type: none"> <li>Set up appointment system and make sure room available</li> <li>Provide form for members of the public to complete in order that Officer can research site to be discussed</li> <li>Publicise the fact that Officer is available to see the public at CIC's by appointment</li> </ul>	A	DC	2005/6	TBC	Ongoing
6.1.2 Forecast the number of pre-application discussions and produce displays setting clear guidelines for the discussions having regard to the input provided Cllr Clarke and entitled "Planning Best Value Review" as it effects significant major developments	A	DC	2005/6	TBC	Not yet
6.1.3 Set time frame for the discussions and publicise this. Allow only one pre-application discussion per proposal	A	DC	2005/6	TBC	Not yet
6.1.4 Make clear what is expected from these discussions by producing an Information pack encouraging any agreements to be submitted with the application	A	DC/Comm. Officer	2005/6	£1K	Not yet
6.1.5 Investigate and recommend any charging for discretionary functions	C	HBPS	2003/4	NA	Under way
6.1.6 Improve the leaflets displays (in accordance with any good ideas seen at other Authorities where applicable). Improve how these leaflets are displayed to help the public find easily the information they require. Produce new chart showing the process of a planning application (display this in a prominent position)	C	PID/Comm. Officer	2004/5		Ongoing
6.2.1 Update leaflet with new standards. Publicise targets by leaflets and results on Web and Council newspaper.	E	P ID/Comm. Officer	2004/5		Not yet
6.2.2 Duty Officer available during specified hours and advertise this. Duty officer role to be extended to include responding to telephone calls requiring the views	A	DC/PID. Officer	Ongoing		yes

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	of a professional planning officer in conjunction with activity set out in 6.2.7					
6.2.3	Better publicity that members of the public can speak at meetings by advertising this on the Web and Council newspaper	E	CT/VW	2004/5		Yes
6.2.4	Let the public know when the results of the meetings are available and post these results on the Web and in newspaper. Insert note on schedule giving this information.	D	CT/VW	Ongoing	NA	Yes
6.2.5	New codes in Ocella which will enable easier tracking of an application. Consider setting up screen which will enable easier tracking of an application for quick information on phone calls.	A	CT/IT	2004/5	£5K	No
6.2.6	Establish central point of contact for Members via new Clerical Assistant currently being recruited	A	HPBS	Jan 2004	NA	Yes
6.2.7	Investigate the possibility of the establishment of a customer care group, with appropriate software and support, to be the first point of contact within the planning service in consultation with staff, Personnel Services and Unison following implementation of re-engineered DC processes (see section7)	C	HPBS	2004/5	£5,000	No
6.3.1	More training for staff on Ocella	A	CT/IT	Feb 2004	£5,000	Ongoing
6.3.3	Establish an action plan for backlog removal	A	HPBS, Cllrs RC,AT, MG, T-W	Dec 2003 – Jan 2004	NA	No
6.3.4	Procedure and clarity so that all general mail and central email box is acknowledged in 5 days. Try to provide information on when a full reply can be expected. Monitor weekly	A	All	March 2004	NA	Yes
6.3.5	All letters or email acknowledged quickly in accordance with targets and monitor and address slippage. Advise when a full reply can be expected.	A	All	March 2004	NA	No
6.3.6	Set up new procedure and monitoring system for majors, minors & others (already discussed)	A	All	March 2004	NA	Yes
6.3.7	Prepare for periods of staff leave and workload peaks. Highlight problems immediately. Make sure workload is up to date before these periods occur. Bring in suitable temp staff to help. Plan in advance in liaison with Personnel	A	All	ongoing	TBA	Yes
6.3.8	Stable workforce at competitive market rates	A	HBPS and Council	Now	£48K pa from 1/4/04 inc on costs and 3% estimated pay increase. C£14 k up to 31/3/03	So far
<b>Complaints/Compliments</b>		B	All	March	NA	Under way

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6.3.9	New complaints/compliments procedure making clear a procedure for recording, responding to, and monitoring all complaints			2004		
6.3.10	Produce form for staff to complete when customer is dissatisfied/satisfied with our service.	B	All	ongoing	NA	Yes
6.3.11	Contacting complainant to make sure they are aware that complaint has been followed up	B	All	ongoing	NA	Yes
6.3.12	One person responsible for making sure complaints or problems are dealt with quickly	B	All	ongoing	NA	Yes
<b>Standard letters</b>						
6.3.13	Produce Plain English letters/documents/leaflets	B	All	ongoing	NA	Ongoing
<b>Parish Councils</b>						
6.3.14	Provide Parish Councils with a supply of Planning leaflets and general information on points of contact within Planning services.	B	All	ongoing	NA	Yes
6.3.15	Invite them to visit and provide training for use of the Planning Web site	B	All	ongoing	NA	No

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**Critical Success Area 4**  
**Reducing delay in Development Control**

<b>Action Statement</b>
7 Be rigorous in the streamlining of business processes emphasizing continuous improvement
<b>Outcome Measures</b>
7.1 Achieve top quartile performance within 3 years
7.2 Reduce Backlog of applications to 300 within 6 months and 200 within 12 months
7.3 Make the best possible use of delegated powers with 90% of decisions delegated to Officers within 1 year
7.4 Achieve government targets relating speed of determination of minor and other applications within 1 year and major applications within 2 years.
7.5 Evaluate the current use of professional, technical and administrative resources to ensure that priorities are addressed (specifically include management skills development.
7.6 Improved internal liaison

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achieved
7.1.1 Establish rigorous process performance management systems by:-	A				
7.1.2 Implementing daily weekly and monthly performance review meeting structures.	A	HPBS/all	From DEC		Yes
7.1.3 Establish KPI's and data gathering methodologies, to feed above	A	Dept Mgt	DEC		Yes
7.1.4 Develop stakeholder skills in using the above.	A	HPBS	JAN	£10K	No
7.1.5 Establish formal prioritisation systems and related expectations / work content.	A	Dept Mgt	JAN		Yes
7.1.6 Develop master schedule, implement monitor and fine tune.	A	HPBS	JAN/FEB		Yes
7.1.7 Develop culture of continuous incremental improvement.	A	All	On-going		Ongoing
7.2.1 Identify current backlog and establish priorities.	A	CT/T/Ls	DEC		Yes
7.2.2 Set expectations / work content.	A	Dept Mgt	JAN		Ongoing
7.2.3 Feed into master schedule.	A	Dept Mgt	JAN		Ongoing
7.3.1 Establish and agree, the decision criteria to be applied to determine each application routing and methodology to be applied.	A	HPBS/DMS	DEC		No
7.3.2 Provide improved guidance for members on both formal and informal levels.	A	HPBS/DM'S	ONGOING		In part
7.3.3 Establish review mechanism to determine ongoing amendments as necessary	A	HPBS/DM'S	ONGOING		No
7.3.4 Review mechanisms advising members of delegated recommendations	A	HPBS/DMS	ONGOING		Yes
7.4.1 Establish clear accountabilities for application processing. Keep numbers involved in processing individual applications to a minimum.	A	DM	ONGOING		Ongoing
7.4.2 Ensure continuity of accountability for applications from pre application	A	HPBS/ALL	DEC		ongoing

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	advice to decision notice.					
7.4.3	Establish "trigger" dates to flag up potential slippages and monitor and manage back-logs via Ocella system.	A	DM'S	DEC		Ongoing
7.4.4	Ensure system compliance from all involved.	A	HPBS	DEC		No
7.4.5	Ensure applications are validated and logged onto Ocella on day of receipt. If Application is incomplete or cannot be validated, return to originator.	A	CT/TL'S	DEC		No
7.4.6	Control / eliminate, number of application in the system that are on hold.	A	CT/TL'S	ONGOING		No
7.4.7	Use / develop cost of application screen to validate application and produce cashiers report. Once daily transfer of cash / cheques to cashiers.	A	CT&TL'S	ONGOING		Yes
7.4.8	Establish formal linkages between D.C., pre application and planning policy functions.	A	JGP	JAN		Yes
7.4.9	Clarify "clock" start dates and monitor via Ocella, age of applications against trigger dates.	A	CT/TL'S	DEC		No
7.4.10	Establish clear point of contact to handle queries via Ocella.	A	TL'S	DEC		No
7.4.11	Review and revise 'on duty' officer system in line with 6.2.2	E	DC	DEC		Yes
7.4.12	Review all documentation to ensure capture of accurate information first time, along with rationalisation of all standard letters / communications	A	HBPS, CT, TL'S	JAN		No
7.4.13	Establish standard form of handling e:mails and encourage usage	A	CT	DEC		Yes
7.4.14	Prepare Procedures Manual & accountability for updating	A	HPBS	2005/6		No
7.4.15	Identify changes required from Ocella	A	ALL	DEC		Ongoing
7.4.16	Specify new requirements	A	ALL	NGOING		No
7.4.17	Meet and discuss requirements (costs, timeframes, accountabilities) with IT and then implement	A	ST/IT	JAN		In part
7.5.1	Establish succession - planning programme in line with corporate initiatives	A	HPBS	QOLCP		No
7.5.2	Review current organisation structure. Clarify roles responsibilities and skills requirements	A	HPBS/ PERSONNEL	JAN		Yes
7.5.3	Build skills requirements into master schedule.	A	HPBS	JAN		No
7.5.4	Carry out individual skills analysis and gap analysis, including management skills requirements.	A	HPBS	JAN		No
7.5.5	Link to appraisal systems and agree individual skills development programme	A	DM	JAN/FEB		No
7.5.6	Structure / co-ordinate programmes	A	HPBS	ONGOING		No
7.6.1	Identify methodology to capture changes to policy / guidelines legislation (Local Plan)	A	Policy Team	ONGOING		Yes
7.6.2	Identify methodology to capture problems in DC caused by poor understanding	A	Policy Team	Ongoing		No
7.6.3	Establish regular communication meeting between Policy and DC, including representatives of other departments as appropriate, identifying participants,	A	Policy Team	Ongong		yes
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agenda, timing etc					
7.6.4 Support implementation of the communication process to capture improvements	A	Policy Team	Ongoing		No

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**Critical Success Area 5**  
**Reinforcing Management Systems To Assure Quality**

<b>Action Statement</b>
8 Moving forward on electronic delivery of planning services
<b>Outcome Measures</b>
8.1 Ensure that a realistic approach is in place to achieve the e-government target for planning services by 2005
8.2 Make the service accessible through a range of channels – including a user-friendly website
8.3 Ensure that ICT systems are delivering real performance benefits, through continuing investment in system development, maintenance and staff training

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achieved
8.1.1 Form for comments on Web	C	CT	Jan	NA	Yes
8.1.2 GGP web based system (being bought)	D	IT/LF	2004/5	NA	Yes
8.1.3 GGP based NLPG system (being bought)	D	IT	2004/5	NA	Yes
8.1.4 Screens (2) available for public use at information desk (in discussions with IT)	B	CT/IT	2004	£1,000	No
8.1.5 Corporate improvements to Web site (new site should be up and running before Christmas)	B	IT	2004	NA	Yes
8.1.6 Planning application forms available on Web	B	CT/JP	ONGOING	NA	Yes
8.1.7 Better Web publicity in newspapers, Council newspaper and parish Councils	C	CT	04/05	NA	Yes
8.2.1 Clear guidance and training for staff on input to system	A	ALL	04/05	NA	Yes
8.2.2 Data (planning applications ) on system from 74 – 48 checked and linked	C	PID	04/05	TBA	No
8.2.3 Stansted Airport applications plotted correctly	A	LF	05	£10,000	Yes
8.2.4 Improved CIC training on computer systems and coaching skills for staff to assist people to use the website	A	CT/IT	March 2005	£1,000	No

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**Critical Success Area 5**  
**Reinforcing Management Systems To Assure Quality**

<p><b>Action Statement</b></p> <p>9 Develop partnership approaches to address issues which are common to other councils and reinforce other partnership arrangements to tackle cross-cutting issues</p>
<p><b>Outcome Measures</b></p> <p>9.1 Develop partnerships with County Council and Environment Agency giving rise to quicker decisions on minor applications</p> <p>9.2 Sharing staff and resources with other Councils</p> <p>9.3 Continuing with existing partnerships e.g. Transport Forum, West Essex Partnership, Airport and other agencies, Essex Wildlife Trust, LA21, Uttlesford Futures, Uttlesford Access Group etc</p>

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achieved
9.1.1 Arrange training with EA and CC	E	Team Leaders/JGP	Ongoing	£TBA	No
9.1.2 Identification of officer contact point and establishment of feedback process e.g. to Wednesday meetings of DC team	A	Team Leaders	March 2004	-	Yes
9.2.1 Approach CC to see if there may be staff for secondment	C	HBPS	Jan 2004	£TBA	No
9.3.1 Feedback from DC Forum to be disseminated to all DC staff	A	JGP	From now	-	Yes
9.3.2 Set up internal corporate liaison process to ensure that internal applications are acceptable and do not give rise to embarrassing refusals of permission of our own developments	A	HPBS and team leaders	2004	-	No
9.3.3 Explore partnership working with adjoining authorities	D	HBPS	2004/o5	TBA	Ongoing

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**Critical Success Area 5**  
**Reinforcing Management Systems To Assure Quality**

<b>Action Statement</b>
10 Benchmark against the best and ensure that comparisons lead to service improvements
<b>Outcome Measures</b>
10.1 Consistent performance in top quartile after 3 years re determination of planning applications in 8 weeks.
10.2 Rate of allowed appeals to be no higher than the national average
10.3 Have an up to date development plan/local development framework.

Individual / Team Initiatives & Action Programmes	Importance	Who	When	Resource (£)	Achieved
10.1.1 Match skill and resources to anticipated workloads.	A	DMs	From Nov 2003		Ongoing
10.1.2 Use benchmarking via the Development Control, Admin and Policy Forums.	D	JGP/CT/RH	From Nov 2003		Ongoing
10.1.3 Organise Member to Member meetings with other Councils.	A	IO	2004	£2,000	No
10.1.4 Implement and continually review the Improvement Plan by reporting twice yearly to the Scrutiny Committee and through retention of the Member Best Value Group	A+	All	From Nov 2003		Ongoing
10.1.5 Use of consultants to manage workload peaks. Consider use of "pooled" consultants with other Councils.	C	HPBS	From Nov 2003	£30K	Yes
10.1.6 Structured training on ICT systems from system providers who know the packages in detail. Market test different suppliers from a user perspective.	C	IT/CT	From Nov 2003		Ongoing
10.1.7 Visits to other benchmarking Councils.	B	HPBS/DMs	2004/5		Ongoing
10.2.1. Monitor performance of development plan/local development framework against recent Government advice. Use Supplementary Planning Guidance when required.	B	RH/JGP/SN/MJ	From Nov 2003		Yes
10.2.2 Check reasons for allowed appeals.	E	JGP/TL'S	From Nov 2003		Ongoing
10.2.3 Disseminate relevant information on new Government Guidance to Officers and Members (10.3 initiatives the same as 10.2)	A	JGP	From Nov 2003		Yes

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