

Performance Improvement Aim 1: Achieve Best Value Performance Targets								
ID	Proposed Action	Performance Benefit	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date achieved
1.1	Revise and expand scope and structure of existing planning support team. Incorporate management of letters of representation into planning support team. Initiate routine consultations from planning support team on registration of application.	Greater opportunity to focus on key Best Value targets; allowing flexibility in allocating workloads and rationalising administration roles; stronger monitoring of workloads.	1 post moved from directorate admin to planning support team	Head of Planning Control/Business Manager	Recommendations without resource requirements for immediate implementation	1 post moved. Revision of procedures ongoing (linked to 3.2)	☺	01.04.06
1.2	Establish new post of information and performance officer using ICT to monitor and improve progress and performance.	Introduction of 'active case management' where cases are tracked and chased to hit targets not just 'watched'.	1 additional scale 4 post	Head of Planning Control	New posts to be implemented from 1 April 2006 subject to resources	Establishment of major applications team will result in more active case management and increased use of monitoring information, with the team with the technician post having responsibility in this regard. These practises will be used across development	☺	01.08.06

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						control once established and a new information and performance post will therefore not be implemented		
1.3	Establish additional validation officer post to manage current workload	Current workload is too great for team numbers	1 additional scale 3 post	Planning Support Manager	New posts to be implemented from 1 April 2006 subject to resources	This resource has been redirected to the setting up of the major application team.	☺	01.08.06
1.4	Re-examine job roles in planning support to consider creating a generic planning support role able to undertake all functions (including responding to routine permitted development enquiries)	Greater flexibility and synergy in meeting variable workload situations. Greater range of professional knowledge and expertise in staff	Time required for extra training	Head of Planning Control	Within 3 months	Job roles continue to be developed, but recent workload and staffing levels means that it has not been possible for planning administration to take on the workload of routine permitted development control enquires.	☹	
1.5	Revise frequency of Planning Development Control meetings to three weekly cycle with all areas on single day	Reduced period between Committee decisions creates more opportunity for decisions to be put to Members	None but requires adjustment to working practice	Director of Development/Head of Planning Control	November 2005	Commenced	☺	1.12.05

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1.6	Use of sub-committees to be restricted only to the most major applications. Sub-committees to be constituted with delegated decision making powers to avoid requirement to report back to main committee	Reduction in time spent in additional meetings. Quicker and more consistent decision making. Reduced confusion to public	None	Head of Planning Control	November 2005	Commenced	☺	1.12.05
1.7	Increase the threshold for contrary representations triggering a committee report from 4 to 6	More applications determined within the ODPM target dates under delegated powers	None	Head of Planning Control	November 2005	Commenced	☺	1.12.05
1.8	Parish Councils to make representations using improved comment form. Any request for applications to be referred to Committee for a decision to be justified with	More applications determined within the ODPM target dates under delegated powers	None	Head of Planning Control	November 2005	Commenced	☺	1.12.05

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	appropriate reasons which shall be assessed by the HPC. Written explanation sent to the parish council if decision is not to refer application to committee.							
1.9	Members to complete standard form setting out material planning reasons for requesting a committee referral. This to be attached to committee report.	More applications determined within the ODPM target dates under delegated powers	None	Head of Planning Control	November 2005	Commenced	☺	1.12.05
1.10	'Public speaking' by Members to Planning Development Control Committee to be limited to 5 minutes	Reduction in time spent on individual items at Committee	None	Head of Planning Control	October 2005	Commenced	☺	1.10.05
1.11	Revise format of committee reports to reduce length and focus Member	Less officer time spent on report writing and more on issues. Shorter	None	Head of Planning Control	December 2005	Site plan only included from October 2005. Report format revised May 2006	☺	1.05.06

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	attention on important issues and considerations. Include good quality site plan only	but better directed discussions at committee by drawing Members attention to most important issues						
1.12	Cease sending letters to 'representors' following a decision. Replace by a note on Representation Acknowledgement letter indicating that decision can be viewed on the internet or by obtained by phone from Customer Service Centre.	Reduction in time spent by planning support team. Eliminate 'voluntary' item which, if not performed, leads to complaints	None	Planning Support Manager	November 2005	Commenced	☺	1.12.05
1.13	Reconsider current arrangements for publicity/neighbour notifications. Narrow focus of neighbour notifications	Current arrangements are unclear and have raised public expectation to untenable level. Narrower but better	None	Head of Planning Control/Planning Support Manager	November 2005	Not yet commenced. Implementation initially delayed until Head of Planning and Planning Admin Team leader establish requirements	☹	

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1.14	Import on-line applications directly into CAPS/Anite	Reduction in time and cost over current process	To be investigated	Planning Support Manager/ICT support team	January 2006	Problems recently experienced appear to have been overcome. Further developments are ongoing	☺	
1.15	Elimination of double-track system of electronic and paper correspondence. Imported into Anite at the time of generation, rather than being printed and scanned. This to include delegated reports etc	Reduction in time and cost over current process	To be investigated	Planning Support Manager/ICT support team	March 2006	Some progress has been made with improvements to software. There is still a backlog to clear.	☹	
1.16	Install Anite upgrade to put electronic stamps on plans to eliminate double- and triple-scanning by Scanning Team	Eliminate requirement to print out, stamp and rescan applications	To be investigated	Planning Support Manager/ICT support team	January 2006	Implemented	☺	01.01.06
1.17	Improve performance and reliability of Public Access software	Eliminate complaints about performance of system	To be investigated	Planning Support Manager/ICT support team	January 2006	Some problems experienced at the start of the year, but system now more	☺	

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	and on-line facilities					reliable		
1.18	Any Planning Delivery Grant received in 2006/07 be used to fund improvements to the planning service. Consideration be given to using future additional income arising from planning fee increases to fund established posts currently being funded by Planning Delivery Grant (PDG).	Funding available to finance improvements to quality and service; maximisation of available resources, focussing them on priority needs.	None	Head of Planning Control	Immediate	Part of PDG award announced Dec 2005. Areas for improvement and continued staffing identified and to be implemented as and when appropriate	☺	
1.19	Revise process for obtaining Section 106 obligations. Promote use of unilateral undertakings or draft agreements.	Increased speed in dealing with applications requiring legal agreements; better service to customer	Officer time	Head of Planning Control	January 2006	Investigation into improving speed in relation to applications where Section 106 obligations/unilateral undertakings commenced with City	☹	

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	Revise existing process for instructing solicitors on Section 106 agreement requirements. Introduce new standard instruction forms. Improve record keeping and performance monitoring in relation to Section 106 agreements					Secretary and Solicitor		
1.20	Adopt a project team approach to managing all significant major applications	Reduce delays from late involvement of professionals. Better outcomes through involvement of non-planning professionals especially in community development	None	Head of Planning	April 2006	Work commenced on introduction of new management arrangements for significant major applications (linked to 3.3)	☺	
1.21	Produce and implement annual programme of training for	Improve Member's knowledge of the planning system and keep them up	Officer time to devise and deliver programme. Approx 4 – 6 two	Director of Development /Head of Planning Control/Head of	Commence October 2005	Programme agreed commencing from May 2006	☺	01.05.06

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	Members in development control, conservation and enforcement policy and issues	to date on changes and developments. Reduce Member enquiries through better 'up front' knowledge.	hour briefings per annum	Strategic Planning				
1.22	Separate out the planning component of the Land Charge function planning support and incorporate with Land Charges team	Clearer responsibility for land charge function rationalisation of staff resources	None beyond those currently planned	Director of Development/City Secretary	When land charge system is computerised	Approval given by E programme Board for electronic land charges system. System to go live in Dec 06; fully implemented for planning information expected by June 07.	☺	
1.23	Establish one additional Principal Planning Officer post to assist in reduction of average caseload per officer	Small reduction in number of cases per member of staff	1 additional scale 6 post	Director of Development	April 2006	Consideration of overall staffing provision includes this particular post	☺	
1.24	Increase administrative support to planning dc teams	Reduce time spent on administrative tasks to free time for professional duties	None – reallocate resources within Directorate	Director of Development	December 2005	1 post reassigned to increase admin. Support to Head of Service and planning team leaders. There is no other admin. support to dc teams	☺	

Performance Improvement Aim 2 : Achieve consistently high quality design								
ID	Proposed Action	Performance Benefit /Target	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date achieved
2.1	Increase the overall knowledge and expertise of case-officers in design issues through training and staff development	Improved planning outcomes through more informed pre-application advice.	Allocation of funding from training budget/officer time to attend training	Director of Development/Head of Planning Control	To commence immediately	Ongoing, and to be further refined through appraisal progress and formal training	☺	
2.2	Incorporate design expertise as a specific criteria in senior planning post appointments	Improved planning outcomes through greater design experience and understanding	None	Director of Development/Head of Planning Control	Immediate	Commenced Oct 2005	☺	01.10.05
2.3	Increase the use of external design advisors/advisory groups to increase the expertise available to the City Council in	Additional advice and guidance available for officers and Members to draw on in decision making	Officer time Agreement from external advisors	Director of Development/Head of Planning Control	March 2006	Delayed whilst in house urban design role assessed/refined following introduction of major applications team	☹	

Performance Improvement Aim 2 : Achieve consistently high quality design								
ID	Proposed Action	Performance Benefit /Target	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date achieved
	considering relevant applications and issues							
2.4	Support the preparation of further village design statements and increase the familiarity of case-officers with the purpose and content of design statements	Promote good design in rural areas. Increase public confidence through greater familiarity with VDS content and purpose	Significant resource requirements on local communities. No additional funding from WCC. Officer time in training	Director of Development/Head of Planning Control	December 2005	Carried out by the relevant Parish Councils in liaison/co-ordination with Strategic Planning. Committee reports now include reference to adopted VDS and officers have been advised to ensure they are aware of the contents and status of the documents	☺	31.12.05
2.5	Publicise and promote the importance of good design in publicity, training, and consultation	Reduced time spent on planning applications with manifest design faults	New and revised publications will be required with significant officer time to support	Director of Development/Head of Planning Control	March 2006	Delayed whilst in house urban design role assessed/refined following introduction of major application team	☹	

Performance Improvement Aim 3 : Contribute to the achievement of Corporate and Community Strategy Objectives								
ID	Proposed Action	Performance Benefit /Target	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date achieved
3.1	Provide regular briefing for all staff on corporate priorities and objectives in team and staff briefings	Greater staff awareness of long term goals and aspirations	Officer time	Head of Planning Control	October 2005	Regular feedback through introduced fortnightly team leaders meetings and re-commencement of DC joint meetings on a quarterly basis	☺	1.10.05
3.2	Review existing planning 'standard' consultation arrangements to ensure that all relevant topics and issues are covered	'Smarter' decision making to achieve desirable outcomes consistent with planning policy	Officer time	Head of Planning Control	October 2005	Revision of procedures completed	☺	
3.3	Implement project team approach for major applications so as to incorporate	Fewer unexpected outcomes from planning decisions which require post decision	Officer time	Head of Planning Control	October 2005	Linked to 1.2. Work commenced on introduction of management of significant major	☺	

Performance Improvement Aim 3 : Contribute to the achievement of Corporate and Community Strategy Objectives								
ID	Proposed Action	Performance Benefit /Target	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date achieved
	'outcome' targets into pre-application and application discussions	management by other departments				applications by establishing team to deal with major planning applications		
3.4	Implement recommendations of ODPM 'Diversity and Equality in Planning' guidance	To help achieve corporate social inclusion objectives	To be investigated	Head of Planning Control/Head of Strategic Planning	April 2006	Not yet commenced	☹	

Performance Improvement Aim 4 : Planning Employer of Choice								
ID	Proposed Action	Performance Benefit /Target	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date completed
4.1	Improve speed of recruitment and replacement of established staff leavers to minimise use of agency staff	Reduce cost, improve consistency; improve morale	None	Head of Planning Control	April 2006	Number of agency staff significantly reduced. Increased established staff in place	☺	01.06.06
4.2	Review current job descriptions and post designations to improve relationship between posts and internal career development opportunities for staff	Improve retention with consequent benefits in consistency and continuity	To be investigated	Director of Development/Director of Human Resources	December 2005	Job descriptions checked and revised appropriately as posts become vacant	☺	
4.3	Introduce 'active case management' processes to provide better support to case-officers on managing case workload	Improved performance; improved staff morale	Establishment of performance management post	Director of Development	April 2006	Continuing to Investigate and improve capability of Uniform to assist in 'active case management'. Increased use of statistics from	☺	

Performance Improvement Aim 4 : Planning Employer of Choice								
ID	Proposed Action	Performance Benefit /Target	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date completed
						Uniform to assist in managing workloads. At this time it is not considered appropriate to introduce a performance management post		
4.4	Implement monthly meeting between planning support team and case officer teams to discuss and plan for month ahead	Improved performance through shared understanding	None	Head of Planning Control	September 2005	Regular formal feedback through fortnightly team leaders meetings. Improved informal feedback through recruitment of permanent team leaders for Planning Support and DC teams	☺	
4.5	Provide dedicated and task specific training given to all new DC staff on the use of CAPs and Anite as part of induction process	Knowledgeable staff in the use of key systems Increase in job satisfaction Fewer errors Increase in efficiency	Training budget Staff time training	Head of Planning Control	November 2006	Trouble shooting training provided to key staff Dec 2006. IT assists in providing training for new starters although economies of	☺	

Performance Improvement Aim 4 : Planning Employer of Choice								
ID	Proposed Action	Performance Benefit /Target	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date completed
						scale sometimes do not enable this to happen immediately. Must continue, where appropriate to use external providers and maximise internal training opportunities. Ongoing		
4.6	Provide refresher courses to all existing users of CAPs and Anite.	Improved staff confidence and morale Fewer errors Increase in efficiency	Training budget Staff time training	Head of Planning Control	Complete by April 2006	Internal training provided to new staff Dec 2006. Training given on upgrades to key staff and cascaded down. Must continue, where appropriate, to use external providers and maximise internal training opportunities. Ongoing	☺	
4.7	Produce user manuals for CAPs and Anite	Reduced time in seeking support and chasing advice	Officer time	Planning Support Manager	April 2006	IT setting up electronic user manuals. Planning	☹	

Performance Improvement Aim 4 : Planning Employer of Choice								
ID	Proposed Action	Performance Benefit /Target	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date completed
	systems available for users					Admin. Manager to become actively involved with this. Ongoing.		
4.8	Review all hardware specifications including PC's, scanners and printers and eliminate/update / upgrade where necessary	Quicker response times and processing of software applications	To be investigated. Will be one-off cost for new equipment	Business Manager/Planning Support Manager	June 2006	Not yet commenced, will be considered corporately as part of accommodation rationalisation – end 2006	☹	
4.9	Provide regular reports to committee and officers on progress in achieving improvement plan actions	Increased probability of achieving objectives	Officer time – approx 1 day per quarter	Head of Planning Control	December 2005	Progress reports provided to Scrutiny and DC Committees on quarterly basis	☺	

Performance Improvement Aim 5 : Provide a service with credibility and respect								
ID	Proposed Action	Performance Benefit	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date completed
5.1	Produce and implement annual programme of briefing and updating for parish councils, residents associations and amenity groups on latest issues in development control and enforcement policy	Improve knowledge of the planning system and specific issues for Winchester District. Improve relations with outside groups	Officer time to devise and deliver programme. Approx 2 – 4 two hour briefings per annum	Director of Development /Head of Planning Control/Head of Strategic Planning	Commence October 2005	Programme agreed.	☺	01.04.06
5.2	Improve quality and helpfulness of written correspondence. Reduce use of technical language	Reduced 'repeat' enquiries/complaints; time saving. Improved public perception	Training programme for all staff responding to correspondence	Director of Development	October 2005	No formal training set up. Is being implemented through more involvement of officers in written correspondence and feedback on it. Training requirements will be identified through the appraisal process	☺	

Performance Improvement Aim 5 : Provide a service with credibility and respect								
ID	Proposed Action	Performance Benefit	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date completed
5.3	Review and revise all existing in-house publications and standard letters	Ensure consistency, accuracy and ease of use. Improve public understanding of system. Reduce personal enquiries	Significant internal officer time required	Director of Development	September 2006	Not yet started – will be ongoing – due Sep 2006 - linked to 2.5	☹	
5.4	Introduction of electronic consultation process for Parish Councils and internal and external consultees	Quicker response time. Cost saving in resources and officer time in processing consultation letters	Will require consultees to be 'online' with adequate technology	Head of Planning Control	December 2005	Initial investigations commenced. Restricted by capability of our systems and those of the consultee. Ongoing	☹	
5.5	Ensure directorate website material is up-to-date and contains necessary and useful content. Improve as a communication tool	Better public access to information. Fewer personal enquiries.	Requires appointment of performance management post - 1 scale 4 post	Planning Support Manager	April 2006	Distribution of responsibilities currently being considered. Has resource implications for existing staff	☹	

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ID	Proposed Action	Performance Benefit	Resource Requirement	Post Responsible	Target Achievement Date	Progress to date (05.10.06)	Key	Date completed
5.6	Improve continuity in the allocation of applications to case-officers so as to maintain confidence	Improved customer service. Reduce delays through greater understanding of all elements of an application. Fewer complaints. Better decision making	Some improvement possible within existing resources. Additional staffing growth needed to fully implement	Director of Development	April 2006	Improved through staff continuity and better case allocation at pre-application stage.	☺	
5.7	Review and update all standard conditions	Reduced time spent revising on an ad hoc basis. Greater consistency	Officer time	Head of Planning Control	April 2006	Officer time unavailable to carry this out on a comprehensive basis. Is being carried out ad hoc	☹	