| I EA | HINING & ECONOMIC DEV | | II IXOVEIVILIA | | 7166 | PROGRESS |
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| AREA OF IMPROVEMENT | ACTION(S) | LEAD RESPONSIBLITY | TARGET FOR COMPLETION | RESOURCES AVAILABLE/ REQUIRED | V | Fully Achieved Partially Achieved Limited Action |
| 1. Review the measures used within Planning and Economic Development to ensure that Staff are maximising the performance of the Directorate. | To ensure that processes are in place to implement the Corporate Performance Management Framework within Planning and Economic Development to include: The development of Key Cabinet Objectives for the Planning and Economic Development Portfolio. To produce a Directorate Business Plan for 2009/2010. To identify Key Performance Indicators for inclusion in the Council's KPI set for 2009/2010. To produce Action Plans for Key Performance Indicators. | Director of Planning and Economic Development | Feb 2009 April 2009 Mid March 2009 April 2009 | Within existing resources | | |

| | | | | RESOURCES AVAILABLE/ REQUIRED | PROGRESS | | |
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| AREA OF IMPROVEMENT | ACTION(S) | LEAD RESPONSIBLITY | TARGET FOR COMPLETION | | ✓✓× | Fully Achieved Partially Achieved Limited Action | |
| 2. Develop and promote a set of service standards for Planning and Economic Development, outlining the minimum levels of service that external and internal customers will receive. | Review previous protocols, (e.g. those re DC and Enforcement) Set new Standards Report Compliance | Directorate Business Manager | End Mar 2009 April 2009 Quarterly | Within existing resources | × × | Postholder left – tasks are for new postholder. | |
| 3. Check the effectiveness of the channels of communication used to ensure that all staff are aware of service priorities and quality standards. | Include Staff in the Development of Service Business Plan. Undertake Staff Survey to assess effectiveness of current communication channels. Raise as part of Staff PDR Process | Directorate Management Team | Jan-March 09 June 2009 By end of May 09 | Within existing resources | Y × | | |

| T LAMINO & ECONOMIC DEVELOT MENT INTROVEMENT I LAM (OF D | | | | | PROGRESS | | |
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| AREA OF IMPROVEMENT | ACTION(S) | LEAD RESPONSIBLITY | TARGET FOR COMPLETION | RESOURCES AVAILABLE/ REQUIRED | | Fully Achieved Partially Achieved Limited Action | |
| 4. Improve the mechanisms for regular on-going feedback from users on the quality of service they have received. | Officer Group within Planning to be established to review Customer Services Issues and recommend areas for improvement. | Directorate Business Manager | End of November 2008 | Within existing resources. | | Responses now being received: need to consider reporting framework. | |
| Ensure officers with the appropriate level of responsibility act upon complaints. | Refresh Training on Customer Complaint Handling to be undertaken | Director of Planning, Assistant Directors | July 2009 | | × | | |
| 5. Improve ownership of problems and accountability amongst the Senior Management Team within Planning and Economic Development. | Individual Responsibilities to be clearly articulated at appointment. Part of Performance Development Review interviews to be undertaken by Director of Planning. | Director of Planning | At appointment End of May 2009 | Within existing resources. | 0 | This depends on successful recruitment to the two relevant AD positions. | |
| 6. Implement appropriate measures to raise morale and increase staff motivation in achieving service improvements. | Explore the production of a Directorate Newsletter to improve awareness and celebrate success. | Director of Planning | By end Sept 2009 | Within existing resources. | × | | |

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| AREA OF IMPROVEMENT | ACTION(S) | LEAD RESPONSIBLITY | TARGET FOR COMPLETION | RESOURCES AVAILABLE/ REQUIRED | ✓✓× | Fully Achieved Partially Achieved Limited Action |
| 7. Develop a systematic approach to workforce planning to address recurring recruitment and retention difficulties. | Update the previous Workforce development plan. Review recruitment procedures, so that there is an essentially up to date package of information open to all staff that can be used to quickly commence appropriate recruitment campaigns. | Reconvene previous team. Management Assistant | By end June 2009 By end Mar 2009 | Within existing resources. | | Target needs to change because of need to pick up Corporate data which will not be available until July 2009. |

| | TEAMING & ECONOMIC DEVELOT MENT INTROVEMENT TEAM (OF DATED MAT 2003) | | | | | | | | |
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| AREA OF IMPROVEMENT | ACTION(S) | LEAD RESPONSIBLITY | TARGET FOR COMPLETION | RESOURCES AVAILABLE/ REQUIRED | ✓✓✓× | Fully Achieved Partially Achieved Limited Action | | | |
| 8. Improve the standard, | Meet regularly with the | Director of | 1st Meeting | Within existing | | | | | |
| content, presentation and consistency of reports to Development Control, Planning Standing Panel and Area Sub Committees. | Chairmen and Chairwomen of these. | Planning and Assistant Directors | February 2009 2 nd meeting early July: Simon Hill to report back on dates. | resources. | | | | | |
| | Review the "Standard template" for reports to Committees. | | May 2009 | Within existing resources. | | Requires input from new AD (DC) | | | |
| | Arrange refresher training for all those compiling or agreeing such reports. | | End June 2009 | Within existing resources. | | | | | |

| I EA | I PLAN (UPD) | 7160 | PROGRESS | | | |
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| AREA OF IMPROVEMENT | ACTION(S) | LEAD RESPONSIBLITY | TARGET FOR COMPLETION | RESOURCES AVAILABLE/ REQUIRED | | Fully Achieved Partially Achieved Limited Action |
| 9. Review the Corporate Planning protocol with respect to dealing with applicants, agents, developers and the local business community to ensure that the highest standards of probity and governance are achieved. | Report to Standing Panel for their consideration, in liaison with Constitutional Affairs Panel. | Director of Planning and Assistant to Chief Executive | February 2009 | Within existing resources | | The existing Planning Protocol is already intended to remind staff, and to assure the public that officers, and members, have codes of conduct, professional requirements, financial training and various registers of interests. The protocol is being reviewed/amended and are being brought to Standing Panel for their consideration. The review is out to consultation right now (May 2009) and the plan is to report back to Standards Committee and the Constitutuonal Affairs Panel in July 2009 (Ian Willett, 21/5/09) |
| 10. Implement practical measures to improve the public perception and reputation of the Council's Planning Service, particularly with respect to high profile/controversial applications and enforcement action. | To instigate regular reporting on enforcement performance to Members. To publicise the outcome of enforcement action more widely. | Director of Planning and Economic Development | Quarterly Reporting Ongoing | J Preston/ S Solon | 0 | |

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| AREA OF IMPROVEMENT | ACTION(S) | LEAD RESPONSIBLITY | TARGET FOR COMPLETION | RESOURCES AVAILABLE/ REQUIRED | Fully Achieved Partially Achieved Limited Action |
| 11. Take positive action to raise confidence amongst elected Members of the Council with respect to the performance of the service area. | To report planning performance on a regular basis to the Standing Panel and Overview and Scrutiny Performance Management Committee | Director of Planning & Economic Development | Quarterly | Within existing resources | There needs to be better communication of the successes, such as ICT. |
| 12. Routinely review costs for the different elements of the service, set challenging targets for improved performance and implement effective monitoring arrangements. | To incorporate Value for Money considerations to include Benchmarking and Comparative Data from the Audit Commission within the Service Business Plans | Director of Planning and Principal Accountant | Business Plan completed by 31.3.09 | Within existing resources | The Scrutiny Panel has considered costs; further one off reviews are planned. Challenging targets already exist and the monitoring of these has been audited and found to be acceptable. New Business Manager will need to be significantly involved in these. |

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| AREA OF IMPROVEMENT | | ACTION(S) | LEAD RESPONSIBLITY | TARGET FOR COMPLETION | RESOURCES AVAILABLE/ REQUIRED | ✓✓× | Fully Achieved Partially Achieved Limited Action |
| 13. Ensure that there is a clear focus on the actions contained within the improvement plan by all senior staff within Planning and Economic Development and that priority is given to delivery. | Di Te | monitor the Improvement Plan at rectorate Senior Management eam Meetings. Provide updates the Scrutiny Standing Panel | Director of Planning and Senior staff. | Regular Team Meetings When Standing Panel Meet | Within existing resources | | |