PLA	NNING & ECONOMIC DEV	ELOPMENTIN	/IPROVEIMEN	NI PLAN (UPD)	AIED	JAN 2010)
AREA OF IMPROVEMENT	ACTION(S)	LEAD	TARGET FOR	RESOURCES		PROGRESS
		RESPONSIBLITY	COMPLETION	AVAILABLE/ REQUIRED	$\overline{\mathbf{V}}$	Fully Achieved
					0	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		Objectives 2 / 4 / 5 / 7 / 16 of the Cabinet objectives were set. Plan was signed up by the then Portfolio Holder on 31/3/09 KPIs concerning speed of processing planning applications and several carbon reduction indicators were identified. The action plans were produced to this timetable, or shortly thereafter but as they contain actions for the year ahead this was not previously considered a fully achieved action.

1 = / 1	THING & EGGINGINIG BEV					PROGRESS
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	May 2010 June 2010 Quarterly	Within existing resources	X	Previous postholder left – tasks are for new postholder, who commenced in Nov 2009.
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		Once again, staff will be included in the refresh of the Business Plan in Feb 2010. New staff survey will be issued in Feb 2010 These are amongst the key issues of the revised PDR processes, now in their second year.

T LAMMING & ECOMOMIC DEVELOT MILITI MIT NOVEMENT I LAM (OF					PROGRESS		
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.		These points were included in both induction procedures (whether for new or existing staff) and are also part of the amended PDR process.	
6. Implement appropriate measures to raise morale and increase staff motivation in achieving service improvements.	Introduce new brief Directorate Newsletter to improve awareness and celebrate success.	Director of Planning	By end Mar 2010	Within existing resources.	V	Directorate Newsletter to be issued shortly. Corporate Newsletter to be reintroduced.	

1 Extration a Economic Develor ment in Novement 1 Extra (or Divine 2010)							
AREA OF IMPROVEMENT	ACTION(S)	LEAD RESPONSIBLITY	TARGET FOR COMPLETION	RESOURCES AVAILABLE/ REQUIRED		PROGRESS 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. In Business Plan Refresh	

						PROGRESS
AREA OF IMPROVEMENT	ACTION(S)	LEAD RESPONSIBLITY	TARGET FOR COMPLETION	RESOURCES AVAILABLE/ REQUIRED	✓✓✓×	Fully Achieved Partially Achieved Limited Action
8. Improve the standard, content, presentation and consistency of reports to Development Control, Planning Standing Panel and Area Sub Committees.	Meet regularly with the Chairmen and Chairwomen of these.	Director of Planning and Assistant Directors	1st Meeting February 2009 2 nd meeting 15 October 2009	Within existing resources.		Programmed date for next meeting: February 2010.
	Review the "Standard template" for reports to Committees. Arrange refresher training for all those compiling or agreeing such reports.		May 2009 End June 2009	Within existing resources. Within existing resources.		Requires input from new AD (DC) Under way

ILA	INMING & ECONOMIC DEV				 PROGRESS
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 went to consultation and was considered by the Standards Committee and the Constitutional & Member Affairs Panel.
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/ J Godden	The direct action in respect of a car wash in Ongar received widespread publicity.

	LAMMING & ECONOMIC DEV	LLOF WILINI III	IL ICO A FIAIFIA	IT FLAN (OF D	HILD	,
AREA OF IMPROVEMENT	ACTION(S)	LEAD RESPONSIBLITY	TARGET FOR COMPLETION	RESOURCES AVAILABLE/ REQUIRED		PROGRESS 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 recourse		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.

					PROGRESS
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.	To monitor the Improvement Plan at Directorate Senior Management Team Meetings. Provide updates at the Scrutiny Standing Panel	Director of Planning and Senior staff.	Regular Team Meetings When Standing Panel Meet	Within existing resources	The Panel and the Management Team have both been active in taking forward then points in this plan.