

**Development Control Service Improvement Plan 2003 – 2008
DECEMBER 2002**

Key Issue	Action	Responsible Officer	Resource Implications	User Benefit	PMC	Priority	Timescale
1. Outcomes	1. Revisit the Service Plan for to incorporate objectives for the service which secure the implementation of sustainable development, delivery and maintenance of high quality built and natural development within the District, and to be efficient and accurate to minimise complaints	Head of Environmental Services and CDCO	Officer time	Long term interests of the community and future generations	Service Plan revised in time for the start of 2003 – 2004 Inclusion of agreed criteria for measuring and monitoring to be completed by 2004	***	Whole plan period
	2. To protect the District from unauthorised inappropriate development and to take proportionate action to secure compliance with the policies of the Council	CDCO and all staff and members	Officer time (extra 30 – 33k needed to provide 1.5 FTE additional staff)	Long term interests of the community and future generations	Council to agree specific monitors and targets by April 2003	***	Whole plan period
	3. To secure the implementation of the development plan for the district, insofar as this is compatible with material considerations	All staff and members	Officer and member time via determination of planning applications	Long term interests of the community and future generations	Annual monitoring report on the effectiveness of planning policies	***	Whole plan period
	4. To secure appropriate levels of community benefit (planning gain) from new development in accordance with national and local guidelines	CDCO and all senior planning officers	Officer and member time preparing a new procedure, negotiating and implementing computerised system	Long term interests of the community	New procedures and monitors to be agreed and implemented by April 2003	***	2003

	5. To create and retain a culture of continuous improvement, continuous learning and high morale amongst staff	CDCO	Comprehensive performance management system and investment in training and team building	Long term interests of staff and users of the service	Continuous staff feedback via six monthly appraisals and focus groups meeting every 6 months and Parish Councils	***	Whole plan period
	6. To maintain sound relationships with members of the council and users of the service	CDCO	Officer time	Long term interests of the service and users of the service	Quarterly report to members and annual customer satisfaction survey	***	Whole plan period
	7. Produce a Design Guide for the district, analyzing the character and qualities of the built and natural environment	Conservation officer	Explore procurement via Consultancy	High quality outcomes in new development	Monitor via new quality indicators	**	2005
	8. Implement in consultation with local communities a rolling programme of Village Design Guides	Conservation officer	Explore procurement via Consultancy	High quality outcomes in new development	Monitor via new quality indicators	**	2005
	9. To implement and maintain a bi-annual Design Award Scheme	Principal Planner	Officer time. Cost this year £6k plus supported by sponsorship of a further £8k	High quality outcomes in new development	Maintain and Monitor via new quality indicators including feedback from Citizens Panel	***	Whole plan period
2. Performance Management	1. Quality indicators to be agreed and implemented in consultation with user groups and interested parties to measure objectively the quality and success of developments.	Development Control Management Team (DCMT)	Officer time satisfaction surveys and member feedback	High quality outcomes in new development	Monitor via new quality indicators	***	Implement 2004

	2. Sustainability indicators to be agreed and implemented in consultation with user groups and interested parties to monitor the impact of development on the sustainability of the District	DCMT	Officer time	Demonstrably sustainable development outcomes	Monitor via new quality indicators	***	Implement 2004
	3. Agree a suite of key local performance indicators to be reported quarterly to the Policy Review Panel and Cabinet	DCMT	Officer time	Better informed members	Monitor via new quality indicators	***	Implement 2003
	4. Comprehensive training to be provided for Council Members and Parish Councillors. Details to be agreed through the Development Control Working party	Admin Manager	Officer time and possible need for increase in member training budget	Better informed members	Record of attendance at training events	***	Implement April 2003
	5. Performance on determining applications to be raised above national targets.	DCMT and all staff	2003/2004 via changed procedures to be agreed with user groups also enhanced use of GIS, DIPs Website. 2004 onwards by additional staff in technical and admin support roles (estimate 28k)	Swifter decisions on applications	BVPI Existing 1. 23%, 2. 37%, 3. 72%. 2003/04 1. 50%, 2. 55%, 3.80%. 2004/05 1. 55%, 2. 60%, 3. 85% 2005/06 1. 60%, 2. 65%, 3. 85% 2006/07 1. 65%, 2. 70%, 3. 90% 2007/08 1. 65%, 2. 70%, 3. 90%	***	Whole plan period

	6. Percentage of decisions issued under delegated powers to be increased to 90% during 2003/04 and maintained thereafter	DC Committee and staff	Change in delegation agreement in consultation with members	Swifter decisions on applications	BVPI Extg 80% 2003 – 90%	**	2003 and remainder of plan period
	7. Percentage of appeals allowed is lower than the national average	DC Committee and staff	Successful implementation of member training programme	Development more in accordance with wishes of the community as expressed via members		***	2004 and remainder of plan period
	8. Enforcement performance: New indicators put in place following the implementation of new arrangements.	DCMT	Officer time	Clearer understanding of the process	Council to agree specific monitors and targets by April 2003	***	Whole plan period
	9. Implement new complaints system by April 2003, capable of analyzing, setting targets for performance, monitoring and learning from complaints	Head of Environmental Services and CDCO	Officer time	More open service and better understanding of procedures	2003/04 Achieve targets 2004/05 10% reduction in complaints received 2005/06 10% reduction in complaints received 2006/08 maintain	***	Whole plan period
	10. To secure maximum new development on previously used land	All staff and members	Implementation of development plan policies	Reduce the loss of Greenfield sites and preserve the quality of the environment	BVPI Existing 10% Proposed 60%	***	2005

	11. To minimize the no. of advertised departures from the Development Plan which are approved	Members and staff	Via Member training and Greater commitment to the policies of the development plan	Less unplanned development	BVPI <3% National Average 1.05%	**	Whole plan period
	12. To enhance the service score against a checklist of Planning Best Practice	Members and staff	Any implications to be advised on a case by case basis	Better quality user focused service	BVPI Extg. 70% Year 5 100%	***	Whole plan period
	13. To enhance the service score against the model of excellence	Members and staff	Any implications to be advised on a case by case basis	Better quality user focused service	Extg. 30% Year 1 40% Year 2 50% Year 3 60% Year 4 70% Year 5 80%	***	Whole plan period
3. Accessibility and Communication	1. Maintain an open and transparent culture of dealing with all users of the service, so far as compatible with legal requirements	All staff	Implement new procedures allowing access to all working files subject to legal restrictions and work restraints	Greater freedom of information for interested parties	Procedures operating effectively and customer feedback	***	2003 and whole plan period
	2. Review and document all internal procedures in consultation with user groups	DCMT	Officer time	More user friendly service	Customer feedback	***	Progress throughout whole plan period
	3. Perform a review of help desk and telephony. Identify a principal point of contact for those with general planning enquiries	All staff	Any implications to be advised	More user friendly service	Customer satisfaction surveys	***	April 2003 and whole plan period

	4. Establish and maintain close links with the various sectors of the community to ensure the provision of services which are relevant to the needs of all the residents and businesses of Hart, and visitors to the District	DCMT	Officer time in meetings with residents, business groups, farmers, commercial agents, applicants, access and mobility groups, civic society's and action groups	More user friendly service	User feedback and improving satisfaction survey results	***	Whole plan period
	5. Agree and implement a new protocol for relations with Parish Councils	CDCO and Members	Officer time	Improved relationship with Parishes	Improved results on Parish Surveys	***	2003 and whole plan period
	6. Progress reports to applicants after 5 weeks by telephone, e mail or website	Admin staff	Officer time via enhanced use of uniform reports	Better information on progress for interested parties	Improved satisfaction survey results	**	2004 and remainder of plan period
	7. Test the demand for out of hours opening and implement limited evening and Saturday opening in conjunction with other related services and implement if appropriate	Admin manager	Officer time	Improved access to service	Improved satisfaction survey results	**	2004 and remainder of plan period
	8. Review and re-do all standard letters in more customer friendly and plain English format. Ensure proof reading is undertaken by non planner	Admin manager	Officer time	Better understanding of planning process	Improved satisfaction survey results	***	2003 and remainder of plan period
	9. Two new publications on development control per year	Staff	Officer time	Progressively better understanding of planning	Improved satisfaction survey results	**	Whole plan period

	10. Enforcement module on Uniform to be used.	Principal Planner	Officer time	More reactive service	Improved satisfaction survey results	***	2003 and remainder of plan period
	11. Written procedures to be put in place for negotiation and implementation of planning gain from developers, linking our existing monitoring system to the asset management register and public register of planning applications	CDCO	Officer time	Better delivery of community related benefits	An explicit statement setting out requirements for obligations will be published,	***	April 2003 and remainder of plan period
4. Organisational Structure	1. Recreate a unified and comprehensive planning service within the Council by bringing Planning Policy under a single management structure with Development Control	Members and Business Unit heads	Officer time and any financial implications to be advised	Better quality comprehensive service to users	Implementation of new structure	***	2003 and remainder of plan period
	2. Review the structure of the development control section in readiness for the reform of the planning system, and to secure more efficient handling of applications by the business community	Head of Environmental Services and CDCO	Officer time and any financial implications to be advised	Better quality comprehensive service to users	Implementation of new structure	***	2003 and remainder of plan period
	3. Implement the conclusions of the Enforcement Working Party in accordance with an agreed timetable	Head of Environmental Services and CDCO	Officer time and any financial implications to be advised	Better quality comprehensive service to users	Implementation of new structure	***	2003 and remainder of plan period
5. Resources	1. Staffing of enforcement function to be reviewed following Working Party review.	Head of Environmental Services and CDCO	Officer time and any financial implications to be advised	Better quality service to users	To be determined	***	2003 and remainder of plan period

	2. Market test provision of Landscape service and planning appeals externally and implement if capable of protecting quality of service while reducing costs	Head of Environmental Services and CDCO	Officer time and any financial implications to be advised	More efficient service to users	Reduction in budget for landscape service	**	2004 and remainder of plan period
	3. Review value for money of external provision of conservation service	Head of Environmental Services and CDCO	Officer time and any financial implications to be advised	More efficient service to users	Obtain most competitive solution	***	2004 and remainder of plan period
6. Costs of Services	1. To put in place an action plan to secure as much 'Planning Delivery Grant' from central government as possible within the timetable set to allocate those funds.	Head of Environmental Services and CDCO	Officer time and any financial implications to be advised	More efficient service to users	Receipt of Government grant Aid	***	2003 and remainder of plan period
	2. Develop and implement the councils procurement policy in conjunction with the work of other Hampshire authorities and national guidance in respect of the acquisition of all new goods and services	Head of Environmental Services and CDCO	Officer time and any financial implications to be advised	More efficient service to users	Secure high quality services through most effective means	***	2004 and remainder of plan period
	3. Monitor Gross and Net cost of the Service per head of Population and per application	Head of Environmental Services and CDCO and Head of Finance	Officer time and any financial implications to be advised	More efficient service to users	BVPI 109 Better informed members to ensure service is strictly accounted for	***	2003 and remainder of plan period

7. Equity and Equality	1. Produce written policy to cover disabled considerations, ethnic minority groups, sensorily handicapped and other potentially excluded groups	DCMT	Officer time	More accessible service to user groups	Customer feedback and improved satisfaction ratings	**	September 2003 and remainder of plan period
	2. Review service charters to ensure equality of access to the service is incorporated	DCMT	Officer time	More accessible service to user groups	Customer feedback and improved satisfaction ratings	**	2004 and remainder of plan period
	3. Produce large print version of charters and all application guidance notes	DCMT	Officer time and any financial implications to be advised	More accessible service to user groups	Customer feedback and improved satisfaction ratings	**	2004 and remainder of plan period