

## BABERGH DISTRICT COUNCIL and MIDSUFFOLK DISTRICT COUNCIL

<b>From: Head of Economy</b>	<b>Report Number: N72</b>
<b>To: Executive Committee Strategy Committee</b>	<b>Date of meeting: 14 and 17 October</b>

### PLANNING REVIEW BUSINESS CASE

#### 1. Purpose of Report

- 1.1 The purpose of this report is to formally bring to Strategy Committee (BDC) and Executive Committee (MSDC) the outcome of the Planning Review. The Joint Member Steering Group, established by JMIB, have agreed a high level one service model for the integration of the planning services at Babergh and Mid Suffolk District Councils. The model is quite simple in form but when implemented will deliver a speedier more efficient service. Due to the fact that the planning processes touch most internal services, a lot of external services and stakeholders planning and implementation will not be without its complexities and a more detailed business and project plan will be required.
- 1.2 As this will involve a lot of officer work and time and as stated before that complex work is started your officers need the mandate to deliver the one service vision

#### 2. Recommendations

- 2.1 Members are asked to adopt the “one service” vision so that the Officers can proceed with confidence to the next stages of planning and implementation.
- The Committee is able to resolve this matter

#### 3. Financial Implications

- 3.1 The Business Case deals with a number of plans and ideas which will, when implemented, have an impact on finance. Ideas such as charging for pre-application or other types of specialist advice could lead to the creation of income streams. Overall the aim of the business case will be to improve the quality of the service within the parameters of a reduction in funding from Central Government.

#### 4. Risk Management

- 4.1 This report is most closely linked with the Council’s Corporate / Significant Business Risk No. T1. Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
T1 Failure to integrate services in accordance with the business case leads to full benefits of joint service delivery not being achieved	2	3	The business model and ideas contained within this business care.
F1 Inadequate resources input into programme,	2	4	Full engagement of Corporate

leading to implementation delay and lower quality, resulting in lower savings and resident dissatisfaction.			Managers
E1 Lack of buy in from key stakeholders including actual or perceived deterioration of performance leading to reduced customer satisfaction	1	3	Stakeholder Communication and a programme of review meetings

## 5. Consultations

5.1 Planning Review Steering Group

5.2 PLG

5.3 Portfolio Holders

## 6. Equality Analysis

6.1 The Business Case has been reviewed to assess this in line with current Public Sector Equality Duties. The Business Case has been assessed against the following protected characteristics

Age;  
Gender;  
Gender re-assignment;  
Religion or Belief;  
Sexual orientation;  
Disability;  
Ethnicity;  
Pregnancy and Maternity; and  
Marriage and Civil Partnerships (in terms of eliminating unlawful discrimination only)

6.2 It is not considered that the Business Case or the implementation of any ideas which it presents will have a negative impact on any of the protected characteristics.

## 7. Shared Service / Partnership Implications

7.1 The Business Case deals with the integration of all Planning Services between MSDC and BDC

## 8. Key Information

### 8.1 Context

As well as playing a vital role in the delivery of our Strategic Outcomes our Planning Service is, frequently, the yard stick by which our Citizens measure their experience of, and satisfaction with, their local Council. In that sense it's one of our "shop window" services.

We all recognise that our Planning Services have not consistently achieved the required levels of performance and customer satisfaction and, importantly, Members made sure that arrangements for improvement began for this service very early on in our integration process by authorising the progression of the Planning Review.

Our Planning Services have to change. The current financial climate and the need for an on-going reduction in our reliance on central government funding dictate this.

The aim of the Planning Review was to investigate, design and plan for an integrated Planning Service. A Service that will help both Councils to achieve their Strategic outcomes to the benefit of our Communities and the Businesses we serve. An affordable service that is more responsive to the needs of the local economy and still a guardian to the local environment, one that facilitates the right type of development in the right area, and one that does this as efficiently and effectively as possible.

## 8.2 As is

Table 1 below shows the actual spend from Planning Policy, Development Management, Planning Enforcement and Conservation combined.

	MSDC			BDC		
	2010/11	2011/12	2012/13	2010/11	2011/12	2012/13
Employee Costs	£1,337,288	£1,280,926	£1,162,028	£927,606	£981,689	
Other Service Costs	£91,252	£126,255	£153,483	£246,136	£215,446	
Central Overheads	£456,998	£412,846	£439,580	£463,858	£470,116	
Total Costs	£1,885,538	£1,820,027	£1,755,091	£1,637,600	£1,667,251	
Income	£623,547	£511,695	£500,904	£449,866	£437,688	
Net Cost	£1,261,991	£1,308,332	£1,254,187	£1,187,734	£1,229,563	

Table 1 (Note: Figures for 2012/13 BDC to follow)

The cost of processing planning applications was benchmarked in November 2012 when both Babergh and Mid Suffolk took part in an exercise organised by the Planning Advisory Service (PAS) and the Chartered Institute of Public Finance and Accounting (CIPFA). Table 2 below shows how those costs are split between the various stages of the application process.

<b>Application Process Stage</b>	<b>MSDC</b>	<b>BDC</b>	<b>Benchmark Average</b>
Receipt of Application	9%	13%	8%
Validation	11%	9%	8%
Consultation	17%	13%	15%
Evaluation of Proposal	12%	41%	24%
Delegated report writing	16%	7%	20%
Committee:- report writing and preparation	14%	6%	11%
Decision Notice	15%	5%	6%
Appeals Process	6%	5%	8%

Table 2

The table above shows that the Evaluation process at Babergh and the Decision Notice process at Mid Suffolk are two areas where we can focus initial process reviews.

The benchmarking also provided valuable comparative details on other key areas of the application process. These details are shown in table 3.

	<b>MSDC</b>	<b>BDC</b>	<b>Benchmarked Average</b>
<b>Delegation Rate</b> (The percentage of applications decided at Officer level)	89%	90%	94%
<b>Committee Overturns</b> (The percentage of officer recommendations overturned by Committee)	2%	14%	2%
<b>Appeal Overturns</b> (The percentage of Council Decisions overturned by the Planning Inspectorate after appeal)	24%	40%	26%
<b>PS2 Majors (2012/13)</b>	55%	42%	Target 60%
<b>PS2 Minors (2012/13)</b>	72%	54%	Target 65%
<b>PS2 Others (2012/13)</b>	89%	67%	Target 80%

Table 3

### 8.3 The Review

An initial Members workshop was held in February 2012 to identify a common set of themes that Members from both Council's were keen to see taken forward as part of the Planning Service review.

A Joint Members Steering Group was formed to oversee and guide the ongoing review process. The Steering Group met on a monthly basis and carried out consultation sessions with Staff and Stakeholder groups as well as engaging in visits to other Local Authorities, those already doing things differently, and taking part in workshop activities to create their vision for a new integrated Planning Service.

The information gathered, the Stakeholder involvement, the scoping work that has been done, the benchmarking exercise carried out by staff colleagues and the ideas generated by all, has provided a massive amount of data and potential solutions as to how to fundamentally improve our planning service.

## 8.4 **Service Design and Operating Principles**

These service design principles were defined by Members from both Councils during a special workshop held in February 2012. During the day of the workshop, which was facilitated by the Planning Advisory Service, Members took part in several group discussions to establish what they felt the main priorities for a new integrated planning service should be, what principle the service should adopt and also how the integrated service should operate.

Members decided on the following priorities:

- Improve customer service
- Improve customer experience
- Improve communications
- Add more value
- Reduce cost
- Increase efficiencies
- Re-align resources to reflect the work

Members also decided on some cultural and service specific principles during the workshop, these were:

- A more positive and commercial approach
- Promote self service
- Targeted resourcing
- New ways of working
- Integrated
- Clear, appropriate policy framework
- Supportive

Later on during the Review a set of Organisation Delivery Team (ODT) design principles were created for Corporate Managers to use when designing their new Teams. These principles were also respected during the planning project

During the day of the workshop Members expressed their concerns on the challenges faced by both Councils, on the potential solutions to these challenges and also the issues that even those solutions presented.

### **Service Operating Principles**

The Objective or “purpose” of our Planning Service will be to “Facilitate the delivery of the strategic outcomes of the Council by providing clear and timely planning policy, advice and decisions in an effective and affordable manner.”

Once in place, our new Planning Service will operate within the following principles

- Be focused on the needs of the local community
- Be focused on the needs of the local economy
- Be focused on the needs of environment
- Excellent communication
- Proactive
- Timely
- Affordable

And will be able to be described by the following characteristics

Responsive	Can do	Pro-growth
Trusted	Open	Clear
Consistent	Honest	Speedy
Flexible	Fair	Approachable

## 8.5 The “One Service” Vision

The Planning Steering Group worked in conjunction with Corporate Managers in the Economy Service to build an ideal model to show how our integrated planning services should be set up and function. This model and its themes have previously been presented to Members via JMIB and Political Group meetings and have received cross political support at both Councils. Support was gained at that early stage to ensure that the review worked towards an operating model that was known to be acceptable to Members.

The following diagram (Diagram1) shows the preferred operating model that the review recommends building our integrated planning service around.

By its nature it is impossible to capture every theme or idea within a simple diagram such as this however some of the basic principles included are

- An aim to work towards a single joint planning policy framework. (Note that this does not preclude local or specific planning policies within each District.)
- A risk based approach to decision making
- A work stream for high volume, lower complexity work (**demand led**)
- A work stream for low volume, high complexity work (**place led**)
- Governance aligned in both Councils and optimum delegation levels
- Promoting self service as much as possible
- Increasing Members knowledge about Planning
- Timely decision making
- Introduction of charges for professional advice

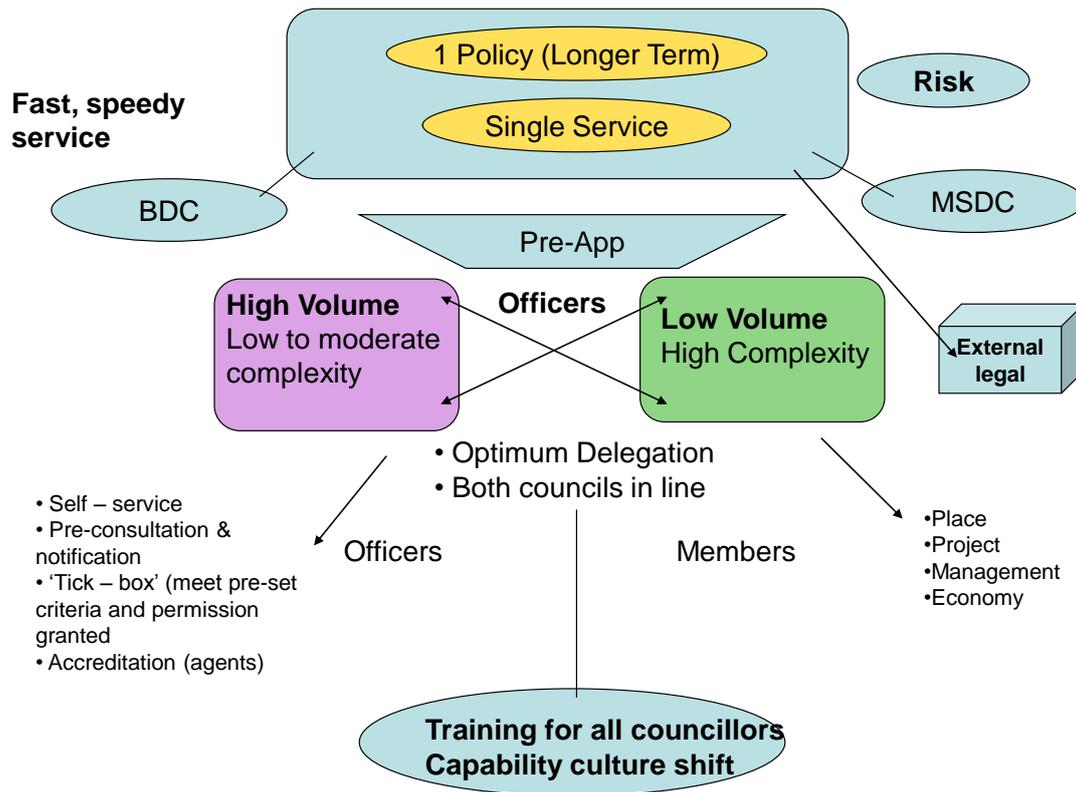


Diagram1

## 8.6 The new Service (A Narrative)

The vision for an integrated planning service was developed by the Steering Group, in conjunction with staff via several workshops and a Stakeholder Workshop. It is geared around keeping our processes as simple and as streamlined as possible.

The integrated planning service will have a clear focus on delivering economic growth, jobs and homes. It will work to develop strong links with our business communities, our stakeholders and partner organisations. It's about being "open for business", and providing a high quality, fast paced service that facilitates responsible development within our districts. Our service will be committed to growth and to delivering jobs and homes, valuing and utilising our heritage assets and balancing the need to protect and enhance distinctive nature of our built and natural environment.

Overall we will be working to create a service that our citizens and businesses trust and value. One our communities are pleased to work with and our staff colleagues are proud to work for. Every effort must be made to increase income, from the improved service, in order to make the financial impact on the both Councils as close to cost neutral as possible.

- **Empowering Customers**

Planning is a complex set of Services. So, we want our service offering to be as simple as possible as often as is possible. For example by providing clear and easily understandable information and creating the ability for our customers to self serve as much as possible, especially for simple permitted development enquiries and for frequently asked questions, in a way that empowers our customers to be able to confidently make their own informed decisions where it is appropriate to do so.

- **Empowering Staff**

Our plan is to ensure technical officers are both trained and able to make decisions on less complex issues and enquiries. Not every application needs to be decided by a full qualified planning officer, and in many cases a highly trained technical officer is just as well placed to provide an answer. We will work to develop a culture of mentoring and support and a risk based approach to problem solving and decision making.

- **Empowering Communities**

The aim is to encourage much wider and earlier local involvement in the planning process. Making it as easy as possible for Town and Parish Councils, local groups and organisations and any other community based groups to become involved in the creation of planning policies that will provide sustainability for their areas.

- **Governance**

In order to reduce processing costs we need to move towards a more risk tolerant system for decision making. Our aim is to utilise our Planning Committees more effectively, so that they only have to decide on those applications that have an impact on our strategic outcomes and/or are likely to cause significant local controversy. Limiting the time spent dealing with householder type applications and those that have very limited public response in order to reduce cost and create more capacity.

The planning service will operate with an optimum level of delegation, with aligned governance practises across both organisations.

- **Spatial policy**

**“To plan for and create the opportunities for sustainable housing and economic growth while protecting and enhancing the environment”**

The review identified that over the longer term, a move to a single Planning Policy framework would be the most efficient and economical solution. It should be stressed that this would not preclude the ability of each Council to have its own specific or individual policies, but rather would ensure that areas of common ground could be covered by developing policies that were applicable to both Districts.

Working with the Planning Advisory Service the review was able to contract the services of a specialist consultancy called Amec. Amec have been working with Corporate Managers and Planning Policy staff over the summer to review the Planning Policies currently in place, the evidence bases held and the suitability of these to allow us to deliver our corporate outcomes, as well as advising what work we need to undertake to close any policy gaps.

- **Growth**

We are currently all wrestling with the implications of the NPPF and are seeking the best way to identify the best opportunities, methods and approaches under the new framework to influence local investment from the business community. However it is not just the inflexibility of our planning framework that can be a hindrance to businesses it is also the speed of decision making, responsiveness to pre-app enquiries, and the difficulty in cross boundary working that can be crucial to an investor's decision to invest. There is an explicit duty on us within the NPPF to co-operate on planning issues that cross administrative boundaries. With the agreement and buy in to the Suffolk Growth strategy and Local delivery plan in place the timing is now right to consider how we set up our planning teams to support not only the delivery of joint strategic planning initiatives but also major projects in the Suffolk area. There is a need to collate and share evidence bases so we fully understand the economy of the Suffolk and its surrounding areas. As we take this forward we will need to make sure this feeds into the future Councils program.

- **Development management**

**“To support the delivery of sustainable growth, informed by our communities, whilst protecting and enhancing our environment”**

### **Pre Application Service**

The opportunity for a new pre application approach has been strongly identified through the review as a chance to better meet the requirements of developers and applicants, to support better quality applications, improve information to all applicants and help reduce inefficiencies in processing applications.

The main findings of the work are that pre application work should be tailored to the needs of the applicant. We will provide a more effective self serve front end with good quality online information supported by an email and telephone follow up service, a Duty Officer Service for face to face advice and offer Planning Performance Agreements, project management packages and dedicated project teams for the more complex major developments as part of a high quality chargeable service.

The following diagram (Diagram 2) shows the various levels of service delivery our new Planning Service would be able to offer, from online self service for simple enquiries through to Planning Performance Agreements (PPA's) for highly complex major applications.



Diagram 2

### **Streamlined and appropriate processing**

The main strategy is about splitting the workload into two distinct work streams, one for highly complex (or major) applications and the other for the lower complexity but higher volume applications.

**“Place” led** (Complex or strategically important) applications will further our work towards delivering our strategic priorities. Clear, strong policies and up to date strategic site information will allow us to be better at reacting to significant development opportunities in our districts. By ensuring sites are available, viable, and also that the sites exist in locations that our local communities understand and can support.

These strategic applications will be handled using a project team approach, with clear leadership and dedication of resources to push vital projects and developments forwards.

**“Development” led** (Low to Medium Complexity) applications represent the bread and butter, day to day workload for the planning service. It is for these higher volume applications that we need to be able to work more efficiently, carrying out less processing. Checking and validating simple applications against the minimum statutory requirements thereby simplifying and speeding up the registration process on less complex applications, with the aim of keeping the cost of processing householder applications within the level of application fee received (i.e. cost neutral)

By ensuring that the appropriate levels of processing are carried out for each application and encouraging officers to take a more risk based approach to their decision making, we will be able to better manage our resources and ensure these are aimed towards delivering our strategic outcomes.

- **Efficient and Effective**

Our vision aims our resources at delivering our Strategic outcomes rather than just processing applications. We still have a duty to determine applications submitted to us; however we will position and use our resource to make simpler, lower risk decisions much more quickly, with much less processing. This will free up our capacity to ensure we move towards our strategic aims and deliver the new homes and economic growth that will in turn deliver financial reward to our organisation.

It should be noted that Central government continue to try to “fix” the planning system by tinkering around the edges, which poses future resource challenges.

For example by increasing “Permitted Development” rights. However, in this case, they are still requiring local authorities to adjudicate over a new type of “prior notification” application that is free to the applicant. The Authority loses the fee income but still has to do the work.

- **Planning Enforcement**

**“Supporting the delivery of growth while protecting the natural and built environment through the enforcement of high quality standards”**

Members have already agreed the need for a more pro-active approach to planning enforcement to seek to prevent issues occurring wherever possible and to improve the services communications. The main elements of this new approach will look to provide an earlier involvement from the enforcement service (including within pre-application and project team work) and to identify how to ensure compliance with planning conditions at the appropriate stage of development. By encouraging local communities to try and resolve localised issues, focus can be given to matters that require more formal action. The review has also identified a focus on business engagement to understand where issues with their activities may occur as they move forward.

- **Community Planning, Heritage and Design**

**“To support local communities in the delivery of high quality sustainable growth and the management of our heritage assets in a manner that both protects and enhances the natural and built environment”**

In response to the Localism Act, 2011 and emerging corporate priorities there is a need to ensure that the quality of new development respects the quality of the natural and built environment which makes Babergh and Mid Suffolk so special. Through the advancement of neighbourhood plans and other community led planning initiatives, development briefs and master plans the team will seek to maintain and enhance the distinctiveness of both Districts. This work will supplement the mainstay activities of the team which will be to provide advice on listed building and conservation matters, including Buildings and Risk. The review has also identified that by working in collaboration with the community and economic development teams public access to the countryside and visitor numbers to the area could be increased.

In order to support these objectives the review has identified the need for a joint Design Guide and the production of further guidance on listed building and conservation matters to encourage ‘self-service’ wherever possible. Linked with this there is a need for a staff development programme to improve capacity.

- **OD – Training and Development**

As well as integration of our staff colleagues from two separate teams into one, we will create a Service that develops and enhances the skill sets of our staff. Enabling them to understand our business and community needs and empowering them to act towards providing the service that meets those needs. The integrated service will target its resources more effectively, using our specialists to do specialist work whilst ensuring that we maximise the use of our experience and abilities.

The newly developed organisational delivery teams have been designed with the progress and outcomes of the planning review fully in mind. For example both Stakeholders and Members voiced an opinion that area based teams would allow better relationships to develop between Officers, Developers and Parishes and create certainty for customers about which Officers are likely to be dealing with matters in specific areas.

## 8.7 **Performance**

Our new planning service will be driven by the need to deliver local economic growth, driven by the need to build strong and sustainable communities and driven by the need to balance what we do with the unique heritage we enjoy in both districts. We will need to work differently

New methods of working require new methods of management, and new methods of performance management. Arbitrary targets such as the PS2 figures tell us nothing about how our communities feel our service helps them. We will need to develop new measures that help us ensure we work effectively for our local businesses and communities.

Our planning service will still, in the very early stages of integration, be working within different processes and procedures. As quickly as possible we will change this.

We will also be inviting staff colleagues to help us review processes and procedures in order that they are as streamlined as possible and help us deliver the improvements in efficiency and effectiveness required. These changes will take place as quickly as possible. We will be able to introduce some changes immediately, whilst some may be contingent on IT solutions or other dependencies.

One change that will be made quickly is how we measure the performance of the service we provide.

We currently measure the performance of our planning department by the use of PS2 figures. This being the percentage of planning applications decided within a certain time period.

What these PS2 figures don't tell us however is whether

- the application was approved or refused
- the application was a resubmission from a previous application
- the applicant is happy with the outcome
- the local community is happy with the outcome
- our resources were used effectively during the course of the application
- the application cost us more to process than the fee we received

Our new measures will be designed to monitor the outcomes of applications. The impact our service has and the level of satisfaction our customers feel. As much as possible we will design and report on measures that are important to our customers, whether they are the applicant or the local community and local businesses.

We will still monitor the time it takes to provide a decision on applications however the focus will be on doing this in as short a timescale as is possible the aim should be within 24 hours of having all relevant documentation and opinions.

The time an application takes will still be seen as important but it won't be allowed to cause us to ask an applicant to withdraw their application and re-submit later using a free go rather than waiting for a couple of days or weeks for extra information.

How we prioritise applications will need to be different too. Having two work streams, one for high volume applications and one for the more complex applications will require us to think differently about whether applications are just dealt with on a first come, first served basis. Applications that provide home, jobs or the stimulus for economic growth might be prioritised by the impact they will have for the community, rather than by arbitrary timescales. Applications for householder extensions could be prioritised by asking the applicants when they expect to carry out the work, if they do not plan to develop until next year we might agree a timescale with them that means we don't work on their application for a few weeks whilst we deal with other more urgent proposals, but we guarantee to deliver a decision by a certain date.

## 8.8 Implementation Plan

The initiation of our implementation plan begins with the official adoption, and ratification of our One Service model. After this the implementation of our One Service model will take place over a number of staged delivery phases.

The Services affected include Planning Policy, Development Management, Planning Enforcement and Heritage. However once implementation begins the work will begin to impact other Services that are linked to our Planning Services such as but not limited to Economic Development, Legal Service and Building Control.

The detailed implementation plan is attached to this document as Appendix 1. Detailed costs and benefits analysis will take place prior to implementation.

## 9. Appendices

Title	Location
(a) Implementation Plan	Attached

## **10. Background Documents**

- 10.1 A New Model of Planning Services Business Case
- 10.2 Business Case Appendix 1: As is
- 10.3 Business Case Appendix 2: Staff Feedback
- 10.4 Business Case Appendix 3: Agents/Developers Feedback
- 10.5 Business Case Appendix 4: Cost & Benefit Analysis
- 10.6 Business Case Appendix 5: Governance

Authorship:  
Ian Reekie  
Corporate Manager  
Business Improvement - Place

01449 724538  
[ian.reekie@midsuffolk.gov.uk](mailto:ian.reekie@midsuffolk.gov.uk)

## BABERGH DISTRICT COUNCIL and MIDSUFFOLK DISTRICT COUNCIL

### PLANNING REVIEW REPORT APPENDIX 1 – IMPLEMENTATION PLAN

The initiation of our implementation plan begins with the official adoption, and ratification of our One Service model. After this the implementation of our One Service model will take place over a number of staged delivery phases.

The Services affected include Planning Policy, Development Management, Planning Enforcement and Heritage. However once implementation begins the work will begin to impact other Services that are linked to our Planning Services such as but not limited to Economic Development, Legal Service and Building Control.

The Implementation Plan provides detail for the first six months of activities. After that detail is provided at higher level.

<b>Start Date</b>	<b>Activity</b>	<b>Completion Date</b>	<b>Approx Cost</b>	<b>Outcomes</b>
October 2013	One Service Model adopted by Strategy and Executive Committees	<b>October 2013</b>	N/A	Implementation Programme can begin
October 2013	<b>Communication of the new Service Model</b>	<b>November 2013</b>	£2000	Creation of an awareness and understanding of the new Service Model and the implementation plans.
October 2013	Ensure all Members and Officers are aware of new Service Model	November 2013	-	Members and Officers are aware of, understand (and support) the new Service Model and the implementation plan
October 2013	Ensure our key Agents and Developers are aware of new Service Model	November 2013	-	Developers and Agents are aware of, understand (and support) the new Service Model and the implementation plan
October 2013	Ensure our Parishes and other Key Stakeholders are aware of new Service Model	November 2013	-	Parish Councils are aware of, understand (and support) the new Service Model and the implementation plan

October 2013	Ensure Community Groups are aware of new Service Model	November 2013	-	As many Community Groups as possible are aware of, understand (and support) the new Service Model and the implementation plan
November 2013	Create Stakeholder Groups	December 2013	-	Key stakeholder groups are formed to feed into and support the implementation plans
October 2013	<b>Establish Project and Project Governance</b>	November 2013	-	
November 2013	Recruit Project Manager	April 2014	£20000 <sub>(est)</sub>	Approx 20 days resource setting up project, developing project plans, and supporting project delivery.
November 2013	Recruit Project Support Officer	April 2015	£20000 <sub>(est)</sub>	
October 2013	Establish Project Board	November 2013	-	
October 2013	Establish Meeting Schedules	November 2013	-	
October 2013	Establish Project Work Groups (Teams)	November 2013	-	Staff become fully engaged in project
October 2013	<b>Finalisation of Work Packages (WP)</b>	November 2013	-	All work packages deliver medium to long term improvements and positive contribution towards budgets.
November 2013	<b>Implementation of Urgent Work Packages</b>	April 2014	-	
November 2013	WP1 – Planning Training arranged for all Members. To be delivered as soon as possible within six months	April 2014	£10000 <sub>(est)</sub>	Increased Member knowledge of the Planning System for all Members at BDC and MSDC.
November 2013	WP2 – Registration and Validation Process	April 2014	-	National Validation Requirements only used for Householder

	Streamlining			Applications.  Simplified registration and validation processes in place for all applications.
November 2013	WP3 – Self Service and Online	April 2014	To be investigated as part of Work Package	Increase in customer ability to self serve for planning services.  Customers are able to resolve simple queries and requests online.  Consultation processes are completed online.
November 2013	WP4 – Community Planning, Heritage and Design  Develop standing advice  Develop FAQ web pages	April 2014	-	Speed up internal consultation process.  Frequently asked questions on website allow customers to answer simple queries
November 2013	WP5 – Planning Enforcement Review in light of resignation of incumbent Manager	April 2014	-	Service Continuity

November 2013	WP6 – Create Planning Policy Work Programme and get agreed.	April 2014	-	A clear and achievable programme of work is agreed and in place for planning policy work.
December 2013	WP7 – Design Business Process Redesign <b>(BPR)</b> Programme	April 2014	-	Efficiency and effectiveness increased.
December 2013	WP8 – Work Packages are prioritized, planned and allocated to project teams.	April 2014	-	A clear programme of activity is created. Responsibilities are known and understood.
<b>High Level Programme beginning January 2014.</b>				
<b>Date</b>	<b>Activity</b>	<b>Completion Date</b>	<b>Approx Cost</b>	<b>Outcomes</b>
Jan– Mar2014	WP9 – Work Packages begin to be implemented in order of agreed priority	December 2014		All implementation work is begun during 2014.
Jan- Dec 2014	Backfill Officer and Admin Posts in order to free up resource to take part in Work Packages		£150000	Officer engagement in project
	WP - Review and align all service documentation			All documentation is presented in a manner that is as clear and easy to understand as possible.  All documentation has been reviewed to ensure this facilitates good “Demand Management” (i.e. does not generate or encourage additional or unnecessary activities, or where necessary ensures these activities are carried out using the appropriate contact channels)

	WP - Pre Application Services BPR			<p>Encourage use of Planning Portal</p> <p>Charges introduced for Pre-Application Service</p> <p>Charges introduced for Expert Heritage Advice</p> <p>Reduction in the number of invalid applications</p> <p>Improved relationships with Developers and Agents</p>
	WP - High Volume “Fast Track” (Low to Moderate Complexity) BPR			<p>Risk based outlook and approach to decision making.</p> <p>Appropriate processing of applications according to impact.</p> <p>Very High Delegation levels in this work flow.</p>
	WP - Low Volume (High Complexity) BPR			<p>A cross service “Project Team” approach to applications developed.</p> <p>Increase in the use of Planning Performance Agreements to manage timescales and progress of applications</p> <p>Appropriate processing of applications according to impact</p>

				Appropriate Delegation levels in this work flow.
	WP – Review Section 106 arrangements (tie in with current CIL work)			Enable easier spending of new S106 monies.  Aligned policies between BDC and MSDC
	WP – Align Planning policies as and when new are required. (Seek Member agreement first)			
	WP - Develop OD Programme for Planning Services			Skills and capabilities are increased in Planning Service areas
	WP – Legal/Planning – Align working practices and operational needs			Increased efficiency in working arrangements between Legal Department and Planning Services. Efficiency increased in both service areas.
October 2013	WP – Site Allocation Work	November 2015		
External Dependencies	WP - Accommodation Arrangements	External Dependencies		
External Dependencies	WP - IT Arrangements	External Dependencies		