

APPENDIX 1

Assessment of Achievement of Project Outcomes - Planning Improvement Project

Outcomes for the project	Measures of success	Progress 23/3/12	Next steps
<p>Improved understanding of the social and economic objectives which underpin planning applications to help to overcome negative impacts</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Appeals performance • Complaints performance • Performance against government targets 	<p>Assessment of individual development needs using Competency Framework and completed whole service audit of staff enhanced skills and knowledge needs. These being used to devise training and development programmes, with built-in assessment of progress, to broaden understanding.</p> <p>Team Managers required to give more guidance in contentious or challenging cases.</p> <p>Commitment through the National Park Management Plan outcomes and Planning Service Plan to ensure regard for social and economic objectives</p> <p>Promotion of the Planning Service as a 'listening service' through website and through office and member correspondence, articles, surgeries, presentations.</p>	<p>Team Managers and Head of Service to agree training and development needs in the staff appraisal process by April 2012. Training & development needs addressed by October 2012</p> <p>Team Managers and Head of Service through routine and regular workflow management to ensure that planning officers show awareness of social and objective objectives</p> <p>Head of Service and Planning Liaison Officer to review 2012 communications approach, with Head of Communication, covering events and other actions and means of communication, including promotion of more opportunity within resources for proactive and pre-application engagement e.g. publicity to encourage pre-application discussion, procedures to engage technical consultees in pre-application work</p>

<p>Improved workflow performance management</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Complaints performance • Performance against government targets • Database integration • Electronic access • Member survey 	<p>E-enabling work reviewed and new electronic systems implemented for planning applications and general enquiries, to establish more reliable, more auditable and more accessible files and data systems.</p> <p>Monitoring systems established to allow effective management of workflow e.g. consultation response times, letter and e-mail response times, more detailed workload breakdown per team/case officer, more detailed performance data for teams/ case officers</p>	<p>All staff, through 2012 mid-year appraisal reviews, to confirm they are fully working to e-systems.</p> <p>Acquisition of e-data tablets so that officers can have access to key electronic documents for site visits/meetings.</p> <p>Head of Service with Team Managers to continue to ensure that workflow management within Planning Service is consistently applied. Team Managers further embed routine and regular work management within their responsibilities, and Head of Service to monitor overall workflow performance.</p>
<p>Greater perceived consistency and unambiguous explanation in advice and decision making</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Complaints performance 	<p>Identification and development of those knowledge, understanding and skills needs which should be provided on a whole service basis. eg staff training on LDF policy interpretation issues, permitted development, wind turbines.</p> <p>New system of combined team meetings, including with policy planning team, to discuss professional and technical issues.</p> <p>Team Managers engaged in case officer advice earlier in the process.</p>	<p>Internal design workshop arranged for 30th May 2012, including design tour to learn from examples on site and develop more consistent approach to design solutions.</p> <p>Head of Service with Team Managers to continue to ensure that workflow management within Planning Service is consistently applied, and that reports, correspondence and other communications promote consistency and clarity of advice and decisions.</p> <p>Further provision (until September 2012) of development for officers of good</p>

		<p>Area Teams working more closely together on case allocations and reviews, to build greater consistency.</p>	<p>communication skills.-negotiation and assertiveness skills, presenting positive messages, report writing, plain English training</p>
<p>Improved communication with communities, local residents and others, and their constituent council representatives, resulting in greater understanding of the planning process and decision making</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Complaints performance • Database integration • Electronic access • Member survey 	<p>Planning Service Guide and Parishes Accord published to inform the public of commitment to improved service delivery and procedures for public engagement with the planning service.</p> <p>Continuation of planning surgeries and attendance at agricultural shows and other local events - Calver ,Bakewell, Hope and Manifold ValleyShows</p> <p>Pre-application involvement with the community on major schemes e.g. Hartington, Bakewell Riverside</p> <p>Attendance at parish council meetings to e.g. Hartington, Foolow, Rainow, Bradfield, Bakewell Town Council and presentations at Parish Forum and annual Parishes day</p> <p>Planning “good news” items in Park Life and Parish Speak.</p> <p>Web site reviewed and improved. All current planning application information(non confidential) now available to the public on the web site.</p> <p>All Planning Service standard correspondence templates reviewed</p>	<p>Meetings with local clusters of parishes as part of Authority initiative</p> <p>Work with Peak Park Parishes Forum, Constituent Authorities and other Authority services to further develop engagement with parishes and communities</p> <p>Produce a video of the role and work of Planning Committee.</p> <p>Invite groups of parish councillors to witness planning meetings and receive briefing from Planning Liaison Officer on planning processes.</p> <p>Head of Service and Planning Liaison Officer to put in place a planned programme of development management engagement events for 2012/13 and ensure feedback is gathered and reviewed.</p> <p>Complete development of e-access to planning case information for constituent authorities and their representatives. By May 2012, Confirm arrangements and processes for consultation on planning applications to ensure constituent Council officers and representatives are fully integrated into application processes</p>

		<p>and improved with Head of Communications to promote understandable and enabling communications.</p>	
<p>A broader development management ethos through a service that listens, facilitates and enables</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Complaints performance • Member survey • Database integration • Electronic access 	<p>Members planning training programme and training pack include principles of development management.</p> <p>Members enabled to engage more in pre-application discussions on major schemes – e.g. Bakewell Riverside, Hartington, in accordance with Members’ protocol.</p> <p>Monthly meetings with Chair and Vice Chair of Planning used to help identify development management solutions</p> <p>Management intervention to identify scope for creative solutions to achieve corporate objectives.</p> <p>Individual performance targets linked to service plan focus on development management.</p> <p>Structure of cross service meetings carried out to identify an integrated approach to achieving outcomes in line with corporate objectives.</p> <p>Staff training carried out on the application of development management principles. Further training</p>	<p>Member Protocol to be re-presented to Authority meeting when Localism Act clarifies the legal background.</p> <p>Training Events</p> <ul style="list-style-type: none"> • In house workshop to improve design awareness and improve quality and consistency of advice. Arranged for 30/5/2012. • In house sessions to be arranged for Habitats and Species protection and Sustainable Development. <p>Agents forum to be held on May16th 2012 to work together through planning application validation issues, the implications for development management in the National Park of the National Planning Policy Framework, the Authority’s Core Strategy, and to engage with officers on forthcoming issues and options for Development Management policies.</p>

		<p>events carried out e.g. developing common understanding and interpretation of new LDF policies.</p> <p>Priority given to pre-application advice on schemes which directly impact on park purposes and corporate objectives e.g. formation of Hartington Liaison Group. Bakewell Riverside, Newburgh Engineering Site Bradwell.</p> <p>Agents Forum in the course of preparation.</p> <p>Review and promotion, including through website and publications, of duty officer and customer service planning adviser service.</p>	
<p>Improved practices for member engagement</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Complaints performance • Performance against government targets 	<p>Electronic version of members' planning training pack prepared allowing expedited member training.</p> <p>. Through leadership of the Chair of Planning put in place improved officer and member support and respect in decision-making, including at Planning Committee</p> <p>Developed increased opportunities for feedback from the public to members eg Chair of Planning invitation to public through Park Life.</p>	<p>Members' planning training pack updated annually.</p> <p>Produce members Protocol. for engagement on pre-application discussions by September 2012</p>

		<p>Joint officer/member engagement opportunities planned and agreed with Director, Head of Service and Chair and Vice Chair of Planning, including at planning surgeries.</p>	
<p>Improved working arrangements between planning service staff and other staff to ensure that customers are given a 'one Authority' approach</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Complaints performance • Database integration • Electronic access • Member survey 	<p>With support from the Customer Relations project critical friend, carried out a cross services review of planning application processes relating to IT systems, planning policy interpretation, technical consultation responses and customer service .</p> <p>Planning administration team incorporated into Customer Services Team.</p> <p>Internal consultation arrangements reviewed and electronic processes in the course of implementation</p> <p>Cross service agreements made on application validation requirements.</p> <p>Duty officer system reviewed and improved in consultation with Customer Services Team to establish clear and co-ordinated public service responsibilities.</p> <p>Systems established for Authority services to check planning enforcement status of sites.</p>	<p>Complete improvement of cross service working arrangements and agree means of promotion of single-authority approach to the public by June 2012</p> <p>Complete Service Level Agreement between Customer Services Team and Planning Service for planning administration support arrangements by April 2012</p>

<p>Improved integration across Authority services at pre-application stage</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Complaints performance • Database integration • Electronic access • Member survey 	<p>Wider Authority services involved in development management team approach to advise on major developments.</p> <p>See above section on “one Authority approach” for improved cross service working arrangements.</p>	<p>Review and develop a new corporate approach to assisting sustainable developing actions in line with adoption of Climate change SPD in October 2012</p> <p>Complete improvement of cross service working by reviewing and agreeing case-based arrangements for specialist inputs to planning. by May 2012</p>
<p>Improved standards of customer service</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Complaints performance 	<p>Assessment of communications and listening skills needs of all officers following 2011 JPARs.</p> <p>Individual communication improvement programmes(verbal , written and listening skills) for professional staff agreed and in the course of implementation</p> <p>Responses times improved by new workflow systems and correspondence data capture, - responses in 15 days up from 56% (Q1 &2) to 76% in Q3.</p> <p>System introduced whereby all potentially contentious external letters, email letters, and reports are checked by line managers before despatch to ensure quality of tone, content and clarity.</p> <p>Standard Procedures introduced for recording of meetings with the public.</p>	<p>Implement individual communication and inter-personal skills development programmes. Achieved by September 2012</p> <p>New ways of communicating considered and developed including addressing clusters of parishes at meetings,. Achieved by September 2012</p> <p>Implement local fee setting if legislation allows.</p> <p>Report outcome of CIPFA benchmarking exercise to Planning Committee., possibly April or May 2012</p> <p>Carry out Value for Money study and report to Audit, Resources & Performance Committee in September 2012.</p> <p>Produce a video of the role and work of Planning Committee. by May 2012</p> <p>Invite groups of parish councillors to witness planning meetings and receive briefing from Planning Liaison Officer on planning processes.</p>

		<p>Reviewing planning-related questions in Residents Survey to focus on up-to-date rather historic basis for assessment of service provided</p> <p>Website improved to make it more informative, interactive, easy to use and up to date</p> <p>Video in the course of production celebrating work of the service</p> <p>Issued Planning Service Guide and Parishes Accord which set the levels of service the public can expect to receive and define reciprocal arrangements for responsive planning decision making</p> <p>Participation in CIPFA/Planning advisory service benchmarking exercise as a prelude to introduction to local application fee setting and benchmarking of services. This will provide resources and Value for Money information to upgrade services in the interests of improved customer service</p>	
<p>Improved e-enabled access to and engagement with planning service</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey • Complaints performance • Database integration • Electronic access • Member survey 	<p>Website improved to make it more informative, interactive, easy to use and up to date</p> <p>All non-confidential current planning application information now available to the public on the web site.</p>	<p>Review the enquiry demands on duty officer and customer services team as an outcome of improved e-access to planning records and information.</p>

<p>Promoting a greater focus on the achievement of sustainable development outcomes</p>	<ul style="list-style-type: none"> • Residents survey • Bi-annual national park planning survey <p>Complaints</p>	<p>Climate Change and Sustainable Buildings Supplementary Planning Document in the course of preparation, to be adopted in October 2012</p> <p>Training commenced for all planning officers to have a consistent approach to the promotion and negotiation of sustainable development through pre-application advice, casework, and other contacts</p> <p>Specific expertise developed in the service by training of one officer who cascades information to the rest of the service</p>	<p>Climate Change and Sustainable Buildings Supplementary Planning Document public consultation draft reporting to 13th April 2012 Planning Committee.</p> <p>Complete development and officer training for an integrated Authority approach for sustainable development advice and guidance</p> <p>Planning officers engage in promotion of Authority grant schemes in proactive discussions with developers</p> <p>Design training for officers to incorporate design issues with renewable energy technologies</p>
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