

PLANNING SERVICE IMPROVEMENT PLAN

“Improving the customer experience”

February 2023



NORTH
NORFOLK
DISTRICT
COUNCIL

1. Introduction

The planning profession has faced enormous change and challenge over recent years, not least the pandemic and resultant process changes, introduction of different ways of working and engagement opportunities with local authorities. Customer requirements and expectations have also shifted.

Town and Country Planning is a local authority front line service and generates significant levels of public interest and participation. It is therefore befitting that performance and the level of service provided should be subject to continuous review and improvement.

In March 2022, the Council's Overview and Scrutiny Committee supported the production of a 'Planning Service Improvement Plan' (PSIP), aimed at addressing key issues, namely:

- Speed of decision making.
- Communication with stakeholders and Members.
- The provision of and access to information, and
- Alignment of planning and sustainable growth interests.

The recommendation of the Director for Place and Climate Change was that the planning service should aim to be within the top 25% performing local planning authorities within the next 24 months and that the PSIP should set out the steps necessary to achieve this, whilst actively addressing the identified issues above. The Committee supported this aspiration.

The PSIP is formed of two parts, firstly the 'Strategy' element which sets out the strategic themes and areas of focus, and secondly, the Action Plan. This Action Plan sets out a range of actions across all themes aimed at delivering on the strategic aims.

The PSIP is primarily aimed at the Development Management (DM) function, although there is cross over with other service elements, including the Council's Conservation, Design and Landscape team and building control service. As such, the content of the Plan will be limited to primarily addressing the identified DM related issues. Other aspects of service area reform will of course be subject to ongoing review alongside this process, but the scope of this Plan needs to be more focused in order for it to be deliverable in the necessary timescales.

This Strategy has been prepared by the Director for Place and Climate Change.

2. The Vision

In seeking continuous improvement for the service, it is considered that a clear vision is necessary, to be read alongside the Councils corporate vision. To this end, the proposed vision for the North Norfolk Planning Service is:

- to be recognised for being an innovative and effective planning authority, which positively and proactively engages with communities and stakeholders to enhance places and enable sustainable growth, and
- to have an up-to-date and joined up spatial planning framework; effective infrastructure planning; high performing development management, planning enforcement and building control functions and integrated and engaging specialist planning and design services.

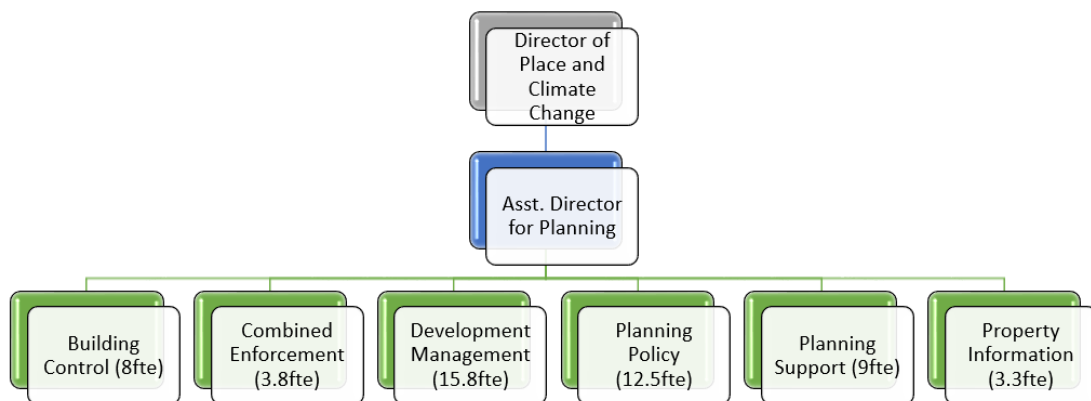
3. Current Position and performance

During 2020 the Planning and Sustainable Growth service areas combined to form one single directorate, as part of the management restructure, under the newly created Director for Place and Climate Change role.

The planning service has responsibility for maintaining and improving the district's natural and built environment. The role of the service is to:

- determine all forms of planning and other related applications.
- deliver a Local Plan and planning policy.
- protect and enhance conservation areas and listed buildings.
- deal with tree preservation order applications and reviews.
- provide general planning and related advice to the public.
- deal with planning appeals.
- undertake planning enforcement.
- provide Land charges, Street naming and numbering and property data services

The service comprises of the following structure:



Development Management Performance

The performance of local authorities in deciding applications for planning permission is considered crucial in achieving the enabling of development to deliver new homes and sustainable growth.

Government introduced their approach to measuring the performance of authorities in the Growth and Infrastructure Act 2013, with this being based on assessing local planning authorities' performance on the speed and quality of their decisions on applications for major and non-major development. Where an authority is designated as underperforming, applicants have had the option of submitting their applications for major and non-major development (and connected applications) directly to the Planning Inspectorate (who act on behalf of the Secretary of State) for determination. This threat of designation therefore provides a clear incentive for authorities to meet the performance standards to retain control over decision making in their areas and avoid reputational harm.

The Government defines the criteria for assessing local planning authority performance in determining planning applications. Performance is assessed against:

- The speed of determining applications for major development
- The quality of decisions made by the authority on applications for major development
- The speed of determining applications for non-major development;
- The quality of decisions made by the authority on applications for non-major development.

In situations where a local planning authority is consistently underperforming against these measures, a local planning authority can be designated only if the Secretary of State considers that there are respects in which the authority are not adequately performing their function of determining applications. Recently an authority in Essex has faced such a designation.

Development Management performance is regularly reported to Development Committee.

Most recent statistics indicate that 87.5% of major applications are determined within the statutory time limits (including extension of time agreed periods). This is well above the 60% Government target. Similarly, non-major application applications are currently at 80%, also above the 70% target. Therefore there is no current threat of designation by Government, although this level of performance can, and will improve so that a figure of at least 90% is sustained over a rolling 24 month period.

Image 1 below depicts the number of major planning applications subject to an agreed extension of time. As will be observed, the total number has increased over the past two years, whereas the mean figure across the eastern region notices a decline on the reliance of extensions of time over the past year. Although the performance statistics reported will show a positive figure in terms of speed of decision, this statistics does indicate that applications are taking longer to process than is desirable.

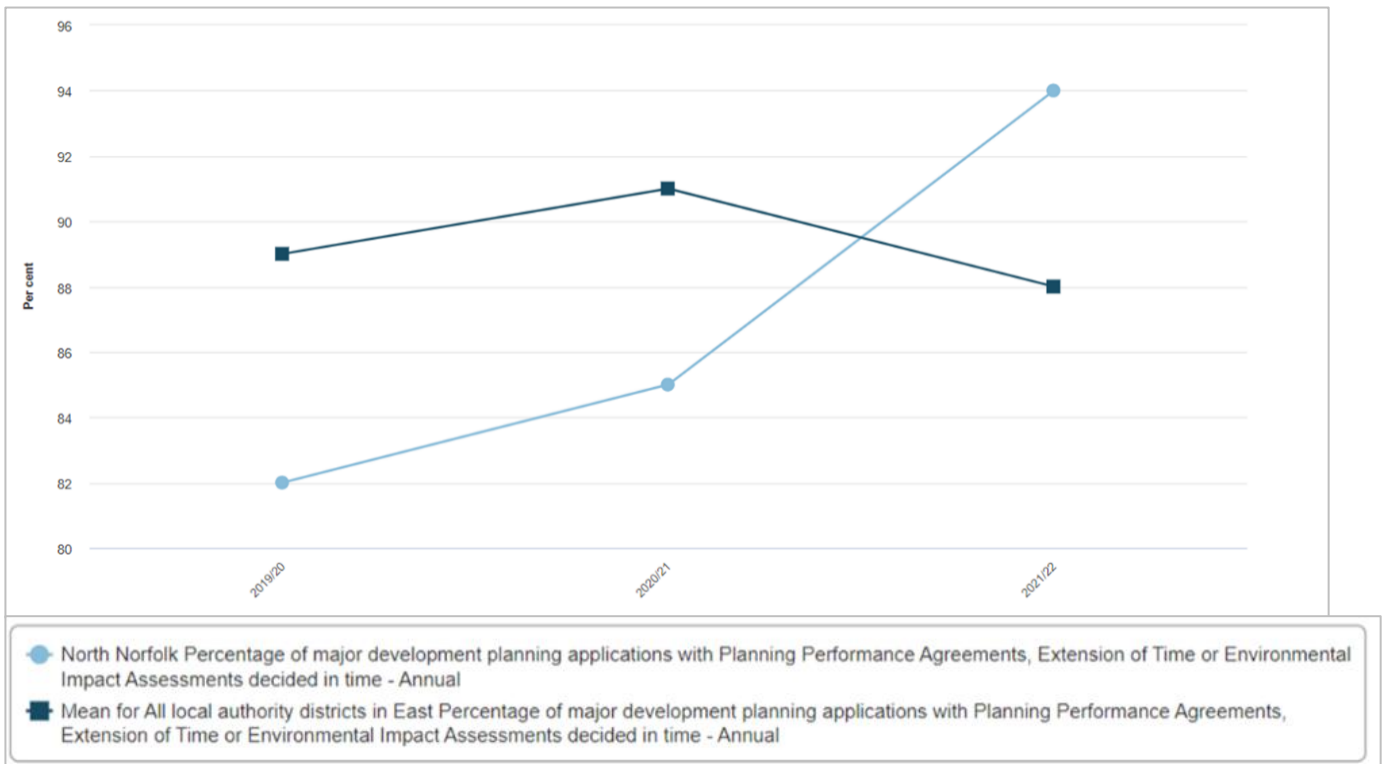


Image 1: % of major planning applications with Extensions of time in place

For recent comparative purposes, the following table 1 indicates how North Norfolk District Council compares to other LPAs within the eastern region in terms of performance and cost.

Measure	NNDC	Eastern regional average
% Of major applications with EoT determined in time 2021/22 Q4	100%	80%
% Of minor applications with EoT determined in time 2021/22 Q4	93%	88%
% Of other applications with EoT determined in time 2021/22 Q4	95%	92%
Total expenditure – Planning and development services per head of population 2021/22 GBP per person (circa)	£38	£55

Table 1: NNDC performance relative to other Eastern region LPAs

North Norfolk generally compares favourably with other local planning authorities across the eastern region, with performance higher than the mean and a lower total expenditure per head of population. NNDC performs less well when considering its greater reliance on extensions of time, which although agreed with applicants, does demonstrate performance needs to be improved to meet the normal (and expected) timescales of either 8 or 13 weeks.

Of course, there is still significant room for improvement and a need to sustain high levels of performance and customer satisfaction over the longer term, with these aims being paramount to this Planning Service Improvement Plan.

Challenges to this centre around clearing some historic applications, which once determined, results in reducing the rolling performance figure. Therefore, only a sustained period of high performance can make a significant difference to this rolling assessment. It therefore follows that there is no quick fix, however, it is important that the foundations are in place so that high performance becomes the norm.

Staff levels are a significant concern, with recent departures at the senior level highlighting the fragility of planning staff rosters. The national shortage of planners is accentuated in North Norfolk with recruitment (and retention) being particularly difficult in comparison with the larger or more urban authorities.

Resourcing and performance issues are also evidenced at the national level with the Planning Inspectorate facing a shortage of Inspectors and continued underperformance, with significant delays to appeals being scheduled or held and subsequent delays to determination.

4. National Context

NNDC is not alone in the challenges it faces but it is acknowledged that perceptions may have altered because of the changes in working practices brought about during the pandemic.

Negative perceptions may have also been compounded by the Nutrient Neutrality guidance, which has effectively frustrated decision making in the short term, resulting in customer dissatisfaction and uncertainty. Whilst NNDC is not responsible for this, it is being proactive alongside our neighbouring authorities in seeking solutions.

The recent change in stance on Nutrient Neutrality in putting responsibility on the water companies and Natural England is a positive step but will take time before real progress is made.

Nationally, local planning authorities have observed the following.

- A drop in the speed of application decision making (with the average being less than 60% determined within time - DULHC)
- Increased use of Extension of Time
- Slower validation times (some over 8 weeks)
- Increase in householder applications
- Cuts to planning service resources
- Increased scrutiny of applications/work of officers
- Hostility – objections increasing

The Levelling-up and Regeneration Bill was published in May 2022 and proposes several significant changes. As far as these relate to development management, these include a new route to varying planning permissions, increasing the weight afforded to development plans, the monitoring of build out rates and raising of planning fees. There are also proposed changes to the enforcement regime with longer time frames for action.

The raising of fees provides the potential for significant change, with the reinvestment of income into increasing resources and technological improvements. This would lead to significant improvement increases through increased capacity and resilience.

The Bill is currently going through the Committee stage in the House of Commons. The service is awaiting the outcomes and officers will react and advise accordingly as the Bill progresses.

5. The challenge

In conjunction with the issues identified by O&S, there are also a wider set of challenges that need to be considered via this Plan. Namely:

- The perception of the service (and the Town Planning profession generally)
- Expectations of stakeholders versus the reality – management of expectations
- Statutory consultee response timings – common cause of delay
- Constant Government changes to the planning and building control systems
- Continuing impact of the pandemic e.g., working practices, capacity, and financial position
- Recruitment and retention – incredibly challenging recruitment market
- Nutrient Neutrality (hopefully only over the shorter term but experience elsewhere in England suggests longer)

While many of these are not within the control of the local planning authority, it is necessary to consider these challenges and ensure this Plan meets these challenges with solutions where possible.

The Action Plan will take these challenges into account and put forward measures that will address the perception, encourage more timely consultee responses, provide mechanisms to try and affect Government planning policies and to ensure that a well-trained and motivated workforce can be recruited and maintained.

Officers within the service have recently undertaken a series of workshops with a view to identifying issues and opportunities pertaining to service delivery. This will be supplemented by the results of the intended Agent Forum, Town and Parish Council workshops and customer engagement surveys as those results are made known.

The officer workshops identified areas of potential improvement - some of which can be achieved in the very short term, with others requiring further investigation and consideration.

Key matters affecting performance that were identified included:

- Technical and IT related issues, leading to duplication of efforts
- Lack of focus on customer service, insular approach to work
- Insufficient training when new software was originally introduced
- Bottlenecks and inconsistencies in communication around processes
- Timeliness around consultee responses, including internally

It is anticipated that the external scrutiny will identify similar themes.

This Planning Service Improvement Plan provides the correct mechanism to bring about change and attention to these key matters.

6. The Strategy

The Strategy itself is straightforward. It involves information gathering, followed by evaluation and then identification of measures that can be implemented straight away. Further to this, and most importantly, an Action Plan detailing the full extent of proposed actions is to be produced for ratification by O&S before implementation. Collectively these two phases comprise the Planning Service Improvement Plan.

The Strategy Timetable:

Activity	Timescale	Comments
Undertake identified quick wins	Ongoing	<i>Implementation of improvements has already commenced.</i>
Staff Engagement	Aug 2022	<i>Across all levels of the service.</i>
Service level processes, structure, and customer journey review	Sept/Oct 2022	<i>PAS DM Challenge Toolkit approach to ensure best practice.</i>
District Councillor Engagement	Oct 2022	<i>Initial engagement with selected Members as part of the PAS themed workshops.</i>
Town and Parish Council Engagement	Oct /Nov 2022	<i>T&P Council Forum / targeted survey.</i>
Residents Engagement	Nov 2022	<i>Social media and outlook. Questionnaire. Feedback through outlook/social media/webpages</i>
Develop Action Plan	Oct - Dec 2022	<i>To address O&S / DM Toolkit findings.</i>
Agree Action Plan	Feb 2023	<i>O&S Meeting 14th February 2023.</i>

Implement Action Plan	Feb 2023	<i>It is anticipated that most of the plan will be delivered by Autumn 2023 with ongoing monitoring and consultation.</i>
Planning Customer Engagement	April 2023	<i>Dependent on Nutrient Neutrality progress.</i>
Annual Monitoring	Dec 2023	<i>O&S Updates on annual basis (or as requested).</i>

Activity Commentary:

Staff Engagement

Since conception of the Improvement Plan, staff have been fully engaged. This has included a whole service meeting to discuss the strategic and political aims, followed by several team level meetings and individual representations. This engagement has highlighted several areas where value can be added that would lead to improved performance. Staff have considered the service from a customer perspective also and this has been factored into the responses and matters discussed to date.

Customer Engagement

A wide range of customer engagement is to be conducted across four main areas: Town and Parish Councils, District Councillors, residents, and planning service users.

Town and Parish Councils are to be surveyed in the first instance followed by discussions at the Town and Parish Council Forum and, as appropriate, directly with each Council.

District Councillors are to be directly consulted to discuss their experiences of using the service and to understand requirements necessary for elected members to represent the public when in engaging with the planning service.

Residents are also to be consulted via the Council's Outlook magazine inviting completion of a targeted survey and provided with the opportunity to submit any specific comments.

Planning service users will receive surveys aimed at improving stakeholder engagement during 2023 with a protocol for continual feedback being developed.

As of the 1st of August 2022, all applicants (planning applications and pre-applications), when receiving acknowledgement of their applications have been notified of our intention to request the completion of a customer survey, with the option to 'opt out'. This will be a standard letter clause so that annual monitoring can take place without any infringement of GDPR.

The current nutrient neutrality issues mean that the full spectrum of applications is not being determined. This in turn would affect the survey outcomes if undertaken now. As such, and

as previously indicated, a pause is in place until the optimum time. It is envisaged that this will be from Spring 2023.

Service level processes, structure, and customer journey review

This is a key element of the Strategy. A full review of the key development management practices is required to evidence, highlight, and address operational practices that prevent optimum performance. Examples include the Council's planning software, which was introduced without the benefit of full training for staff or a full range of templates to avoid the need for duplication of efforts.

The Planning Advisory Service introduced a development management toolkit in 2015, and this has recently been updated. It includes fifteen sections dealing with every aspect of development management and aids LPAs to define poor to excellent performance across a range of activities. In short, it is a health check that is used to inform improvement plans with example of best practice available in the areas reviewed. Officers conduct the evaluation on a non-hierarchical basis, which leads to a full debate on how to improve. This approach is to interrogate current practices, discuss what good practice looks like and use the feedback to inform any redesign.

In addition to the Toolkit, a review of the service structure will be undertaken to ensure it is fit for purpose and a full review of the 'customer journey' in relation to the application process will be conducted to ensure that our customers are at the heart of our decision making. An outcome of this will be the creation of guidance for residents to assist with understanding and navigating the planning system when submitting a householder planning application.

The relationship and level of service provided to Members and Town/Parish Council is integral and will form a major component of the review and subsequent action.

Moreover, how we communicate with stakeholders will be reviewed and improved with a clear aim of expediting responses to avoid any undue delays to processing of planning applications.

Undertake identified quick wins

A number of easily implemented changes have been identified since this Plan work started. As the process unfolds there will be further opportunities and this strategy will ensure that these opportunities for positive change are undertaken now, and not stored to the end of the process. By the time this Strategy is considered by O&S Committee, a selection of structural and process changes will have already been implemented to address the immediate concerns raised by staff.

Action Plan

The Action Plan has been developed so that it addresses the issues identified and sets out a range of SMART actions and targets, all aimed at meeting the aspiration to be a high performing local planning authority, which is receptive and cognisant of customer requirements.

Once agreed the Action Plan will be implemented immediately with the expectation that most actions will be completed by Autumn 2023, although software-based solutions may require additional time, given the likely reliance on external consultants etc. The need for rapid improvement needs to be balanced against long term sustainability, however, the focus is on as early a delivery of solutions as possible.

Annual Monitoring

Monitoring of progress and performance will be continual with annual reviews being made available to Overview and Scrutiny Committee, with resultant SMART measures to induce the necessary improvements to the key areas identified by Overview and Scrutiny Committee.

Day to day performance will remain a service management function with a clear focus on customer service and planning performance during all staff and management meetings.

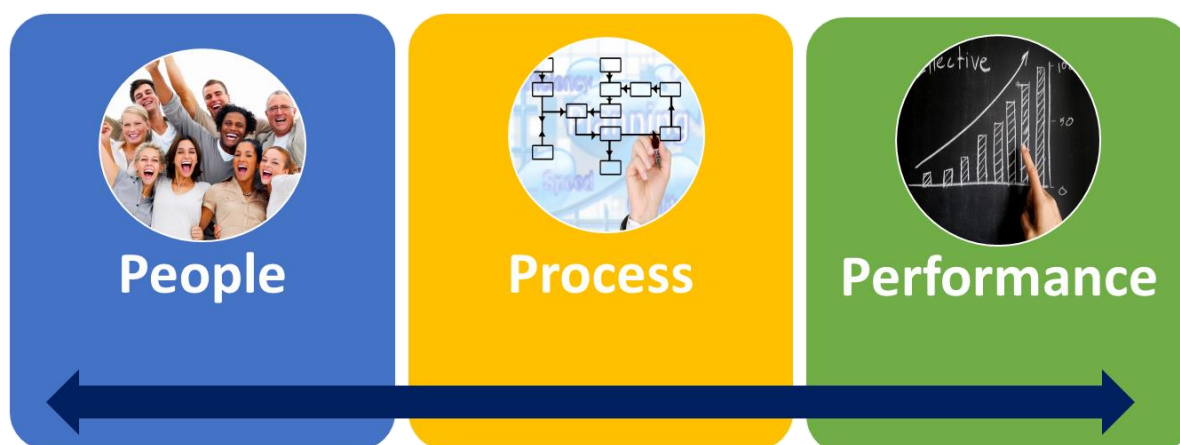
7. Action Plan

The Action Plan has been developed following agreement of this overarching Strategy and covers a wide variety of improvements (set as SMART objectives) across the development management area, and these are grouped under three key areas.

People – including customers, stakeholders, Members, and staff. Key elements include how we communicate, accessibility of information, learning and development, the planning website, and a review of the customer journey collaborating with customer services to provide the best service possible to service users and stakeholders.

Process – including internal processes and development of the Uniform software. A review of ‘how and why we do things’ to work smarter and more efficiently. We will put in place a structure of support and training to empower officers to make decisions in a timely and confident manner with a focus on enabling quality decision making.

Performance – includes a review of benchmarking opportunities, and smart performance measures around customer service and satisfaction.



Planning Service Improvement Plan

15 February 2023

APPENDIX 1 – ACTION PLAN

1 PEOPLE				
1.1 Undertake a comprehensive training and support programme for Members				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Develop, consult on and implement a training programme for post-election delivery to Members	Members feel confident in their knowledge of the planning process, their roles they and how best they can support their wards in the planning process.	Mar – Apr 2023	Assistant Director - Planning	Members, Democratic Services, Communications Team, Planning Service staff.
Provide accessible guidance to support learning for Members	Members know there are easily accessible resources to support their learning process	Apr 2023 onwards		
Provide quarterly updates on local and national planning matters to all Members (electronically)	Members are kept up to date on planning related matters that affect their communities and the district as a whole	Ongoing from Oct 2023		
1.2 Improving engagement and support for Town & Parish Councils				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Regularly attend T&PC Forum to provide updates and training on planning matters and received feedback. Where appropriate attend T&P Council meetings.	Town & Parish Council members feel that they have a greater understanding of the Planning Service and their role in the Planning process. Provide opportunity to ask questions and receive training.	Starts Jan 2023	Assistant Director - Planning	Planning Managers, District T&P Council Members, Democratic Services.
Provide an easily accessible suite of T&PC specific guidelines and resources through a dedicated page on NNDC website	Town & Parish Council members feel that they have a greater understanding of the Planning Service and their role in the Planning process. Provide opportunity to ask questions and receive training.	May 2023 onwards		
Regularly seek feedback via Town & Parish Clerks – intervals to coincide with meetings	The Planning Service can act on feedback and make improvements in its support of T&P Councils	May 2023 onwards		
1.3 Engaging the public effectively				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Create and implement improved communication channels to better inform our local communities i.e., Outlook Magazine, social media and digital newsletters	An improved public perception of the Planning Service through greater understanding, transparency and communication.	Jan – May 2023	Planning Support Manager	All Planning staff, Communications Team, Customer Services
Introduce customer feedback questions as part of the planning process through normal correspondence (e.g., with all decision notices)	The public are able to give timely feedback on their experience and for the service to understand issues and undertake regular and timely reviews and improvements to all aspects of the Planning Service provided.	Commence Apr 2023		
Provide improved information through interactive, and intuitive web pages and new media, to include videos explaining processes and issues	For the public and stakeholders to value our website and consider that it provides informative, accessible and topical information. Users feel they have a good understanding of the planning process and service provision.	Jan – Oct 2023		

1.4 Improving Communication through website functionality and accessibility				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Review and compare websites, identify best practice and useful tools and external links. Plan options and seek feedback. Implement changes.	The provision of easily accessible planning advice and guidance to a wide-ranging audience with different needs. Successful employment of various media to purvey the provision of a professional but personal and understanding service provider.	Jan – Oct 2023	Planning Support Manager	Planning Staff Focus Group, Customer Services, IT
Seek feedback from various forums including T&P Councils, Members and service users.	To obtain positive feedback on changes made and continue to discover preferred ways of communication and user needs. Continued development and enhancement of the web pages.	Oct – Dec plus on-going feedback responses		
1.5 Improving communication and strengthening links with key stakeholders				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Set up and facilitate regular agent / developer Forums	To hold regular meetings encouraging open dialogue, facilitated training and planning updates in a forum that is well attended and appreciated because the Council listens to and responds to the questions and concerns of major developers and Agents.	Starting Apr 2023	DM Manager	Planning Managers and Team Leaders, Stakeholders
Set up regular consultee and stakeholder forums (i.e., Norfolk County Council, Anglian Water, Historic England, Natural England)	To hold regular meetings encouraging open dialogue, facilitating cross working and shared planning related updates.	Starting Jun 2023		
1.6 Providing exemplary customer service to planning service users				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Clarifying a specific set of customer service performance indicators around communication and delivering to high customer service standards. Raising awareness and setting expectation across the service and to the public.	To exceed customer expectation through: <ul style="list-style-type: none"> ○ Providing clarity regarding the planning process ○ Providing verbal or emailed updates at key points in the application ○ Responding to correspondence in a timely manner in accordance with Council standards ○ Making timely decisions ○ Reducing the need for extensions of time by determining applications within the original statutory time limit wherever possible ○ Being responsive, polite and helpful at all times. 	Starting Feb 2023 then ongoing. (Review Oct)	Assistant Director - Planning	All Planning Services staff, Customer Services, IT
Regularly monitor performance – 6 monthly				
Address shortfalls in customer service promptly through direct contact. Aim to resolve any issues without need to follow complaints process through better engagement and timely responses.				

1.7 Ensure that North Norfolk District Council provides a positive work environment for planning staff				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Provide a 'planning specific' induction programme for all new staff joining the service.	New starters feel welcomed, informed and comfortable with what they are being tasked to do. They know who to contact when they have questions, who their colleagues are and how the service functions. Written guidelines provide additional support and clarity. Everyone is provided with the same process and Managers / Team Leaders know what they are expected to do.	Apr – May 2023	Planning Support Manager	HR, New starters, Planning Managers and Team Leaders
Create and implement a clear communication matrix ensuring everyone is clear and about who, how and when we actively engage with various other parties both internally and externally	Planning staff feel that they are well informed and kept up to date with planning related and corporate matters. Provide the opportunity to seek clarity and offer well informed advice.	Feb 2023		Planning Managers and Team Leaders
Provide opportunities for personal development and learning, following personal development plans.	Planning staff feel they can grow and progress within the service and are supported in doing so.	Jan 2023 – on going		HR, Team Leaders and Managers
Provide platforms to orchestrate communication, engagement and change.	Planning staff feel they have a voice, are given opportunities to participate in service wide objectives and are regularly consulted on things that affect them.	Ongoing		All Planning Staff

2 PROCESS

2.1 Improve accessibility and transparency of Development Committee (DC) and planning processes

Actions	Outcomes	Timeframe	Responsible Officer	Involving
Agree, establish and implement clear communication guidelines for Member/ case officer interactions	Members feel confident about when, how and who to contact in the service area with planning enquiries	Mar – Apr 2023	DM Manager	Members, Democratic Services
Develop and deliver comprehensive DC training programme and resources for Members including allowing for ongoing training needs	The Development Committee feels fully informed and able to carry out its role effectively with full understanding of role in delivering transparent, considered decisions.	Mar –Jun 2023		

2.2 Planning Service Process Improvements

Actions	Outcomes	Timeframe	Responsible Officer	Involving
Draft, consult on and implement a new local validation list	The new local validation list that is understood by applicants, developers and planners and provides a clear, professional working framework.	Jan – Apr 2023	DM Manager	Team Leaders, Stakeholders (consultation)
Identify best practice and benchmark our service delivery against others.	A planning service that is confident in providing quality documentation and process and seeks to improve where necessary.	Throughout all process work		Small focus groups
Review, Revise and implement the Council's Pre-App service. Roll out through website and communications with customers.	A clear, concise pre-app service that is fit for purpose and attractive to customers. Clear charges and outcomes promoted.	Mar – Jun 2023		Team Leaders
Following on from the Planning Advisory Service 'best practice workshops' in October 22:	To provide a planning process that is efficient and fit for purpose.	May – Aug 2023	DM Team Leaders	DM Team Leaders
Review, and revise report writing to improve speed of decision making, offer consistent production of high-quality documents and communications.	To improve speed of decision making, offer consistent production of high-quality documents and communications.	Mar – Jun 2023		DM Team Leaders
Undertake Uniform (IT) changes to templates and process: Report writing, Allocations; workload management, and decisions & conditions drafting.	To have a supporting IT system that works with case officers to enable better management of caseloads, easy templates and processes that are clear and logical. To ensure the supporting IT systems (Uniform/Enterprise/Exacom) are functioning well, are regularly upgraded to offer best support and functionality. Downtime is kept to a minimum.	Mar – Oct 2023 Aug – Nov 2023	DM Manager	DM Team Leaders

3 PERFORMANCE				
3.1 Using performance to measure success				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Introduce a set of targets relating to customer service. Monitor the targets and report to Service Managers. Ensure any 'underperformance' is dealt with promptly and effectively.	Focus on customer care because staff seek to provide the best service through understanding of the customer perspective.	Feb 2023	Assistant Director - Planning	Planning Managers and Team Leaders, Enforcement monitoring officer
Establish a robust system for monitoring development conditions, as identified through a matrix.	The Council is seen to take action to safeguard against unapproved or inappropriate development or conditions of development approval.	Feb – Apr 2023	Enforcement Team Leader	
3.2 Managing S106 payments & processes				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Ensure that developer contributions are managed effectively. Educate officers and stakeholders so they are aware of how the funding criteria works and it can be accessed.	Stakeholders experience a transparent process supported by fully accessible software and educated staff, that allows the public to interrogate and identify the current S106 funds for their locality, parish or ward. Developers are clear of their commitments.	Dec 2022 – Oct 2023	DM Manager	S106 officer, DM officers Finance, Eastlaw
Working with Eastlaw, review and establish protocols and sound legal agreements for securing and recording S106 agreements.	Developers, officers and stakeholders have clarity and security regarding obligations and payment of S106 monies.	Apr – Jul 2023		Eastlaw
3.3 Managing and responding to complaints and compliments				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Establish an effective system to monitor all correspondence relating to dissatisfaction (or praise) of services provided (that pre-empt / are not already captured by the corporate complaints system).	Ensuring monitoring and reporting of complaints/potential complaints to ensure appropriate responses and that lessons are learnt. To reduce escalation of complaints.	Feb 2023	Planning Support Manager	Director, Asst Director, DM Manager, Directorate PAs.
3.4 Performance enabling				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Enable and enact the enforcement team to undertake mobile working through the use of tablets and connections to back office via a mobile application (app).	Efficiencies in working through officers having easier digital access to site plans, conditions etc whilst on any site. Ability to Take pictures and make notes that are automatically uploaded to main databases.	Feb – May 2023	Enforcement Team Leader	PS Manager, Enforcement Team, IT
Digitise all remaining DM and Building Control paper records.	Reduced storage need, easier access to files.	Feb – Apr 2023	Planning Support Manager	BC, DM and PPU team