



Appendix D – Development Management Evidence

Considered by the Member-led Working group on
24th May 2017

Summary of the service

- Processing of planning applications, appeals and pre-applications requests within 4 teams:
 - Chipping Barnet Area Team
 - Finchley and Golders Green Area Team
 - Hendon Area Team
 - Fast Track and Pre-application Team
- Planning Enforcement:
 - Investigations of alleged breaches of planning control
 - Serving of notices, prosecutions, appeals and direct action
- Administration (including vetting and consultation)
- Processing of Trees Works Applications and making orders
- Conservation and Heritage (casework)

Key people

- LBB Commissioning Leads:
 - Commissioning Director, Growth and Development: Cath Shaw
 - Strategic Lead: Neil Taylor
 - Commissioning Lead: Adam Driscoll

- RE Service Leads:
 - Operations Director: Alun Parfitt
 - Director of Planning and Building Control: Steve Ottewell
 - Head of Development Management: Fabien Gaudin

Key figures 2015/16

- Share of the annual contract fee allocated to the core service (based on indicative cost at transfer): £2,399,523
- Share of the income guarantee attributed to the Planning service: £1,736,447 (includes income from Pre-application Advice and Planning Performance Agreements)
- There has been no expenditure on additional work (Special Projects)
- Staff numbers:
 - On service commencement: 44.6
 - Now: 61 based in Barnet, plus 1 from other Capita offices (this varies dependent upon demand)

Service journey 1

Development Management change of approach:

- Since 2014:
 - Strong focus on Planning Performance Agreements (PPAs) and providing pre-application advice
 - Customer Service Hub improvements
- Since 2015:
 - Above target service performance enables introduction of 'Fast Track' and Bespoke services as pilot
 - 'Design Services' introduced by Re to enable provision of 'planning agent' and 'design' services
- Since 2016:
 - Continued growth and positive feedback results in fast track services being made permanent

Service journey 2

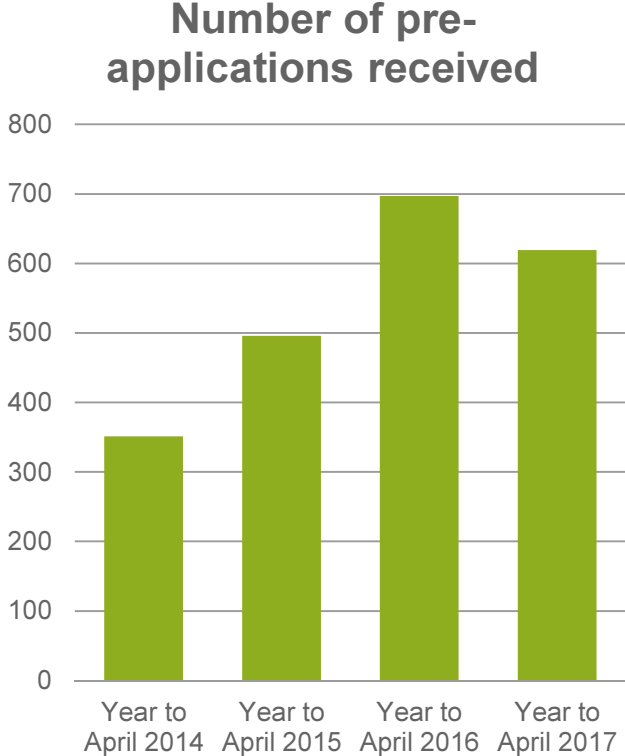
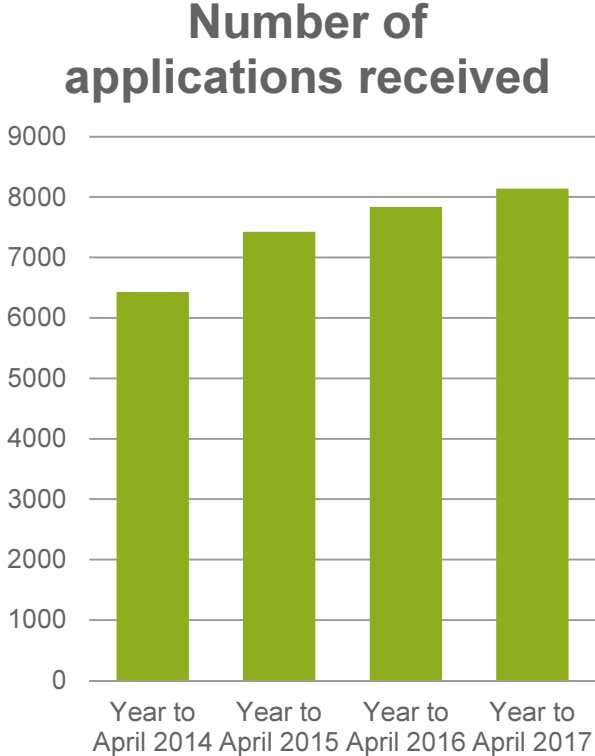
Fundamental structural reorganisation:

- Services transferred as:
 - Development Management (including Building Control and Land Charges services)

- Reorganised structure since early 2016:
 - Operations combined as a single business entity with other Capital Local Government Planning Services to create Planning “Tower”:
 - This continues to include Building Control services
 - This now also includes Strategic Planning services
 - Land Charges moved to Regulatory Services “Tower”

Service journey 3

Commercialisation and volumes:



Achievements

- Customer service is high quality:
 - All week access to planning advice
 - 6 sec. call wait (1500 calls/month)
- KPI performance:
 - Consistently above-target KPIs (all types of planning applications being dealt with within statutory timescales), some PIs more mixed
- Growth in service income:
 - Substantial income growth has met Re's Guaranteed Income targets
 - Meeting income targets has enabled investment in quality services

Performance to date – summary of commitments

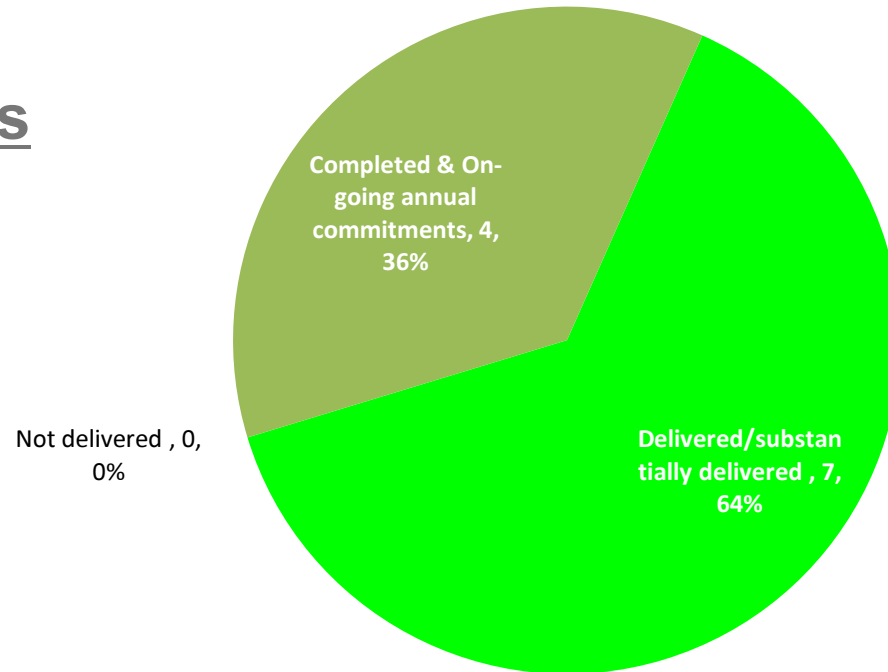
Planning

11 total commitments

7 delivered

4 On-going annual commitments

Status of Planning Commitments



Performance to date – key contractual commitments

Commitment	Status
<p>T3-028 The Service Provider will improve the quality of the planning process for all applicants through:-</p> <ul style="list-style-type: none"> • Facilitating Developer engagement with the community at pre-application stage through the implementation of dedicated forums every 6 months • Ensuring the aspirations of the community are properly addressed through their statement of community involvement • Continuous updating of information for Members and the community to ensure it is clear and understandable • Supporting businesses by providing a one-stop-shop service from the Authority in relation to regulatory consents 	Delivered
<p>T3-030 The Service Provider will introduce a premium rate service , including for example the production of supporting information in line with the validation checklist, to enable customers to pay for faster application responses should they choose to. This will be consistent with appropriate policies to safeguard against conflicts of interests, and will be part of our general approach to service delivery and is not therefore contained within a stand alone business case.</p>	Delivered
<p>T3-037 The Service Provider will implement the IDOX – Public Access module</p>	Delivered
<p>T3-032 The Service Provider will provide professional training and development for all development management staff</p>	Ongoing

Performance to date – KPIs annual outturn

KPI/PI Title	2013/14		2014/15		2015/16	
	Target	Outturn	Target	Outturn	Target	Outturn
KPI001 (A&A) : Compliance with planning application statutory timescales (for major, minor, other applications)	75%	96%	75%	85%	75%	90%
KPI001 (ENF) : Enforcement or breach of condition notices shall be serviced within timescales	60%	87%	60%	70%	60%	65%
KPI002 (ENF) : Prosecution and direct action	60%	not due	60%	88%	60%	71%

- All KPIs met, so no remedies required

Performance to date – PIs annual outturn

KPI/PI Title	2013/14		2014/15		2015/16	
	Target	Outturn	Target	Outturn	Target	Outturn
PI002Q (A&A) : Quality assurance (Appeal Performance) Prosecution and direct action implemented within timescales	65-80%	80%	65-80%	65%	65-80%	72%
PI007 (A&A) : Compliance with Major planning application statutory timescales	43%	100%	43%	70%	50%	86%
PI01 (A&A) : Discharging of conditions applications	70%	94%	70%	46%	70%	81%
PI02 (A&A) : Compliance with prior approval statutory timescales	100%	99%	100%	100%	100%	100%
PI03 (A&A) : Withdrawn applications	6%	5%	6%	6%	6%	5%
PI04 (A&A) : Certificate applications	70%	99%	70%	86%	70%	94%
PI05 (A&A) : Site Visits within four weeks	59%	83%	59%	75%	70%	82%
PI06 (A&A) : Compliance with 'minor' planning application statutory timescales	65%	91%	65%	78%	65%	79%

Performance to date – PIs annual outturn

KPI/PI Title	2013/14		2014/15		2015/16	
	Target	Outturn	Target	Outturn	Target	Outturn
PI001 (ENF) : Acknowledging complaints	95%	94%	95%	95%	95%	97%
PI002 (ENF) : Continued legal action	100%	no activity	100%	100%	100%	no activity
PI004 (ENF) : Notices served against development refused permission	100%	100%	100%	95%	100%	94%
PI006 (ENF) : Serving 215 notices	80%	83%	80%	81%	85%	73%
PI009 (ENF) : Resolving breaches of planning control	90%	100%	90%	100%	90%	73%
PI010 (ENF) : Closing cases	70%	93%	70%	80%	70%	74%

Performance to date – PIs annual outturn

KPI/PI Title	2013/14		2014/15		2015/16	
	Target	Outturn	Target	Outturn	Target	Outturn
PI001 (T&L) : Making of tree preservation Orders (1)	80%	100%	80%	No activity	80%	100%
PI003 (T&L) : Compliance with tree application statutory timescales	90%	96%	90%	93%	90%	90%
PI004 (T&L) : Taking formal enforcement action	87%	92%	87%	97%	87%	97%
PI006- (T&L) : Tree status checks	90%	99%	90%	100%	90%	100%
PI008 (T&L) : Requests for trees to be protected by a TPO	70%	100%	70%	0%	70%	71%

Improvement plan outcomes

- Recruitment and retention of Planning Staff
 - Particular concern between 2014-16, now mostly resolved
 - Job offer and incentive changes, plus new recruitment agency has assisted, as well as the creation of the 'Planning Tower' with greater budget control and improved access to Capita resources
 - Full staffing was achieved in October 2016 and there is ongoing close monitoring

- Ratio of experienced planning staff
 - There is ongoing monitoring to ensure sufficient capacity is maintained for good public and Member communication, effective staff oversight and ongoing delivery of high quality decision-making, particularly given the wider context of planners becoming more expensive

Planning enforcement

- Has been the subject of significant concerns, particularly in respect of public and Member communication and enforcement conditions imposed by Committee, resulting in a specific Service Improvement Plan being agreed in October 2016
- Staffing of the service has sustained several increases and turnover is now being managed effectively
- Internal audit of case management in Q3 2016-17 identified issues with enforcement casework. Service has resolved problems and a follow-up audit is due in Q1 2017/18 to confirm this
- Quality of case records and information stored has improved
- Member and resident communications have been improved
- Coordination with HB Law over prosecutions and the pace/risk confidence in proceeding with prosecution improved
- A series of Direct Action activities to tackle a range of problem sites will be delivered in June/July 2017
- Ongoing monitoring against the agreed improvement plan, as the changes become business as usual during 2017/18

How is customer satisfaction measured?

SKPI05 is measured annually with quarterly reports on progress

Customers are emailed the survey monkey survey at end of Month or a link is sent out automatically following closure of service request

Filtered into collections to allow analysis by service area

Scores are based on the % of customers that score Re either 4 (Good) or 5 (Very Good) on the 10 core questions within the survey (see right)



4. Overall, how would you rate your experience of the service against the following statements? (please tick one option per statement)

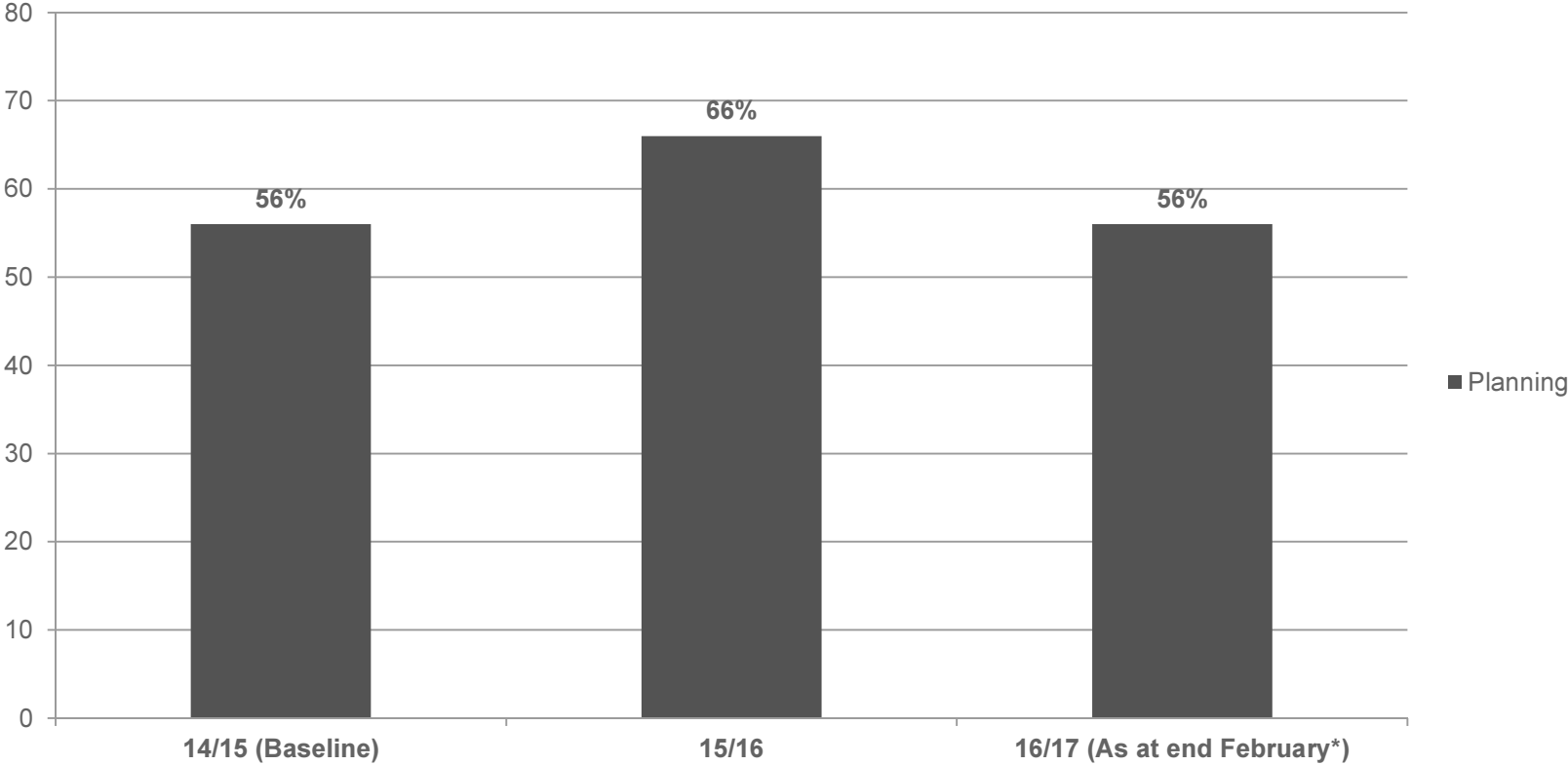
	Very Good	Good	Average	Poor	Very Poor	Not Sure / Don't Know / Not Applicable
How easy was it to find the information you needed to contact us?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How easy was it to make contact with us once you found the information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Were the staff you dealt with courteous and polite?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did the the staff you dealt with act in a professional manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Were the staff you dealt with knowledgeable ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did you feel we fully understood your request?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thinking of the service provided what score would you give?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did we keep you fully informed throughout the process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did we explain clearly what would happen next, including timescales?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Overall, how would you rate your experience of the service?

Very good
 Good
 Average
 Poor
 Very poor

Planning customer satisfaction journey 1

Customer Satisfaction - % of customers scoring the service a 4 or 5 (on a scale of 1 to 5)



Responses	2014/15	2015/16	2016/17 (as at end of February)
Planning	156	164	115

Planning customer satisfaction journey 2

- Further analysis of YTD December 2016 – 51% satisfaction levels for Planning service based on 98 completed surveys was broken down by customers who had their planning applications approved and those that were refused. 72% of customers with approved applications rated the service either good or very good, compared to 5.4% of customers who had applications refused
- Planning Service - % of respondents that rated the service:

<i>Overall how would you rate your experience of the service</i>	<i>Very Good</i>	<i>Good</i>	<i>Average</i>	<i>Poor</i>	<i>Very Poor</i>
Customers with approved planning applications (61 surveys)	36.07%	36.07%	13.11%	6.56%	8.20%
Customers with refused planning applications (37 surveys)	2.70%	2.70%	8.11%	18.92%	67.57%

Overall assessment of performance

- Started well and the service has coped with the combination of increasing volumes and complexity of work alongside meeting income growth targets
- In 2016 a combination of staff turnover and continued growth led to a slight dip in performance, which has now recovered
- Stability across the wider range of services in 2016/17 has improved the perception of planning services in general
- There is an ongoing challenge to balance technical planning and political needs around decision-making; where ongoing briefings to Members will help address contentious areas of activity
- There have been significant issues with planning enforcement, which are improving and will continue to be monitored

Desired outcomes

- Consolidate improvements in planning enforcement and continue further work on communication and engagement with Members
- Review KPIs, PIs and associated targets to ensure that they drive appropriate focus across all aspects of the service, particularly in Planning Enforcement
- Recognition of successful delivery of outcomes in Development Management, despite significant increase in service volumes
- Support promotion of the service to help facilitate further commercial growth of the service