

PLANNING, BUILDING CONTROL, & COUNTRYSIDE SERVICE PLAN 2010/13

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CONTENTS

PART A:	PERFORMANCE IN 2009/10	SECTIONS 1 - 3
PART B:	PERFORMANCE MEASURES	SECTION 4
PART C:	PLANS FOR 2010/13	SECTIONS 5 - 13

PART A: PERFORMANCE IN 2009/10

1. Key achievements in 2009/10

Priority 1 Affordable homes

- The Virtual Housing Team has progressed an affordable housing scheme in Exmouth on Council owned land which is at the point of a submission of a planning application. It has also worked on an Interim Policy Statement to take forward the delivery of mixed affordable and open market homes on the edge of settlements of under 3000 population. This approach to the delivery of affordable homes went live at the beginning of 2010.
- The Development Management Service has fast tracked any Exception Sites for affordable homes and has approved one large scale Departure site on the edge of Sidmouth on Council owned land, again principally for affordable homes which has just secured a Homes & Community Agency grant.

Priority 2 Thriving economy

- The Planning Service dealt with the Science Park planning application during the year, which will deliver 40 hectares of high grade and specialist employment opportunities.
- Work also continued on the Section 106 Agreement for Skypark which was completed during 2009/10.
- All planning applications which involved the provision of new jobs were in the main granted planning permission and last year's objective of delivering a tranche of employment land to meet local needs until the Core Strategy came on line, was delivered with planning permission for extensions at both Hill Barton and Greendale Barton employment sites.
- The Seaton Regeneration Area planning applications for supermarkets, a visitor centre, a hotel and housing were dealt with during the year and the schemes that most successfully delivered the regeneration objectives were granted planning permission.
- The East Devon and Blackdown Hills AONB partnership secured £2.4 million investment into the rural and market town economies for the next four years, during 2009/10.

Priority 3 Safe, clean and green environment

- The Axe Wetlands project to create a 200 acre regionally important nature based tourist attraction at Seaton attracting 60,000 visitors per annum and contributing an additional 250,000 into the local economy, moved forward this year with the purchase of 18 acres of land to create a shallow lagoon with islands by flooding it with salt water suitable for waders and wild fowl. Reed beds were planted and water levels controlled by a self-regulating tide gate (a national proto-type), funded by the Environment Agency. The scheme has been awarded Higher Level Stewardship scheme status from Natural England, with an income of £12,000 per annum for the next 10 years and £130,000 for creating hides, paths and boardwalks. Over a 1000 people enjoyed walks and talks about the estuary and wild life during the year on the Axe Wetlands.
- The Trinity Hill Local Nature Reserve was also successfully awarded a Higher Level Stewardship grant which helped fund works for reinstating heathland, creating new areas of heath, working with neighbouring land owners and improving access. Worked with River Cottage Plc to create a circular route from Park Farm onto the nature reserve.
- Fire Beacon Hill local nature reserve also received a Higher Level Stewardship grant for management works that will enable the RSPB to achieve habitat for species such as the naturally declining Dartford Warbler and the Nightjar.
- At the Maer local nature reserve in Exmouth, Section 106 money is being used to create an environmental play trail.
- Honiton Bottom nature reserve was created this year alongside development for an environmental play trail funded by Lottery play funds.
- A one off £70,000 grant fund from EDDC helped fund 18 projects at a value of £62,000 gearing in £120,000 of match funding. A local green space was created with a pond dipping platform on the Sidbury Millennium Green as an example project.
- The East Devon AONB Team supported 14 projects with its sustainable development fund with a total value of £349,000.
- The AONB team completed a successful a first season of the three year project 'Looking out for Bats' initiative and stimulated a wealth of community interest in the historical landscapes through the Parishscape project, now in its second year.
- The Countryside Manager has worked alongside the New Growth Point Team to deliver the Green Infrastructure Study for the West End area as a tool for guiding future development.

Priority 5 Children and young people

- The Section 106 Officer has been working alongside local communities in participatory budgeting exercises for play and open spaces to serve the needs of the local young people.
- The Education Ranger worked with approx. 2,000 children and adults with learning difficulties helped work on the Coastal Footpath.

Priority 6 Excellent service for our customers

- The Systems Thinking approach in Development Management is now fully embedded and is delivering high levels of customer satisfaction – 97% with end to end times consistently in the low 50 to mid 50 days range.
- The new pre-application service has been very successful during the year with over 900 enquiries.
- The Systems Thinking approach has been rolled out for the Enforcement Team and the Conservation Service. It has also commenced in Building Control.
- Much work has been done during the year on working with Parish Councils to improve their use of the electronic system in Development Management with Parish Clerks being signposted to grant opportunities for lap top and projector equipment.
- The planning part of the Council's website has been made more accessible with easier access to planning application data.
- All Councillors and Parish Clerks now receive an early warning email that an application has been received in their area.

Priority 7 An inspirational Council

- The use of the Planning Portal in East Devon is one of the most advanced in the Country

and the Planning Admin & Land Charges Manager is regularly asked by other authorities to give presentations on use of our system.

2. Customer understanding and involvement in service design in 2009/10

Engagement	
Information gathered	Use in planning/designing service delivery
1. Agent's Forums were held during the year for both Development Management and Building Control	Issues raised considered for any alterations necessary to service delivery.
2. Member's Panels held during the year in Development Management	Discussed the future of Development Management and its potential for delivery various objectives
3. Parish Clerk training	To get the best out of the public access part of the planning data system.
4. User Panel	Members of the public used to test the entry to the data system from the outside, any issues raised used to re-design the system.
Benchmarking	
Information gathered	Use in planning/designing service delivery
1. Building Control undertook a review of income and application numbers across the County	Used as reference data.
2. The Head of Service and all the Managers worked with their colleagues in the other Devon districts on the unitary and integrated Devon scenarios	Looked how all the various services are run across the County with a view to drawing up common principles of operation.
Equality	
Information gathered	Use in planning/designing service delivery
1. Head of Service and Managers had a session with the new Equalities and Diversity Officer to understand the type of information required	To be used in completing the new forms as part of the Level 2 activity.
Complaints and Compliments	
Information gathered	Use in planning/designing service delivery
1. Development Management undertakes a quarterly customer satisfaction review survey.	Comments raised in improving the service added to our issues log for future resolution.
2. 22 complaints received	A review done of the complaints received – a general theme which was identified - a lack of knowledge and understanding of how the system works.
3. Letters of thanks circulated to Directors, Heads of Service and Managers	Sent to team brief.

3. Performance review for 2009/10

Planning, Development Management Team

- Development Control Team completed its first full year using the new Systems approach which is achieving high levels of customer satisfaction, measured quarterly. Satisfaction levels are currently standing at 97% and the mean average time taken to determine

planning applications running steadily in the low to mid 50 days. This takes into account a number of large and complex applications that went through the systems during the year including the Seaton Regeneration applications which involved two competing supermarket proposals and the Science Park.

- The Enforcement Team went through a Systems Review exercise during the year and is currently in the experimental stage of the new approach. Two of the long standing experienced Enforcement Officers retired during the year.
- The pre-application service introduced charges, from February 2010 but in the period prior to charging over 900 pre application enquiries were made which more than compensated for the drop in the number of planning applications by approximately 400 from the 2008 figures and approximately 1000 down on 2007.
- The number of appeals has dropped significantly in line with the number of applications being refused, falling from 16% in 2008 to 6.7% in 2009. This is a consequence of pre-application work and of negotiations to help applicants during the course of the processing of the application. The appeal success rate for the Council now runs at 80% of all appeals submitted.
- The public speaking exercise at Development Management Committee was reviewed and formally adopted. The Committee dealt with some very controversial applications during the year and has been the subject of a number of complaints from members of the public not happy with the decisions made.

Building Control Team

- The team maintained its Customer Excellence Award (formerly the Charter Mark) and its BSI EN ISO 9001:2000 Quality Management System accreditation during the year. There is a high level of confidence by agents in the Building Control Team with many remaining loyal even during these difficult economic times. Despite aggressive marketing from the approved inspectors (who have now begun to target the 'bread and butter' and small domestic work), EDDC's share however of the market rose from 89% in 2007 to just over 94% currently.
- Application numbers are holding up and are around 2006 levels with fee income slightly higher than expected.
- The team has been working on developing existing partnerships and winning new ones with six partnerships currently in place including Kensington Taylor, ARA, and the fire service based at Clyst St George.
- The team has established a sustainable construction advice centre enabling it to be an information hub for all aspects of sustainable construction and construction energy efficiency.
- The team ran a LABC sponsored training event in December 2009 which made a profit.
- The team took preventative action on more than 52 occasions in relation to dangerous structures and assisted the fire brigade, police, highway authorities and other agencies by attending 11 notable dangerous structures out of hours including a catastrophic floor collapse at Rousdon, Exmouth garage fire and a number of Grade II listed building fires.
- The team are now involved with the ongoing Neighbourhood Assessment Programme and have received useful feedback from the exercise.
- The team have signed up to a Building Control Team Charter following team issues as a result of 2 ½ posts being frozen during the year in the team.
- The team have undertaken some preliminary work in advance of a Systems Review in 2010.

Local Land Charges

- The team continue to meet all its processing targets during the year and remains a leading service in the South West.
- However it has been a difficult year financially with the recession and collapse of the

housing market.

- Further the Government now requires that the Service only charges what it costs to deliver the Service which will have a significant impact on the Council's income.
- During the year a court case raised the issue of charging for publically available data - a matter which the Local Government Association is currently taking up as an issue.

Countryside Team

- The Axe Wetlands scheme continues to evolve with 18 acres of land adjacent to the Colyton Common Local Nature Reserve purchased allowing a shallow lagoon with islands to be created. An Environment Agency funded self regulating tide gate which is a national proto-type was also installed.
- The Axe scheme was awarded a Higher Level Stewardship grant from Natural England with an income of £120,000 over the next 10 years, plus £130,000 capital funding for creating hides, paths and boardwalks. A number of the other nature reserves also benefited from Higher Level Stewardship Schemes.
- Over a 1000 people enjoyed walks and talks about the estuary and wildlife on the Axe Wetlands during its events programmes in 2009 cumulating in a very successful Wet and Wild weekend.
- The team have worked with the Seaton Visitor Centre Trust, the Tram company and the World Heritage site team on linking regeneration proposals to ensure joined up thinking.
- Other LNRs have been taken forward in terms of grant aid or a Section 106 funding and the new Honiton Bottom Nature Reserve was created for Honiton.
- The Deep Thought Project following on from the Food for Thought success and working with the celebrity chef Michael Caine and Exmouth Community College again provided a valuable resource for the geography curriculum.
- Over 2000 school children took part in school events on the reserves and the AONB Team looking for bats project for schools in the District.
- On the Water Vole Recovery Project successes included water vole activity for the first time on the River Axe and on Clapton Stream with flourishing colonies now on the River Tale. Works carried out included 9 ponds restored, over 2000 metres of bank side coppicing carried out with volunteers and over 5000 metres of new and restored bank side fencing, all funded by SITA funding. There was a successful reintroduction project on the lower Axe Estuary from the colonies and now stabilising.
- During the year many new volunteers signed up on to the Friends of local nature groups across the District and the tree warden network continued to be maintained and supported by the Countryside Team. New volunteer groups are planned to be set up at the Knapp in Sidmouth and at Honiton Bottom Nature Reserve.
- Plans to launch a new East Devon Environment & Wildlife Network which will bring together all the volunteering activities under one roof for the sake of promotion and co-ordination.
- The team delivered over a 100 events with over 2,300 people which is 20% up on 2008. There was much press coverage for the team's work and the BBC One Show covered the water vole reintroduction project as did BBC Spotlight. BBC1 Inside Out did a feature on the Axe Wetland Scheme.
- The Arboricultural Team processed 218 applications for works to trees, 132 tree consultations, 12 woodland grant/felling licences, 3 forest design plans and led 2 evening tree talk and walks at Woodbury and Dunkeswell.

The AONB Team

- Working with the Blackdown Hills at AONB Partnership secured £2.4 million investment in the rural and market town economies of both East Devon and Blackdown Hills AONB for the next 4 years
- The Sustainable Development Fund supported 14 projects with a total value of over £349,000

- The revision, consultation and adoption of the second East Devon AONB Management Strategy (2009 – 2014) took place this year.
- The team completed a successful first season of the 3 year landscape scale 'Looking for Bats' initiative. It also stimulated a well of community interest in our historical landscapes through the 'Parishscapes' project, now in its second year.
- Following initial uncertainty over future funding arrangements for AONBs this has now been resolved with Natural England and the associated Local Authority Partners working towards longer term funding solutions as well as some flexibility in how funding is shared between core costs and the support of the projects.

PART B: PERFORMANCE MEASURES

4. Performance measures

Leading Measures

1. End to End times for planning applications (and the four other associated work streams), enforcement complaints, tree applications, building regulation applications and building notices.
2. Point of transaction survey.
3. Measurement of value and waste activity.

Lagging Measures

1. Customer satisfaction.
2. National Indicators.
3. Budget performance

PART C: PLANS FOR 2010/13

5. Key issues to be faced in the next 3 years

Key issues	Start Date	End Date	Lead Officer
To deliver one comprehensive Development Service across the Planning & Building Control seamlessly for the service users, in line with the Killerton Pretty Report of delivering a one stop shop service.	August 2009	April 2011	KAL
To help make provision for the 4,000 on the Council's Housing waiting list	2008	2013	KAL
To assist in the change in emphasis from seasonal, low paid work to more skilled, better paid jobs in the District	2009	2013	KAL/SB
To help deliver the Government's new food production agenda and to keeping it local	Dec 2009	2013	SB/CP
To assist local businesses to grow by provision of varying categories of employment provision	2009	2013	SB
To ensure that the landscape value and biodiversity of the District are not compromised	ongoing	ongoing	CP
To delivery the maximum tourism benefit from the countryside asset	ongoing	ongoing	CP
To meet the Government's requirement to make provision for Gypsies and Travellers in the District	Feb 2009	Dec 2010	KAL
To achieve the best possible results for the Service and its customers from Unitary or Partnership arrangements	Summer 2009	April 2011	KAL

To help deliver a sustainable future for the community of East Devon	2009	2013	ALL MANAGERS
To cope with a number of anticipating large scale planning applications	2009	April 2011	SB
To ensure that the Building Control team retain its share of the domestic housing market to maintain cost recovery for the service	2009	2013	PS
To overcome the problem of a general lack of understanding of how the Planning service must operate to deliver legal and defensible decisions	2009	April 2011	KAL

6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the Use of Natural Resources and combating Climate Change are:</p> <ul style="list-style-type: none"> ▪ The Building Control team will be training colleagues and others in best practice in sustainable construction ▪ Following the reduction in mileage from the team approach in development Management, this will be adopted across the service 	<p>2010</p> <p>2009/10</p>	<p>2013</p> <p>2013</p>	<p>PSeager</p> <p>PSeager/ CPlowden</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to our Data Quality Policy are:</p> <ul style="list-style-type: none"> ▪ Monitoring and review of leading and lagging measures data to check accuracy ▪ Review of Land Charges data and charging regimes for access will be undertaken this year 	<p>2009</p> <p>Jan 2010</p>	<p>Ongoing</p> <p>Dec 2010</p>	<p>NWright</p> <p>NWright</p>
<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to Asset Management are:</p> <ul style="list-style-type: none"> ▪ This Service owns most of the local nature reserves and has taken on the Knapp in Sidmouth and Honiton Bottom nature reserve in Honiton. Plus it has purchased additional land adjoining the Colyton Common nature reserve. The only physical asset on the land are bird hides. These reserves will be managed in the interests of public accessibility and as an education resource. These are also areas where bio-diversity and habitat creation are encouraged. 	<p>Ongoing</p>	<p>Ongoing</p>	<p>CPlowden</p>

<p>The main outcomes the service will achieve in 2010/13 as part of its contribution to Risk Management are:</p> <ul style="list-style-type: none"> All Managers have been trained in the new Risk Management System. The two top corporate risks the Service deals with are corporate manslaughter dealt with by the survey of Council owned trees to prevent any accidents to the general public, and the making of legal decisions to prevent judicial reviews being brought against the Council or Ombudsman findings against the Council, both of which would result in major compensation payments. 	2009		All Managers
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7. Key service objectives planned for 2010/13

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
Priority 1 Affordable homes				
Working in partnership with colleagues to fast track Exception sites for affordable housing and those schemes coming forward under the Interim Policy Statement will cross subsidise affordable housing.	Yes	2009	Ongoing	SBelli
The delivery of one gypsy and traveller site in the District for permanent occupation of up to nine pitches and one transit site	Yes	Jan 2009	Dec 2011	KLittle
Project Managing schemes for the delivery of affordable homes on Council owned land through the Virtual Housing Team	No	2009	Ongoing	KLittle
Priority 2 Thriving economy				
In the interim before the Core Strategy comes on stream, facilitating applications which will delivery new jobs, particularly those in the skills and higher income brackets and post Core Strategy to deliver the requirements of policy on employment land.	No	2009	Ongoing	SBelli
To secure the infrastructure to support development in the West End of the District and to secure maximum local benefit from any schemes in the quadrant	No	2009	2013	KLittle
To support the regeneration schemes in Seaton and Exmouth through Officer support and pre-application advice via the major project team approach.	No	2009	2013	SBelli
The adoption of the Community Infrastructure Levy based on evidence of economic, social and cultural infrastructure requirements.	No	Mar 2010	Dec 2010	KLittle
To project manage major scale planning applications to address all relevant issues at earliest possible time.	No	Jan 2009	Ongoing	KLittle/SBelli

Priority 3 Safe, clean and green environment				
The delivery of the Ottery St Mary footbridge and cycleway.	Yes	Jan 2009	April 2011	CPlowden
Progression of the Axe Wetlands Project to deliver a regional scale nature reserve	Yes	2008	June 2011	CPlowden
To review the management of nature reserve/open space maintenance regimes in association with the street scene team and in the light of reduced budget	No	Jan 2010	Apr 2011	CPlowden
To deliver a 24/7 dangerous structures service in partnership with an adjoining Authority's Building Control Team	No	Apr 2010	Apr 2011	PSeager
To train EDDC colleagues in sustainable construction techniques/requirements and to maintain a data bank of all relevant information for the customer of Development Management/Building Control.	Yes	2009	Ongoing	PSeager
To assess and review the requirements of any legal judgement relating to access to environmental data held in connection with the Land Charges service and to look at additional ways of assisting the customer during the home purchase process	No	Apr 2010	Apr 2011	NWright
To deliver allotments for local community use wherever practical as part of the development process.	No	Apr 2010	Ongoing	SBelli
Priority 5 Children and young people				
To pursue the objective of using the natural environment as a learning tool for school children in the District and beyond and to provide training for adults and people with learning difficulties through practical experience on the nature reserves and other Council owned land.	No	Ongoing	Ongoing	CPlowden
Priority 6 Excellent service for our customers				
The close integration of the Development Management and Building Control Services for the benefit of the customer through a one stop shop approach in line with the Killian Pretty Review proposals	Yes	Feb 2009	Apr 2011	KLittle
A Systems Review of the Building Control Service	Yes	Jan 2010	Jan 2011	KLittle & PSeager
To improve partnership working with Parish and Town Councils to re-engage with them and demonstrate the value of their contributing to the Planning Service. To investigate the possible use of Parish boards for Parish and Town Councils led by Ward Members as fora for debate.	Yes	Jan 2009	Apr 2011	KLittle
To work with local communities to make them more resilient in terms of managing their assets and planning for the future.	No	Apr 2010	Apr 2012	KLittle

Priority 7 An inspirational Council				
To review skills within the Service and provide training for colleagues to widen the collective knowledge base, for example on project managing on sustainable construction	No	Apr 2010	Ongoing	KLittle

8. Service transformation in 2010/11

Changes to the service in light of the service transformation exercise	Lead Officer
The Planning Policy Team has been re-united with the Development Management Team as from early 2010 with a view re-creating the co-ordinated approach to comprehensive Development Management in the District and to facilitate progress on the LDF through a project managed approach based on Systems principles, to ensure a community led and evidenced based Core Strategy.	KLittle & KHassan
The coming together of the Countryside Team and the grounds maintenance service to improve the approach to open space management and the importance of green infrastructure in the future of the development of the District.	P Jeffs and C Plowden

9. Customer understanding and involvement in service design in 2010/13

Engagement			
Action	Start Date	End Date	Lead Officer
Working with Town & Parish Councils to widen the understanding of the planning service and the best routes of engagement for influencing the future development of the District.	Apr 2010	2013	KLittle
A twice yearly agents' forum for both Development Management and Building Control.	Ongoing	Ongoing	SBelli/PSeager
Continued engagement in neighbourhood assessments with Environmental Team.	2009	Ongoing	PSeager
Benchmarking			
Action	Start Date	End Date	Lead Officer
All Managers will continue to attend their professional benchmarking groups to draw on Best Practice from other Authorities.	Ongoing	Ongoing	All Managers
To work with colleagues at South Somerset District Council with a view to partnership working and sharing of best practice.	Apr 2010	Apr 2011	KLittle
Equality			
Action	Start Date	End Date	Lead Officer
To continue to work with the Equality & Diversity Officer to complete the work on reaching level 2.	2009	Apr 2011	All Managers
Complaints and Compliments			
Action	Start Date	End Date	Lead Officer
To undertake the annual review of all complaints submitted through the Council's formal complaint procedure.	Oct 2010	-----	KLittle
Customer satisfaction surveys to be carried out on all systems review part of the service.	Quarterly	Ongoing	NWright

10. Joint working – opportunities to share services and work in partnership in 2010/13

Opportunities to share services in 2010/13	Start Date	End Date	Lead Officer
To work with colleagues at South Somerset to explore opportunities to share services, work in partnership on services or to single manage services in Development Management, Building Control, Land Charges and Countryside activity.	Apr 2010	Apr 2012	KLittle
Partnering opportunities in 2010/13			
Partnering opportunities in 2010/13	Start Date	End Date	Lead Officer
To consider the future delivery of the Building Control Service in partnership with either another Service or private practice as part of the Systems Review of the Service.	January 2010	January 2011	KLittle & PSeager

11. Workforce Planning for 2010/13

Headcount	
What is the current headcount in your service?	70 FTE
Is the headcount likely to significantly change in the next three years? If yes, how?	Unknown at this time – due to budget constraints, partnership working with South Somerset and Unitary proposals currently proposed by the Boundary Committee.
Which key post holders are likely to retire in the next three years? Is there a succession planning strategy in place for this/these post(s)? If not, how would you fill this/these post(s)?	Two experienced Enforcement Officers retired during 2009/2010. Succession planning was effective by bringing in a Senior Planning Officer and a new Enforcement Officer during 2008/09 and we are currently looking at sharing Enforcement Services with South Somerset.
Recruitment and turnover	
Which posts have you found it difficult to recruit for?	Not recruited during the past year.
What action are you taking to help fill posts which are difficult to recruit for?	N/A
Have you put market supplements in place for these posts?	N/A
What is the current turnover for the service?	2 retirements referred to above.
Skills Development	
What skills gaps exist in the service and what skills need further development?	1. Project management 2. Sustainable construction for Planning Officers.
Have you undertaken succession planning within your service?	Yes – in the Enforcement Team and have set up the Development Management in such a way that the Junior Planning Officers are mentored by the Senior Planning Officers to aide their future career by having the opportunity to be involved in larger scale developments.
Have you and your managers put in place specific training plans for individuals to assist the succession planning process, for instance, special training for high potential individuals?	Yes – high performers identified and areas for further development pinpointed for future work.

Workforce Development priorities	
<p>What are the main Workforce Development priorities for the service in the next three years? <i>(This might include specific corporate or professional training, training for staff in partnership working, systems reviews, sharing service provision with other councils, individual training plans for succession planning.)</i></p>	<ol style="list-style-type: none"> 1. Refer to skills training mentioned above. 2. Communication skills both in giving the message and in listening to the message. 3. Understanding the systems approach for Building Control Officers.

12. Review of Action Plan in response to the Best Councils Survey findings and, if appropriate, Happy, Healthy, Here Audits

Action	Progress
To generate a shared vision about planning performance and promote agreement about achievement against potentially conflicting measures such as national indicators and customer satisfaction.	A meeting was held with the Chief Executive to discuss this action and reassurance was given that the systems approach to performance would take priority over the former target driven approach.
The Service Plan would be used as a living document which all staff understood the links between their work and the Corporate Strategy.	All managers re-visit the Service Plan once a quarter with their team and PER objectives for individuals are drawn from these objectives.
Project managing priorities for managers	Each manager now has a work programme which it is prioritised by the Head of Service as required. A review of performance against workload is currently underway in Development Management
Review of Manager's responsibilities	This work programmed for early 2010 for the Head of Service.
Ensuring effective communication between Managers and Staff and vice versa.	Following Systems Review of Development Management there are a number of levels of Systems Management meetings to ensure that issues are being resolved and decisions are being communicated. This will be rolled out amongst the other teams as they come through Systems Reviews.
Ensure accessibility and approachability of Director and Head of Service	The Head of Service is just completing a one to one chat with every individual in the Service and both Head of Service and 2 Directors attend team meetings at regular intervals.
Clear relationships are maintained	There have been issues between colleagues during the year but these in the main have been resolved and where necessary apologies given.
Managers to analyse consequences of any change actions to understand consequent effect upon others	Where there are knock on effects from change, all those affected are advised so that they understand how the action affects them.

<p>Need to ensure that customer's expectations are managed to ensure they are realistic</p>	<p>A user's guide to Development Management Committee has been drawn up and adopted by the Development Management Committee for publication and other parts of the system will be treated similarly to widen the public's knowledge of how the different parts of the Service have to work to meet various legal obligations.</p>
<p>There will be collective responsibility amongst all the staff to bring problems and issues to the attention of managers as soon as possible and not to let things fester</p>	<p>The Systems approach includes the use of an issues log which staff contributes to and these matters are discussed at various team meetings to seek solutions.</p>
<p>There will be a commitment to ensure career progress for all staff through training opportunities, short term secondments and mentoring</p>	<p>There has always been a strong commitment to training staff and many have gained their professional qualifications over the past 10 years. Mentoring of junior staff has now become the target activity.</p>
<p>Where work has been done well there will be praise from the Managers either individually or through a wider forum</p>	<p>This now occurs</p>
<p>We will help share the load and ensure that work and life balance is maintained to keep stress levels to a minimum</p>	<p>The implementation of Systems thinking approach in Development Management did cause some stress issues, but this has now been resolved and the system is well bedded -in with everybody engaged in it. There is a general principle of helping each other and working as a team rather than a group of individuals. The Managers encourage all staff to take their annual leave throughout the year so as not to lose leave at year end.</p>

13. Budget underpinning the Service Plan in 2010/13

	2010/11	2011/12	2012/13
Total Budget Requirement Revenue	£	£	£
Gross Expenditure	£3,118,150.00		
External Income	(£1,897,460.00)		
Internal Support Service Charges	£1,580,990.00		
Internal Income	(£787,180.00)		
Capital Charges	£25,810.00		
Net Budget	£2,040,310.00		
Additional spending/Transfer of resources	2010/11	2011/12	2012/13
New Major Project Officer	£50,000		
Net pre-app charging income	(£150,00)		