



Civic Centre,
Arnot Hill Park,
Arnold,
Nottinghamshire,
NG5 6LU

Agenda

Overview and Scrutiny Committee

Date: **Monday 7 December 2015**

Time: **5.30 pm**

Place: **Reception Room**

For any further information please contact:

Helen Elizabeth Lee

Elections and Members' Services Officer

0115 901 3894

Overview and Scrutiny Committee

Membership

Chair Councillor Viv McCrossen

Vice-Chair Councillor Gary Gregory

Councillor Bruce Andrews
Councillor Sandra Barnes
Councillor Tammy Bisset
Councillor Kevin Doyle
Councillor Roxanne Ellis
Councillor Paul Feeney
Councillor Helen Greensmith
Councillor Marje Paling
Councillor Stephen Poole
Councillor Alex Scroggie
Councillor John Truscott

AGENDA

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- 1 Apologies for Absence and Substitutions.**
- 2 To approve, as a correct record, the minutes of the meeting held on 5 October 2015** 5 - 14
- 3 Declaration of Interests.**
- 4 Scrutiny of the Crime and Disorder Reduction Partnership.** 15 - 16
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MINUTES OVERVIEW AND SCRUTINY COMMITTEE

Monday 5 October 2015

Councillor Viv McCrossen (Chair)

Councillor Gary Gregory	Councillor Marje Paling
Councillor Bruce Andrews	Councillor Colin Powell
Councillor Sandra Barnes	Councillor Alex Scroggie
Councillor Kevin Doyle	Councillor John Truscott
Councillor Paul Feeney	

Apologies for absence: Councillor Tammy Bisset, Councillor Helen Greensmith and Councillor Stephen Poole

Officers in Attendance: H Barrington, H Lee, A Callingham, D Jayne and D Wakelin

Guests in Attendance Youth Councillors: Harry Gabb, Ashela Pringle, George Sullivan. Paddy Tipping, Police and Crime Commissioner, Superintendent Mark Holland and Councillor D Ellis, Portfolio Holder Public Protection.

86 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS.

87 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 20 JULY 2015

RESOLVED:

That the minutes of the above meeting, having been circulated, after amendment to include Councillor John Truscott as present, be approved as a correct record.

88 DECLARATION OF INTERESTS.

None.

89 QUARTER 1 PERFORMANCE

The Council Solicitor and Monitoring Officer Helen Barrington provided an overview of Quarter 1 2015/2016 performance which was presented to Cabinet on 24th September.

- The data in this report refers to the first quarter of the financial year only and is expected that performance targets identified for the year will be met
- In the main performance at the end of quarter 1 is positive but largely below target. 10 of the 29 performance indicators that are appropriate for quarterly monitoring are on target and of the remainder, two are at amber status and 15 are red
- Targets have yet to be set for two indicators relating to crime within the South Nottinghamshire Community Safety Partnership
- Quarter 1 targets are often behind, particular areas which are below target are:
 - Number of visits to leisure centres
 - Preventing Homelessness – average time to process applications
 - Preventing Homelessness – provision of support and advice
 - Percentage of fly tipping incidents removed within 2 working days. There has been an unusually high number of fly tipping incidents reported, the majority of which relate to the dumping of builders rubble. Prosecutions of both offenders and householders are undertaken if there is sufficient evidence. Officers report incidents and elected members are encouraged to report any occurrences they see.
- Currently, all 63 actions are either on target or completed.

RESOLVED:

To note the Quarter 1 performance information.

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SCRUTINY WORK PROGRAMME 2015/2016

Scrutiny Reviews 2014/2015

Transport Links to, and within Gedling Borough

The Members Services Officer informed Members about the responses and comments received from the Portfolio Holder, Notts. County Council, Nottingham City Transport and Trent Barton. Members of the Committee, and the three members of the Youth Council who had been part of the working group, were invited to comment on the responses.

Recommendation 7 included a response from the Commercial Manager, Nottingham City Transport regarding working on marketing campaigns for young people. Members of the Youth Council indicated that they would like to take up this offer. They also asked for some clarification regarding the response from Notts. County Council to Recommendation 5 regarding the age limit for statutory concessionary fares.

The Chair thanked the three members of the Youth Council for attending the meeting and their valuable input into the working group.

2015/2016 Work Programme

1. Scrutiny at committee

- **Programme of Portfolio Holding holding to account**

Members were informed that Councillor David Ellis, Portfolio Holder for Public Protection, would be attending the next meeting of the committee to discuss and respond to questions on the responsibilities within his Portfolio. Members were invited to identify areas of performance they would like to consider at the next meeting.

After discussion areas agreed for examination:

- Radicalisation
- Safeguarding of vulnerable adults
- Emergency planning in relation to the provision of grit bins
- Progress of the animal welfare policy

Members were reminded of the importance of submitting questions in advance of the meeting. None executive members will also be asked to suggest questions for the Portfolio Holder.

- **Bonington Theatre**

After considering the written report it was decided that a working group would be set up to look at this report and additional reports to determine if this was an issue that the committee would like to examine in further detail.

Councillor Gregory will chair this group and Councillor S Barnes, M Paling and B Andrews will be involved in this review.

- **Recording of Meetings**

The Members' Service Officer gave a verbal update on the progress of the recommendation to introduce a system of audio recording and webcasting which went to Cabinet on the 24th September. Cabinet has agreed to adopt the recommendation for Council and Planning Committee meetings. The success of this will be reviewed after 6 months when consideration will be given to extending it to other committees including Cabinet.

- **Information Requested**

Members were informed that information regarding the Planning Improvement Plan and report would be going to the Planning Committee on 14th October. An update will be available at the next Overview Committee meeting in December.

2. Scrutiny in working groups

- **Smoking and Obesity working group**

The Committee were informed that the first meeting of the working group had taken place and that the review would be divided into two separate sections with obesity the initial focus. Representatives from Public Health attended the meeting and presented data regarding the prevalence and growing problem of excessive weight and the work undertaken to help people lose weight and maintain a healthy lifestyle.

RESOLVED:

- I. note the responses to the Transport Links, to and within the Borough scrutiny review recommendations and receive an update on the progress of Recommendation 7 and clarification on Recommendation 5
- II. agreed the four areas in the Public Protection Portfolio identified for examination at the next meeting
- III. to set up a working group to explore the possibility of reviewing the Bonington Theatre

- IV. note the Cabinet response to the recommendation regarding the recording of meetings and receive a progress report on the 6 month Cabinet review of the success of the system
- V. receive information regarding the Planning Advisory Report at the December meeting of the Overview and Scrutiny Committee
- VI. Note the information on the progress of the Smoking and Obesity working group.

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SCRUTINY OF CRIME AND DISORDER

David Ellis, Portfolio Holder, David Wakelin, Corporate Director, Andy Callingham, Service Manager Public Protection and David Jayne, Community Safety and Safeguarding Manager attended the meeting to inform members about the work of the Crime and Disorder Partnership and provide essential background information about how the partnership works, and what it does, to enable them to determine issues for examination at the December meeting.

Local authorities and the police to work in partnership with other agencies to develop and implement a strategy for tackling crime and disorder in their area, working to reduce crime and antisocial behaviour and fear of crime. Members were informed that the South Notts. Crime and Disorder partnership is made up of Broxtowe, Gedling and Rushcliffe and membership includes the three local authorities the Police, the fire and rescue authority, the clinical commissioning group. Ruth Hyde CEX Broxtowe is chair of the strategic group, and David Wakelin chair of the executive group which has responsibility for managing performance. The Partnership has three strategic themes:

- Early intervention
- Prevention of offending
- And increasing public confidence

Allied to this are programme groups for:

- Targeted support and Youth Justice Partnership
- Substance misuse
- Reducing re-offending
- Hate crime
- Domestic violence,

Reducing crime and anti-social behaviour is not just the Police and local authority working together but a whole range of organisations including community partners. Members learnt about locality working and how a

whole range of partners including the local authority, housing providers, youth services, children's centres and schools work together in a number of ways. Information and data analysis enable focused interventions in high crime and antisocial behaviour areas which can include targeting offenders, improving physical environments, installing CCTV and supporting victims. Netherfield is a Partnership Plus which attracts extra resources to combat high crime and anti-social behaviour levels.

Gedling ASB/Vulnerable Persons Panel is chaired by the Community Safety and Safeguarding Manager. Referrals are taken from a wide range of agencies for vulnerability, including hate crime and repeat victimisation and there is a multiagency response for victims and families. These groups work with victims and look at what makes people vulnerable, one of the key partners in this is the Mental Health from the County Council.

The ASB and Policing Act allow 6 powers to be used:

- Injunctions to prevent annoyance and nuisance– none have been served as has not been necessary
- Criminal behaviour orders – 3 served by the Police
- Dispersal Powers – 4 undertaken by the Police
- Community Protection Notices – 25 notices, possibly noise nuisance that has escalated
- Public Space Orders – none served
- Closure Orders – none served.

There is also a community trigger where 3 cases of ASB in the last 6 months can result in the case being reviewed to see if they meet the threshold for action. None of these have been issued.

Performance in Gedling on the whole is good and crime figures are falling. Gedling performed better than the Community Safety Partnership average for all the main crime groups over the last 3 month rolling period – 2nd best for all crime. Performance for all crime types with the exception of robbery (placed 8th) over the last 12 months – 2nd for all crime and best performer for criminal damage. Areas of concern and where the partnership is not performing well are dwelling robbery, robbery, vehicle crime and violence against a person with injury.

Overall crime 2015-2016 year to date is 7.7%down. This has been bought about by sharing information, knowledge and expertise.

Developments in the future to support and enhance this work include:

- A Safer Nottingham Community Safety Partnership strategic away day: a partnership review – October 2015
- Implementation of a new Family Service – November 2015

- Improvements to Safeguarding procedures to include licensing
- The effects of the Care Act 2014 on the Vulnerable Persons Panel improving work with local people identified to the district community safety partnerships as vulnerable to, for example, antisocial behaviour and hate crime.

Members listened to the information provided and asked a number of questions relating to the presentation.

Members asked for clarification about how some of the figures were generated particularly in relation to violence against the person. They were informed that the increase in incidents could in part be due to occurrences formerly being recorded as one incident; now each person involved is logged as a separate incident. Concern was raised about how the partnership works with the City and numbers of perpetrators travelling from the City to Gedling to undertake crime. There were informed there is a successful working partnership with the City but improved sharing of information and good practice would enhance this relationship. Collaborative work is undertaken regarding domestic violence as the agencies involved tend to work across boundaries. Members were particularly concerned about the fall in the number of domestic violence incidents reported and this is one area where they would consider an increase in reported incidents as a positive. The problem of policing legal highs was also discussed.

Members were reminded that this presentation was to enable them to consider which issues they would focus on at the next meeting when they will be scrutinising the work of the CRDP. Domestic violence was highlighted as one area of concern, Members will be asked to submit other areas for examination in advance of the meeting.

RESOLVED:

Request information regarding the recording of domestic violence incidents and the work undertaken by the Partnership to support victims and survivors

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POLICE COMMUNITY SUPPORT OFFICER REDUCTIONS

The Chair welcomed Paddy Tipping, Police and Crime Commissioner and Chief Superintendent Mark Holland and invited Mr Tipping to give an overview of the reduction in the number of Police Community Support Officers.

A report which informed the Police and Crime Panel about a petition primarily organised by Unison regarding the proposed reductions was circulated.

Paddy Tipping then presented an overview of the scale and explained the need to make the reductions. Even with the reduction of 70 Nottinghamshire is still well above the national average for numbers of PCSOs and all parts of the County will have access to a neighbourhood policing team which will include PCSOs. The decision to reduce the number of has been driven entirely by the tough financial climate, Nottinghamshire Police has had to make savings of £45 million pounds over the last three years, last year £11 million was saved and there may be a need to save even more after the comprehensive spending review in November. It is envisaged that between 2010 and 2020 Nottinghamshire Police will have lost 50% of its Government Grant. Funding for the police is made up of 70% government grant and 30% council tax. As a consequence of these reductions a review and reconfiguration of services has been required. Approximately 80% of the Police budget is spent on officers and staff and it has been necessary to look at all staffing to identify where reductions can be made. Nottinghamshire is currently not recruiting officers and as officers leave and retire this could lead to a reduction of up to 110 posts next year. Other staff reductions at senior level, including assistant Chief Constables and Chief Superintendents, the closure of front counters and changes in back office services have also been made.

The need to make budget reductions has underlined the necessity to concentrate resources in areas of high crime. Areas that have low crime rates will have a reduced number of PCSO's; areas of high crime will get more. Deployment of officers is the responsibility of the Chief Constable.

Maximising efficiencies includes:

- a focus on mental health. From February this year no children with a mental health issue have been taken into custody this has been rolled out to include adults from the first of October. This is supported by partnership work with other agencies to achieve this for example a community psychiatric nurse accompanying police officers to incidents.
- retraining of backroom staff to identify priority telephone calls and those which are relevant for the police action. Not all crime incidents need a visit and it is important to establish early during reporting if a visit is required.

- response officers spending less time in custardy suites – prison handler roles now undertake this role.
- allocating where there is demand, some neighbourhood teams may cover larger areas where crime levels are low
- generally local beat meetings will be maintained however they may be less frequent in rural areas
- sharing of back office functions and looking at joint procurement with other forces.

Resources will be deployed to areas of greatest need, responding to areas where demand is greatest. Taken as a whole there has been an 8% reduction in crime and anti-social behaviour. The growth in child sexual exploitation and fewer reported incidence of violence requires reprioritising of resources to meet need. In conclusion the there is still a commitment to neighbourhood policing and by looking at prioritising resources and maximising efficiencies all parts of Gedling will still have access to a neighbourhood police unit.

Members were concerned that these efficiencies and fall in crime figures could result in greater budget cuts but were informed that 70% of the grant money is distributed by complex formulas driven by levels of crime and this would not happen.

RESOLVED:

- I. To thank the Police and Crime Commissioner and Superintendent Mark Holland for attending the meeting
- II. To note the information provided.

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ANY OTHER ITEM WHICH THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 7.30 pm

Signed by Chair:
Date:

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Report to: Overview and Scrutiny Committee

Subject: Scrutiny of the Crime and Disorder Reduction Partnership.

Date: 7 December 2015

Author: Members' Services Officer

1. PURPOSE OF THE REPORT

To provide Members of the committee with the opportunity to consider the work undertaken by the Crime and Disorder Partnership to support victims of domestic violence and their families.

2. BACKGROUND

Under the Police and Justice Act 2006, local authorities are required to have a Crime and Disorder Committee to scrutinise how the local Crime and Disorder Reduction Partnership (CDRP), is tackling crime and disorder for the benefit of the local community; looking at the work of the partnership as a whole rather than on the work of individual organisations represented on the partnership. These requirements were enacted by the Crime and Disorder (Overview and Scrutiny) Regulations 2009 which came into force for local authorities in England on 30 April 2009.

Under the Act the Committee can:

- Review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder function
- Make reports or recommendations to the local authority with respect to the discharge of these functions
- Request information from the responsible authorities
- Require attendance of officer or employees or responsible authorities to answer questions or to provide information.

At the last meeting of the Overview and Scrutiny Committee members learnt about the work of the Crime and Disorder Partnership. They identified work undertaken to raise awareness, increase reporting and detection, and support available for victims of domestic violence by the Partnership as areas for scrutiny at this meeting.

Councillor David Ellis, Portfolio Holder for Public Protection and David Wakelin will attend this meeting to present information and answer questions.

3. RECOMMENDATION

The Overview and Scrutiny Committee:

- use the information provided to inform questioning and discussion about the work undertaken by the Crime and Disorder Partnership to support victims of domestic violence.



Report to: Overview and Scrutiny Committee

Subject: Quarter 2 Performance

Date: 7 December 2015

Author: Members' Services Officer

1. PURPOSE OF THE REPORT

To receive an overview of Quarter 2 2015/16 Council performance.

2. COUNCIL PLAN 2015/16: OVERVIEW OF QUARTER 2 PERFORMANCE

Helen Barrington, Council Solicitor and Monitoring Officer will provide an Overview of Quarter 2 2015/16 performance and take questions from Members.

Members have the opportunity to examine the quarterly Performance Digest which is available under "**Our priorities, plans and performance/performance**" on the Gedling website, a link to this has been previously forwarded to Members. Members are recommended to view this document which reviews actions, indicators and outcomes for Quarter 2. A paper copy is also available in the Members' room.

3. RECOMMENDATIONS

The Overview and Scrutiny Committee:

- consider, ask questions and identify any indicators that require additional information
- note the Quarter 2 performance information.

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Report to: Overview and Scrutiny Committee

Subject: Programme of holding the Portfolio Holder to account.

Date: 7th December 2015

Author: Members' Services Officer

1. PURPOSE OF THE REPORT

To consider the Portfolio of Councillor David Ellis, Portfolio Holder, Public Protection, as part of the rolling programme of Portfolio Holder holding to account.

2. BACKGROUND

At the Overview and Scrutiny Committee in July 20th 2015 Members agreed to continue with a programme of attendance by Portfolio Holders and relevant Corporate Directors at committee. Areas of performance within each Portfolio for examination are identified and questions for Portfolio Holders submitted in advance of each meeting, however 'ad hoc' questions may be put forward at the meeting itself. Non-executive members are also invited to submit questions for the Portfolio Holder.

3. 2015/2016 PROGRAMME OF PORTFOLIO HOLDER ATTENDANCE

- I. David Ellis, Portfolio Holder for Public Protection, will attend this meeting to discuss areas which fall within this Portfolio which include:
 - i. Crime Reduction and Community Safety
 - ii. Emergency Planning
 - iii. Safeguarding
 - iv. Environmental Health

A customised report detailing performance outcomes for Q2 of the above Portfolio is attached at **Appendix 1**.

The committee at its last meeting elected to consider the following elements of the Public Protection Portfolio:

- radicalisation
- safeguarding vulnerable adults
- the animal welfare policy.

Other areas identified for examination:

- hate crime – is this a growing problem, what is being done to combat it?
- ‘Develop and implement a programme of action to discourage environmental and anti-social behaviour’, 50% completed. Quarter 2 Actions Report. What programme has been developed and how has it been implemented?

- II. Councillor John Clarke, Leader of the Council and Councillor Michael Payne, Deputy Leader and Portfolio Holder for Resources and Reputation will be attending the 22nd February meeting as part of the programme of Portfolio Holding to account. The responsibilities that fall within these Portfolios are listed below and Members are reminded of the need to identify areas for examination and are asked to submit questions in advance of attendance.

Councillor John Clarke

- Overall strategy and delivery of agreed Council priorities and objectives.
- Oversight of all Cabinet responsibilities
- Building and developing relationships with partners at a local, regional, national and international level to pursue matters of interest to the Council and the community
- Representing the interests of the Council and the wider community on the Nottingham and Nottinghamshire Combined Authority, East Midlands Council, and other key strategic local, regional and national bodies
- Oversight of the Council’s Collaboration Agreement with Newark and Sherwood and Rushcliffe Councils
- Building and maintaining positive relationships with and between elected Members and employees

- Promoting and encouraging effective corporate governance and the highest standards of probity.

**Deputy Leader and Portfolio Holder for Resources & Reputation
Councillor Michael Payne**

- Budget strategy, financial management and local taxation
- Asset Management, including the Council's investment property, sales and purchase of land
- Communications, marketing and promotion
- Media relations
- Customer Services, information and communications technology.

4. RECOMMENDATION

It is recommended that Members:

- ask relevant questions to the Portfolio Holder for Public Protection
- thank the Portfolio Holder and other guests for their attendance
- identify areas in the Leader and Deputy Leaders Portfolio for examination at the February Overview and Scrutiny Committee.

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Quarter 2 Portfolio indicator report

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

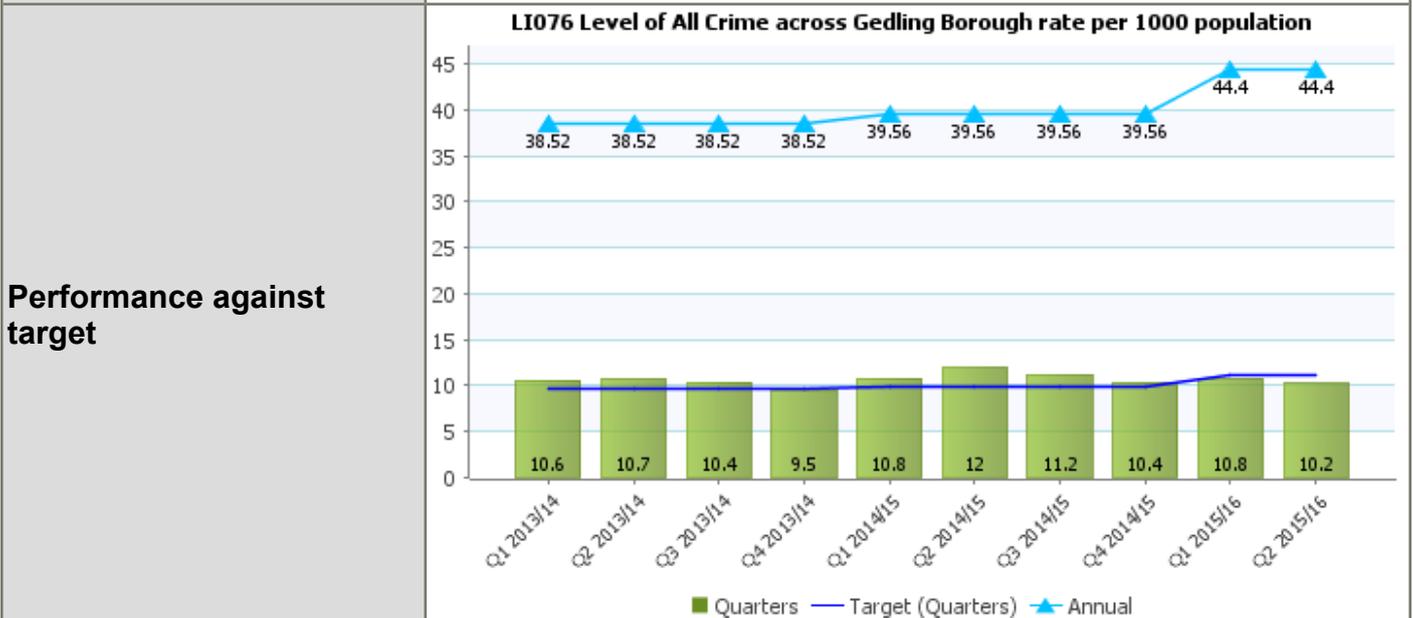
Portfolio Owners Public Protection

LI076 Level of All Crime across Gedling Borough rate per 1000 population

Managed By	Andy Callingham	Status	
Current Value	Current Target	Trend compared to last period	Trend compared to year ago
10.2	11.1		

Latest Note

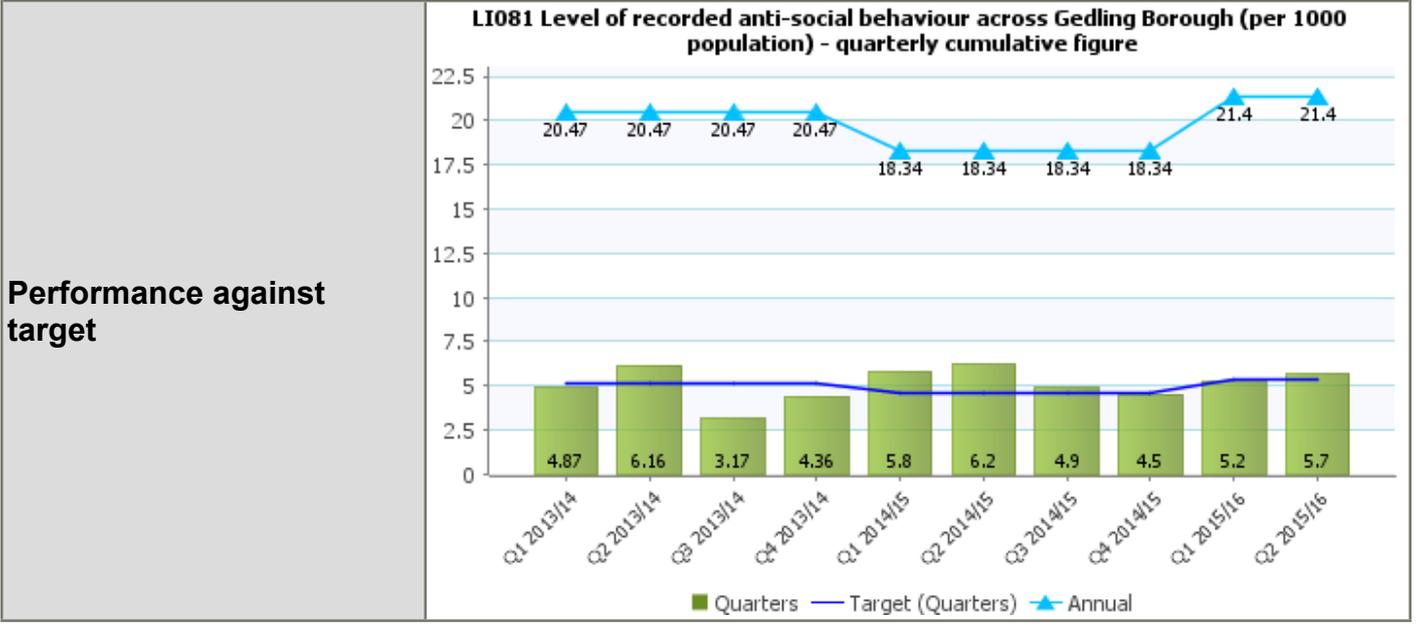
All recorded crime for quarter 2 reduced by 8.6% equating to 10.2 offences per 10000 population (1158 offences) for the quarter against a figure of 1361 for the same quarter the previous year. Year to date (April to September) this represents a reduction of 7.9% (204 offences). There are no set targets for overall crime with the exception of achieving a reduction in offences.



LI081 Level of recorded anti-social behaviour across Gedling Borough (per 1000 population) - quarterly cumulative figure

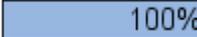
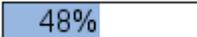
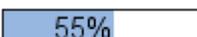
Managed By	Andy Callingham	Status	
Current Value	Current Target	Trend compared to last period	Trend compared to year ago
10.9	21.4		

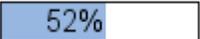
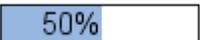
Latest Note



Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Portfolio Owners Public Protection Portfolio

Title	Managed By	Status	Completion Date	Progress Bar	Notes
Work with voluntary youth groups and the Youth Service to identify funding for detached street youth work to engage with young people at risk of getting involved in anti-social behaviour	Lance Juby		31-Mar-2016		£5,000 Home Office funding secured for the delivery of the Street Games style doorstep sports club in Newstead for 201516. £120,000 funding bid to Sport England to target female participation in sport in priority areas has been successful. Girls Make it Happen Project start 1st Jan 2016.
Implement youth diversion activities at Leisure Centres	Andy Hardy		31-Mar-2016		
Develop and implement a programme of action to discourage environmental and antisocial behaviour	Andy Callingham		31-Mar-2016		Summer focussed on responding to issues. Environmental issues group has continued to be successful, continued high levels of enforcement of fly tipping.
Implement taxi licensing improvement plan	Andy Callingham		31-Mar-2016		Revised charges and policy introduced to adopt the deregulation act. Work streams progressing well to deliver revised vehicle

Title	Managed By	Status	Completion Date	Progress Bar	Notes
					specifications and safeguarding training
Identify and evaluate options for delivering CCTV in partnership with Nottinghamshire Police and other local authorities	Andy Callingham		31-Mar-2016		Programme timetable led by Newark and Sherwood D.C. Project manager appointed, room identified and consultants engaged.
Deliver Gedling's contribution to the activities and plans of the South Nottinghamshire Community Safety Partnership	Andy Callingham		31-Mar-2016		



Report to: Overview and Scrutiny Committee

Subject: Scrutiny Work Programme 2015/16

Date: 7 December 2015

Author: Elections and Members' Services Officer

1. PURPOSE OF THE REPORT

- i. To discuss the 2015/2016 scrutiny work programme.

2. SCRUTINY REVIEWS 2014/2015

Homelessness and Hardship in the Borough

The final report and recommendations arising from this review were approved by the 15th December Overview and Scrutiny Committee and referred to Cabinet on the 12th February 2015, along with a request for a response from the relevant Portfolio Holder. A response to the recommendations was presented to the committee on the 13th April 2015. Members requested a six month progress review of accepted recommendations be available at the December meeting, this is attached at **Appendix 1**.

3. 2015/16 WORK PROGRAMME

I. Scrutiny working groups

- **Obesity and Smoking**

Working Group members: Councillors McCrossen (Chair), Truscott, Bisset, Doyle, Walker and Hewson.

The committee has established a working group to carry out a scrutiny review which would focus obesity and smoking in the borough. It will consider what the authority can do to strengthen partnership working, improve coordination of services and how leisure and planning can influence and support this work. At the first meeting of the group representatives from Public Health Nottinghamshire presented data on the

prevalence of, and risk factors associated with, excess weight. The Chair met with a representative from the Nottingham North East Clinical Commissioning Group and Dr Paul Oliver, the Clinical Lead, will be attending a working group on 8th December to discuss what GPs are doing to help reduce obesity, and what we as an authority can do to assist this.

- **Bonington Theatre**

A small group of Members met to consider a number of reports relating to the theatre and to determine if this was an issue that they would like to examine in further detail. Members concluded that, subject to the Committees approval, a review which would examine the current theatre programme and explore what can be done to help develop the venue into a flagship arts venue should be undertaken.

II. Scrutiny work programme 2015/16

To consider the committees work programme based on the areas of work identified at previous meetings and make amendments as appropriate a copy of the Scrutiny Work Programme 2015/2016 is attached at **Appendix 2**.

4. RESPONSE TO REQUEST FOR INFORMATION – PLANNING DEVELOPMENT MANAGEMENT IMPROVEMENT PLAN.

At the July meeting of the committee Members requested information relating to the Planning Improvement Plan report.

The draft report, which had been produced following the recent independent service review, was presented to the 14th October Planning Committee. A number of comments were noted at the meeting and Members were invited to send in further written responses to the plan. It is expected that the report will be signed off as an Executive Decision in the near future. The report is attached at **Appendix 3**

5. RECOMMENDATION

The Overview and Scrutiny Committee:

- consider and comment on the response to the Homelessness and Hardship in the Borough recommendations update
- notes the progress of the Obesity and Smoking working group

- considers the recommendation of the Bonington Theatre working group
- agrees the committees work programme and makes amendments as appropriate
- notes the information regarding the Planning Development Management Improvement Plan.

APPENDICES

Appendix 1: Homelessness and Hardship progress report

Appendix 2: Scrutiny work programme

Appendix 3: Planning Development Management Improvement Plan Report

Appendix 3A: Development Management Improvement Plan

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Responses to Scrutiny Review Recommendations

Report to Overview Committee

Title of the review: Homelessness and Hardship in the Borough.

Date review completed: 15 December 2014

Date Presented to Cabinet: 12 February 2015

Portfolio Holder: Councillor Wheeler

Response due to the Overview Committee (28 days): 13 April 2015

6 month update due to the Overview Committee: 7 December 2015

Chair of the review group: Councillor Lawrence

Officer supporting the review: Jane Ansell/Helen Lee

Guidance

The final report and recommendations from the above review were considered by Cabinet and a written response to the recommendations was presented to the Overview and Scrutiny Committee.

A 6 month report from the Portfolio Holder on progress of the implementation of accepted recommendations is required by the Committee.

If you need any further assistance in completing this response please contact Helen Lee, Elections and Members Services.

Recommendation 1

Gedling Borough Council, in partnership with Nottinghamshire County Council and our district collaboration agreement partners, to broker dialogue with NNE CCG and other CCG Leads via the Health and Wellbeing Board to help secure future funding for Elizabeth House services beyond April 2016, focusing on high need individuals that have a high impact on local health services.

Response from the Cabinet Member to Overview

A meeting is currently being arranged between the County and the neighbouring districts PCT, CCG and probation by Alison Richmond – Business Support at County Hall to discuss the future arrangements / proposals for Elizabeth House and other units of supported accommodation post April 2016. I should know more once this meeting has taken place, and will advise.

Update on progress of the recommendation

Unable to update, waiting for response from Notts. County Council.

Recommendation 2

Gedling Homes to consider providing a ring fenced number of supported accommodation flats for complex move-on cases referred from Elizabeth House.

This could be raised with Gedling Homes, or the other housing associations that have stock in the borough, but perhaps better to leave this until we know the likely outcome of the County's spending cuts on supported accommodation.

NB I would advise caution here for the Council as this is a statutory function of the County Council.

Update on progress of the recommendation

In view of the significant reductions at Gedling Homes and the lack of funding for support services this objective could provide very difficult to deliver post Housing Bill

Recommendation 4

The Council to explore previous good practice and good practice of other Authorities in influencing developers to ensure the most appropriate housing mix on new developments in the Borough. (i.e. an occasion when the Council worked proactively with a developer on Teal Close (Pepper potting, New Housing Markets).)

In terms of the affordable housing requirement, ideally this would mirror the provision on site in terms of the size / style of the properties. A further requirement for the affordable housing is the tenure split between social rented and intermediate market solutions (shared ownership, discount for sale etc.) and this enables us to not only address housing need, but also to assist people to take the first steps into home ownership, along with the 'Local Lend a Hand' and the

national 'Help to Buy' schemes.

Analysis of the Council's waiting list shows

No of beds	bedsit	1	2	3	4	5+
Applicants	349	325	234	112	18	8

It is important to note that applicants can bid on 2 or 3 bedroomed properties, or 1 or 2 and so there will be an element of double counting, but this clearly shows that there is far greater demand for smaller properties. This has been factored into the Councils' recent tendering of 2 sites and some of its commuted sum, as the majority of those properties will be 2 bedroomed, then 1 bedroomed.

This approach is also fully consistent with the Councils' objective about Place in the Council Plan.

Response prepared by Peter Baguley – Service Manager for Planning

The Development Management service encourages developers and landowners to discuss proposals at pre-application stage, and in relevant cases includes advice from other Council services, including Public Protection and Housing. This ensures that developers are aware of the potential opportunities to include the most appropriate housing mix in their submitted proposals.

Update on progress of the recommendation

Evidenced in the negotiations of the S.106 affordable homes on Spring Lane which will mirror the wider development.

Recommendation 5

The Council and partners to consider holding a stakeholder event to address mixed housing stock, inclusive development and the maximisation and streamlining of specialist advice and support; to include CAB, Credit Union, registered housing providers and anyone with a stake in financial inclusion. – see Tameside Money Inclusion Network (MiNT) best practice.

The following extract has been included in the response to provide some background information.

The Tameside Money Inclusion Network MiNT has the following objective.

“MiNT is a partnership of organisations based in Tameside. All of the partners

share a vision of giving people the right tools and skills to manage their personal finances and avoid the debt trap.

The MiNT partners cover a wide range of organisations, including housing associations, the local Council, independent advice agencies and the credit union. Our aim is to ensure that everyone living or working in Tameside, irrespective of age, race or gender has access to all the personal finance information that they need.”

At GBC we already have close links with the CAB who provide drop in sessions both at the Civic Centre, local bases and the town centre. The Council pays a grant of £40k p.a. for this service. In addition the Housing Needs Team also pays the Nottinghamshire Housing Advice Service to provide specialist debt and financial advice to residents. So in some terms the ideas of MiNT are already in place at GBC, however there is the potential to work more closely with the local housing providers to see what support / advice they can bring to the table, as well as assessing what current services / support is available to our residents and seeing if better use could be made of that, for example the Kings Money Advice in Mapperley which currently operates in the borough.

Update on progress of the recommendation

Sadly budget efficiencies have seen GBC cease funding the excellent work of the Nottinghamshire Housing Advice Service and many local voluntary services have had their funding cut, even the GBC CVS has ceased to operate, so the delivery against this recommendation is questionable in view of the lack of agencies and funding.

Recommendation 6

Ensure that the aspirations and plans of Gedling priority neighbourhoods and Neighbourhood Planning areas and the knowledge of local social housing providers are taken into account in pre application discussions on major development sites.

Adopted Neighbourhood Plans become part of the Development Plan, and so are material considerations which officers consider as part of the pre-application process. Sharing good practice from other housing sites is also encouraged as part of this process, and has already resulted in schemes being amended at this stage to reflect this

Update on progress of the recommendation

The service continues to apply good practice from other schemes in pre-application

discussions, as well as working with two communities who are actively pursuing Neighbourhood Plans.

Recommendation 7

The Council to revive the reporting back mechanism for representatives on key outside bodies, i.e. Gedling Homes, which was in place when we had the Committee System.

Further work will be undertaken after the election on the roles and accountability of those elected members who sit on such boards.

Update on progress of the recommendation

There is no formal mechanism for members to “report back” on their activities when representing the Council on outside bodies. Gedling Homes is a separate entity to the Council and it would not always be appropriate for Councillors to talk publicly about the operation of the Gedling Homes business. Councillors sitting on outside bodies do so as full representatives of that body. There are no plans to change how this operates

Recommendation 8

Seek to influence the development of more one and two bedroom properties in the Borough.

Analysis of housing need evidenced greater demand for 2 and 1 bedroomed properties though there is demand across all property types e.g. 3, 4 and 5 bedroomed houses. This knowledge has been used to shape the delivery of the two sites and some of the council’s committed sum which is being used in partnership with Nottingham Community Housing Association to deliver over 60 homes by the summer of 2016, the majority of which will be 2 and 1 bedroomed properties.

Update on progress of the recommendation

The focus on the delivery of predominantly 1 and 2 bedroom properties has continued with two significant developments, one on Cavendish Road and the other in Carlton Square which will deliver over 70 new homes.

Recommendation 9

The Council to continue to raise public awareness and advocate against the dangers of payday loans and encourage more people to invest in the credit union as well as to borrow, which improves sustainability and increases access.

The council has already and will continue to raise awareness and advocate against the dangers of payday loans and direct individuals towards alternative financial advice and support, as well as encouraging investment in the credit union.

This will be delivered and monitored through our service level agreements with the Citizens Advice Bureau, Gedling Community and Voluntary Services and RCAN. These organisations are funded by GBC to promote the credit union and provide either signposting to, or to directly deliver, financial advice and guidance to Gedling residents.

Update on progress of the recommendation

Gedling Community and Voluntary Services closed in October, so support covered by our Service Level Agreement with them has ceased. The Community Relations Service Area is considering how the Council responds to the CVS closure in terms of the wider community and voluntary sector support for our communities. Delivering and monitoring this recommendation through our remaining Service Level Agreements with Citizens Advice Bureau and RCAN remains a priority.

The CAB are available at GBC offices every Thursday and Friday and we pay them for their time in talking to our residents

Currently we don't take any action or provide any advice regarding payday loans, we don't have anything to do with the credit union – they haven't wanted to be involved

Recommendation 10

Greater publicity to be given to the services and facilities provided by local Sure Start Children's Centres in order to increase registration, to include:

- Concessionary access provided for Children's Centre staff to use our Leisure and Community Centres to conduct outreach sessions.
- Use of the digital screens in Leisure Centres and the Civic Centre to promote Children's Centre Services.

This suggestion will be considered and appraised, though there may be the requirement to charge at the public sector rate.

- GBC Housing Needs Service to strengthen referral links from their customers to Sure Start services.

This is an excellent suggestions and one which the team are keen to progress. Whilst the team have a protocol in place to make referrals to the statutory agencies, formalising a means of encouraging the people they work with to engage with Sure Start Services, would be a valuable addition to the service.

- Gedling BC Contacts magazine to run a feature raising awareness of what Children’s Centres can provide.

Will be included in the editorial of the July edition.

Update on progress of the recommendation

The Housing Needs Team continues to advise people of the range of services provided by Sure Start.

Communications team liaised with Sure Start Centre to promote their services and also promote joint working of the Netherfield locality worker with Sure Start (preschool video) in Contacts 38”.

Recommendation 11

Alongside vocational development work currently underway within the Gedling Employment and Skills Group communities and localities to be encouraged to access external funding for the provision of community based training and life skills. An ideal scenario would be for Gedling residents to have access to a year round calendar of local courses and personal development opportunities.

In terms of funding, there is existing funding within the borough which is readily accessible. The problem we have is identifying the skills needs of our local communities. Once this has been captured then we can start to put provision in place which would include both soft skills (confidence and self-esteem building) then progressing to accredited courses including functional skills. There is already a lot of support and training available around softer skills such as employability, budgeting, managing your own job search and ICT.

There are a number of providers delivering this provision including; colleges, private training providers and the community and voluntary sector. The remit of Employment and Skills Group members would then be to co-ordinate and oversee the delivery of the training to address skills deficits to support local residents in securing sustainable employment.

Once need is identified if a gap in provision exists then we would work with partners to put necessary provision in place.

Update on progress of the recommendation

A standing agenda item at the quarterly Employment and Skills meetings is for partners to provide updates on courses they are delivering. This raises the profile between partners, identifies referral routes and mechanisms to cascade opportunities across the Borough. The Council, DWP and community and voluntary organisations promote opportunities as part of their day-to-day activities. Partners have also started to email opportunities to the Economic Development between meetings. This information is disseminated via email to all partners who then promote via their own distribution groups. For example the locality coordinators at the Council will promote via Facebook and their steering groups and information will be displayed at the weekly work clubs. The Council publishes this information on our website and promote via social media.

The principle colleges that serve the Borough report on course uptake at each quarterly meeting. This helps the Council and partners to identify where the uptake is, are there any gaps in provision and is the uptake in the right areas to meet the skills requirements of employers within the Borough. These activities all feature in the Employment and Skills Delivery Plan and outcomes are monitored on a quarterly basis.

Economic Development work with programmes such as the Nottinghamshire County Council funded Community Learning and Skills Service (CLaSS), who commission providers to deliver courses from Children's Centres and community buildings such as the St Georges Centre in Netherfield to ensure that courses are available within the local community and meeting local demand.

The Employment and Skills Group will continue to identify and promote opportunities to Gedling residents and will monitor uptake at the quarterly meetings. If skills gaps are identified then the Council will work with partners to put necessary provision in place. Further work needs to be done on identifying the skills needs of our local community and encouraging uptake of existing provision as this can sometimes be cancelled due to poor uptake.

Recommendation 16

Under our commitment to the Armed Forces Community Covenant, enhance support for ex-military personnel at risk of dependency, hardship and homelessness by strengthening referral links to SAFFA and other Service benevolent organisations.

As part of the Armed Forces Community Covenant Action Plan, support for ex-military personnel has been embedded as a cross cutting aim in the Council's service planning process, which means that individual service plans will increasingly

need to assess the impact of services in relation to the access needs of military and ex-military clients.

The Covenant Action Plan has already resulted in the provision of outreach sessions by the Royal British Legion, running on a monthly basis from the One Stop Shop. Additionally, the Community Relations Team is currently reviewing its Service Level Agreements with CAB, RCAN and Gedling CVS. Part of that review will include maximising those Service Level Agreements in order to strengthen partnership referral links between the Council, its partners and military support organisations for the benefit of forces citizens.

Update on progress of the recommendation

The Council's commitment to the Community Covenant has now been embedded in the organisation's Service Planning process, as a result all Service Managers need to consider their contribution to this commitment and include it in their annual plans.

Gedling Community and Voluntary Services closed in October, so support covered by our Service Level Agreement with them has ceased. The Community Relations Service Area is considering how the Council responds to the CVS closure in terms of the wider community and voluntary sector support for our communities and this will include shaping the Council's relationship with the armed forces community.

Royal British Legion has been supported to maintain their outreach sessions.

Housing Needs Manager has attended a recent Community Covenant Conference which will help to strengthen referral links and relationships with other organisations.

In addition the Housing Needs team has forged excellent working relationships with the Royal British legion and through this has been able to access additional funding and support to assist ex service personnel with their housing needs.

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Overview and Scrutiny Committee work programme 2015/16

Date	Item	Performance Reports	Current Reviews 2015/6	Pending Reviews 2015/16	Reviews 2014/2015
20 th July 2015	<ul style="list-style-type: none"> Recording of meetings 	Quarter 4 data. Identify areas within each portfolio for consideration.	<ul style="list-style-type: none"> Smoking and Obesity Commenced 28.09 15 	<ul style="list-style-type: none"> Highways GP waiting times Care of the elderly 	Final Report and Recommendations Transport in the Borough review. Response Reducing Unemployment
5 October 2015	<ul style="list-style-type: none"> Crime and Disorder Information PCSOs Recording of meetings update Bonington Theatre Select issues for P H attendance on 7 December 	Quarter 1 data			Cabinet response to Transport in the Borough
Page 41 7 December 2015	<ul style="list-style-type: none"> Crime and Disorder Scrutiny Portfolio Holding to account – Cllr D Ellis. Planning Advisory report Select issues for P H attendance on 22 February 	Quarter 2 data	<ul style="list-style-type: none"> Bonington Theatre 		6 month response to Homelessness and Hardship
22 February 2016	Portfolio Holding to account Councillor J Clarke & Cllr M Payne Highways information	Quarter 3 data			6 month response to Reducing unemployment in the Borough
25 April 2016	Portfolio Holding to account Cllr H Wheeler				6 month response to Transport in the Borough
16 May 2016	Portfolio Holding to account Cllr Jenny Hollingsworth				

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Report to Planning Committee

Subject: Development Management Improvement Plan

Date: 14 October 2015

Author: Service Manager – Planning

1. Purpose of the Report

- To seek members' comments on the draft Development Management Improvement Plan, produced following the recent independent service review.

2. Background

Members will recall that a short independent resource review of the Development Management service was carried out by Fortismere Associates and ARUP in the Spring and early Summer of 2015 on behalf of the Planning Advisory Service. It was the first review of its type in the country.

Drawing on the findings of that review, and on wider evidence and issues relating to current performance of the service, a draft Improvement Plan has now been drawn up. A copy of the draft plan is attached at **Appendix A**.

3. Proposal

The Resource Review identified a number of areas for improvement which need to be addressed

- Lack of management capacity in the existing structure
- Not meeting corporate targets on “minor” and “other” categories of planning applications
- Increasing proportion of non-fee earning applications
- Opportunities to charge for services on full cost recovery basis
- Improve communication and customer experience
- Improve the use of ICT

The draft Improvement Plan has been developed to address these issues and wider points derived from customer, member, employee and other stakeholder feedback.

The Improvement Plan is themed around delivering improvement across a range of themes.

- Strategic overview
- Staffing, including leadership and management
- Systems and process improvements
- Performance management and improvement
- Income generation
- Customer care and customer focus
- Democratic improvements

It is a challenging programme, to be delivered over a two year period. In some areas, it requires significant, cultural change.

Delivery of the programme will be led by the Service Manager, but will require support from all officers within the service going forward. Frequent staff briefings will seek to ensure continued staff engagement with and ownership of the Plan. Officer oversight will be co-ordinated by the Corporate Director responsible for Planning.

It is also felt to be important that there is member oversight of delivery of the Plan. It is therefore proposed that a small Member Reference Group is established to provide such oversight, advised and supported by the Corporate Director and the Service Manager.

If supported, it is suggested that this reference group consists of the Portfolio Holder with responsibility for Planning matters; the chair of this Committee and a member of the Opposition Group. In addition, progress reports should be presented to the committee every six months.

Members will note there is a specific section of the Improvement Plan focusing on democratic improvements. Given that this area of work is of particular relevance to members, it is further suggested that the Planning Delegation Panel takes the role of a reference group for this section of the Improvement Plan, working with the Service Manager.

It is intended that a final version of the Improvement Plan, where appropriate reflecting members' comments arising from today's meeting, will be the subject of an executive decision by the Portfolio Holder for Growth and Regeneration, to be made as soon as possible.

4. Resource Implications

The service continues to operate against a challenging financial backdrop, with increasing demands and expectations upon it alongside an increasing proportion of development activity being deemed to be prior notification and thus not attracting a planning fee. Attracting and retaining staff remains a challenge in a competitive market.

The Improvement Plan includes the development and implementation of a new staffing structure, work on which is being led by the Chief Executive as part of a wider management review currently in progress. This will be the subject of formal consultation in due course.

In the meantime, early steps are being taken to increase the number of front-line planning staff employed and to strengthen capacity to review systems and processes, which are key to delivering efficiencies. These will be delivered from within existing agreed council resources.

The Plan also envisages the development of new income streams and, where consistent with the quasi-judicial nature of the service, a more entrepreneurial and commercial approach. This should help to offset cost pressures outlined above.

5. Recommendation

Members are invited to comment on the draft Improvement Plan attached at Appendix A.

6. Appendices

Appendix A – Draft Improvement Plan

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Development Management Improvement Plan

Final draft – 2 October 2015

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
Strategic overview – to ensure a clear focus for the service to drive its culture and future direction					
Develop service vision and ethos and communicate this to all stakeholders	<ul style="list-style-type: none"> • Draft vision statement, drawing on service review • Engagement with stakeholders, including members, staff, consultees, customers and other service users • Adopt vision 	<p>Officer time</p> <p>Possible support from Communications and Customer Services in drafting and engagement</p>	Clear understanding of how the service works	Autumn 15	Service Manager Corporate Director
Staffing (incl. leadership and management) – to address capacity and retention issues within the service and to improve and focus leadership and management of the service					
Develop and implement new staffing structure	<ul style="list-style-type: none"> • Draft and cost revised structure • Secure SLT support • Consult with staff as required • Recruit to posts as required • Induct employees appointed, stressing importance of delivering the service vision. 	<p>Officer time</p> <p>Support and advice from Organisational Development and Financial Services</p> <p>SLT support</p>	New structure to provide stronger focus on planning delivery; greater resilience for the service; improved staff retention; to implement improved customer care and performance management.	Oct – Dec 15	Chief Executive Corporate Director Service Manager
Improve engagement with staff to deliver the Improvement Programme	<ul style="list-style-type: none"> • Regular programmed briefings for all staff in the service, with key staff from 	Officer time	Better informed and engaged employees	From Sept 15 and ongoing	Service Manager/ Corporate Director

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
	<p>other services (e.g. Finance; Customer Services) invited as and when required;</p> <ul style="list-style-type: none"> • To include briefings on structural changes; Improvement Plan delivery; customer focus standards and expectations; performance culture 				
<p>Increase staff capacity to deal with large developments by exploring introduction of Planning Performance Agreements</p>	<ul style="list-style-type: none"> • Review how other authorities use these. • Identify examples of their successful introduction, including how legal obstacles have been overcome • Engage with potential developer funders • Draft out roles and responsibilities/contractual agreements if required • Introduce new PPA-funded role 	<p>Support and advice from Legal Services; Financial Services; Organisational Development</p>	<p>Potential to bring in Fully funded additional staffing resource to drive forward larger development.</p> <p>Potential for combined planning and project management support for such development.</p>	<p>Autumn 15</p>	<p>Service Manager</p>
<p>Review duty planner service</p>	<p>Linked to pre-app charging and process improvements. Consider what alternative arrangements might be put in place.</p>	<p>Call centre support</p>	<p>More calls dealt with at first contact stage. More efficient use of the resources within the Development Management team. More self-service.</p>	<p>March 16</p>	<p>Service Manager</p>

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
Systems and processes – to ensure the service is operating as efficiently as possible, reflecting good practice and making full use of electronic means of service delivery, and that it does this in a manner consistent with customer expectations					
Fully review and overhaul all existing processes, with a view to improving efficiency, making greater use of IT (and away from paper systems); increasing self-service and improving customer satisfaction.	<ul style="list-style-type: none"> • Identify and agree processes for review with timetable • Identify and, if necessary externally procure technical and professional support to review processes • Fully map those processes as in place at present • Review associated consultation processes • Identify recognised good practice at other authorities and visit/meet with those authorities • Identify recognised good practice at Gedling BC in terms of process review and re-engineering and discuss with respective managers • Introduce new processes • Ensure staff are trained and supported in introduction of new processes • Ensure ongoing staff engagement • Review ongoing staff needs, including Service Support, in the light of changes 	<p>Full and continuing engagement from IT Services; Organisational Development and Customer Services.</p> <p>Possible external support to be commissioned, funded from Transformation Fund or similar.</p> <p>Support from key external suppliers incl UNIFORM</p> <p>Support from Housing Services to get the most from benchmarking with other authorities and services</p> <p>Other partner authorities as “critical friend”</p>	<p>Modernised service. More use of IT, less paper. More efficient use of staff resource. More customer focused service.</p>	<p>Reviews by Mar 16.</p> <p>Implement by end 16</p>	<p>Service Manager/ Service Support Officer/ Principal Planners</p>

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
	<p>introduced</p> <ul style="list-style-type: none"> Develop benchmarking tools 				
The following are specific actions to improve and develop systems and processes already recognised within the service for early action					
Introduce Development Team approach for co-ordinating responses to major development pre-applications and planning applications	Regular diaried round table meetings including Planning, PASC, Public Protection, Communities, County Highways, Education and others as required, to review major development proposals, provide advice on the schemes and what supporting information will be needed, and to understand the potential impacts and benefits of the proposal.	Regular commitment from all partners.	<p>Applicant gets comprehensive comments on the proposal.</p> <p>Council services areas can understand not just the impact for their own area, but how these can be developed to deliver greater benefits for the Council and community as a whole.</p>	<p>Protocol to be drafted early 2016.</p> <p>Development team to be launched early 2016.</p>	Service Manager
Introduce Consultee Access to enable electronic consultation with statutory and non-statutory consultees	Full e-consultation for all 150 bodies.	IDOX support. Training for consultees.	Reduced monitoring of P&E inbox. Document management.	4 months FTE plus support from OD service and/or IT	Service Manager/ Service Support
Publish consultee responses online	Encourage all applicants/agents to register for Public Access updates.	IDOX support.	Customer service.	4 months FTE plus support from OD service and/or IT	Service Manager/ Service Support
Improve County responses to searches	County to populate search responses in Total Land Charges, not e-mail.	County Council	GBC staff currently spend up to 1 day/ week populating Total	Oct 15	Service Manager/ Service Support

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
			Land Charges		
Review Solicitors requests post Land Charges/compliance	Explore and if feasible introduce charge for producing “letters of comfort”			Nov 15	Service Support
Update Validation List	Full review of validation list and update accordingly	Principal Planning Officers	Ability to refuse to validate incomplete applications and not be challenged. Co-ordinate with CIL software.	Oct 15	Principal Planning Officers
Improve the quality and clarity of application descriptions	Amend the descriptions submitted on applications to ensure that they cover all the development proposed in a consistent and coherent manner	Validating case officers. Acknowledgment letter to be changed. Engage and test with Members	Clearer descriptions. Fewer requests to clarify. Co-ordinate with CIL.	With immediate effect.	All
Introduce charging for viability assessments	Where there are concerns about the information submitted supporting the viability of a proposal, the applicant will pay for an independent third party assessment of these	Website updated. Payment process agreed.	Independent validation. Reduced negotiations.	With immediate effect.	Service Managers – Planning and Housing
Improve and clarify Enforcement processes	<ul style="list-style-type: none"> Review and refresh procedures. Improve awareness of the Enforcement policy. Explore further use of Uniform IT module. All complaints to be contacted after site visit with initial findings. Strengthen implementation of 	Officer resource. IDOX support.	Customer service. Fewer calls chasing progress.	Mar 16	Service Manager

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
	enforcement. <ul style="list-style-type: none"> Introduce resilience by making part of Planning Officers' roles, covering Enforcement Officer absence and workload peaks. 				
Performance management – to develop a stronger performance culture within the service; to improve absolute and comparative performance against key performance measures (especially nationally recognised measures) and sustain that improvement					
Critically review all existing performance measures for relevance and importance to the service and to customers as measures of performance	<ul style="list-style-type: none"> Review current PIs Research alternatives used by good practice authorities Specifically research customer satisfaction measures Specifically research cost and income measures Review and incorporate key measures set out in Service review, especially around workload and backlog 	Advice and support from OD service Advice from PAS	Clear indications of what a high performing service looks like.	Dec 15	Service Manager/ Corporate Director
Propose and when agreed implement a new suite of performance indicators that better reflect performance and cost of the service and customer expectations				Apr 16	Service Manager
Strengthen performance culture	Brief staff at beginning of process		Creates and	Oct 15 and	Service Manager/

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
within the service, raising its profile and widening ownership	<p>and once new measures introduced.</p> <p>Explore personal PIs and individual targets for each officer</p> <p>When reviewing processes, look at making Case Officer responsible from start to finish.</p> <p>Introduce a monthly performance dashboard for display</p> <p>Routine inclusion on team meeting agendas; specific reference in PDRs</p>		<p>strengthens individual responsibility</p> <p>Healthy competition.</p> <p>Easier to identify blockages</p>	ongoing	Corporate Director
Sign up to Planning Quality Framework to benchmark performance	<p>Input data and set up customer surveys.</p> <p>Monitor customer satisfaction.</p>	IT/Comms	Improved comparative performance data.	Autumn 15	Service Support
Income generation – to ensure the service identifies and progresses commercial opportunities, while retaining the integrity of its quasi-judicial role					
Introduce pre-application charging	<ul style="list-style-type: none"> • Ensure service has capacity and systems in place to deliver successfully • Establish and agree basis for charging levels and actual charges to reflect that • Put in place systems to deliver • Train staff involved in 	Finance/IT/ Communications/ Customer Services	Additional income.	Jan 16	Service Manager

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
	delivery, in Planning and in other service, including Customer Services <ul style="list-style-type: none"> • Develop and implement awareness campaign amongst key stakeholders • Identify and provide administrative support 				
Explore further income generating opportunities for Development Management.	Various examples to be explored See also potential Planning Performance Agreements above	Finance/ Communications/ Customer Services		During 2016/17	Service Manager/ Principal Planning Officers
Customer care – to develop and embed a stronger customer focus throughout the service, recognising the multiple customers served					
Develop better understanding of the customer perspective	Identify different customers and their needs and preferences.	Comms. Customer Services.	Better understanding of what customers want, and use this to shape future service delivery.	15/16	Service Manager
Regular customer care training for Development Management officers	Customer care. Report writing. Uniform. Site safety.	HR/external	Able to prioritise workload and understand what's required.	Nov 15	Service Manager
Review and reduce e-mail mailboxes	Eliminate obsolete and under-used mailboxes Review monitoring arrangements.	IT/Customer Services/Comms	Easier access and monitoring. More efficient use of staff resources.	Nov 15	Service Manager / Service Support
Review and fully update website	Full review of content; use of language; clarity, from user perspective	Comms support	Self-service by service users	Dec 15	Service Manager

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
Review and update training to improve the interface between Customer Services and Planning	Re-training. Improve filtering of enquiries.	Customer Services support	More efficient sifting of calls/e-mails. Reduced hand-overs. More efficient use of staff resource.	ongoing	Service Manager / Service Support
Develop and publish service standards	Draft and publish to reflect customer expectations.	Comms/ Customer Services	Demonstrates good practice	Dec 15	Service Manager
Improve the quality and frequency of feedback to customers on the progress of planning applications	Where an application is likely to go out of time, the applicant will be updated at the end of week 6/start of week 7 to explain why.	7 week list run weekly.	Customer service.	Dec 15	Service Manager / Service Support
Encourage better use of IT so all applicants and consultees can self-serve	Encourage all applicants/agents to register for Public Access updates.	Update acknowledgment letter; applicants responsibility.	Customer service.	Dec 15	Service Manager / Service Support
Democratic improvements – to modernise and reflect latest good practice in democratic process, and improve efficiency of systems and processes that support the process					
Migrate committee and delegated reports to modern.gov	Implement on modern.gov.	IT/Members' Services	Consistency with corporate systems	Apr 16	Service Manager
Review structure, layout and content of Planning Committee reports	<ul style="list-style-type: none"> Review good practice in layout and presentation Draft new report template to reflect that Engage with Legal Services and Members Services Consult and engage with members and service users 	IT/Members' Services/ Members	Shorter, with improved structure, with recommendations more prominent; with consultation narrative appended	Apr 16	Principal Planning Officers
Review timing, frequency and	Frequency/agendas/reports/	IT/Members' Services/		16/17	Service Manager

Improvement activity	Actions to deliver improvement	Resources needed	Benefits	Timing	Led by
operation of Planning Committee	member briefings Engage with Committee Chair and committee members	Members		municipal year	
Review Member engagement in the Development Management process	Consider existing arrangements and impact on performance	Members		16/17 municipal year	Service Manager
Review the operation of the Delegation Panel	Consider existing arrangements and impact on performance	Members		16/17 municipal year	Service Manager