

Service Continuous Improvement Plan

Section 1 - Surpassing the Statutory Level of Service

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. of Review
R1 Pre-application discussions.	These should be more inclusive, involving where necessary, local members, consultees and parish Councils.	Adopt a practice note for staff to define a protocol for extended discussions.	Year 1 BVPI 112	Greater openness and involvement at an early stage	Will require more officer time on non-core task.	5.1.7
R2 Pre-application discussions	Assemble a multi-skilled development team to provide a 'one stop shop' pre-application service on major proposals.	Continue to utilise this approach which has already been used for cases such as the Maltings	Year 1 BVPI 112	Comprehensive seamless service to developers	More efficient use of existing resources.	5.1.7
R3 Improved accessibility to Planning Officers	Stakeholders would like the availability with Officers to be improved	Telephone services will be improved and use of e-mail encouraged.	Year 1 LPI	More responsive service	Require investment in new technology	5.1.7
R4 Procedure for keeping the applicant informed	Applicants, Parish Councils and consultees wish to be kept better informed during the application process.	Devise and implement a procedure for keeping stakeholders informed <u>during</u> the process	Year 2 LPI	Improved customer care.	Additional tasks for staff.	5.1.7
R5 Guidance notes and information leaflets	Improved literature could help inform the community of planning.	Draft and introduce a broad range of guides including a design guide and barn conversion guide.	Year 1-5 LPI	Improved communication, customer care.	Financial and personnel implications.	5.1.7
R6 A Planning Charter	Staff consultation raised this as a good way to extend our community engagement.	Produce draft for consideration by the executive	Year 1 BVPI 112	Improved accountability and customer care	Final and personnel implications but very minor	5.1.7
R7 Customer care	Consultation indicates that stakeholders find this good this is good.	High standards are maintained through sending new staff on in-house training courses.	Year 1 BVPI 111	High standards of customer care	As existing from training budgets	5.1.7

Section 2 - Meeting the Government's 'Eight Week' Target

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. of Review
R8 Scheme of delegation & standing orders	Achieve an intermediate system with 100% delegation to HDS with local Ward Member / Chairman retaining rights to refer application to committee	The HDS in conjunction with Legal and DSU draft a report outlining options for a revised scheme of delegation for consideration by Members.	Year 2 BVPI 109 110	Improved speed of decision	Potential cost saving from less committee servicing	5.2.5
R9 Committee Structure	Area committees are well established and valued. No change to existing arrangements should be considered. Ways of streamlining the existing arrangements should be investigated.	Area committees to remain unaltered. The HDS, together with legal and DSU investigate means of streamlining the existing arrangements and place report of options to members.	Year 1 BVPI 109 110	Improved efficiency and speed of decision	Potential cost saving from streamlined procedures. Initial staff resource implications from investigations.	5.2.5.2
R10 Registration	There is a problem with missed consultation and the registration of inadequate plans.	Stricter registration standards: <ul style="list-style-type: none"> • Technical expertise introduced into registration • Better guidance notes to applicants • Better use of GIS and sieve records • More accurate plotting of sites to link with site histories (now done) • Introduce team not task working 	Year 1-3 BVPI 109 110	Improved efficiency	Cost of investigating options from within existing budgets	5.2.5.4

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R11 Registration process - secondary phase	The procedures are complex and involve a number of staff	Fewer staff are involved, changing working arrangements to introduce an integrated approach. The process is simplified	Year 1-3 LPI	More efficient system. Greater staff satisfaction	Neutral	5.2.5.5
R12 Negotiations	<ul style="list-style-type: none"> Should only negotiate on relatively minor changes for householder / simple applications Place a time limit on the submission of amendments when negotiating. 	That these two options be implemented with immediate effect	Year 1 BVPI 107 109 110	Improved speed, efficiency and more cost - effective	Cost savings through limiting time spent negotiating.	5.2.5.6
R13 Publicity and consultation	The publicity arrangements are well appreciated by stakeholders and should not be changed. However a number of refinements should be pursued.	<ul style="list-style-type: none"> No wholesale change Guidelines should be updated Planning charter should be published Design new procedure for keeping applicants informed New protocol of how and when members and parishes are notified of pre-application discussions 	Year 1-5 LPI	Improved consultation.	Design and implementation of procedures will add expense to the service.	5.2.5.7
R14 Legal agreements	Where legal agreements are required, especially to secure open space contributions on small housing schemes, then this inevitably affects means the 8-week target will not be met. 12% of applications go out of time because of the need for such an agreement.	That the following be investigated: <ul style="list-style-type: none"> Issue a legal receipt for R2 contributions Require a unilateral obligation to be submitted with the application. 	Year 1-2 BVPI 109 110	Improved speed of decision.	Investigation of new procedures will incur a cost.	5.2.5.8

Section 3 - Meeting the Governments 40% Appeals Target

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
R15 The Authority should aim to have less than 40% of appeals against the refusal of planning permission allowed.	Government's targets are met, no wholesale change required just some refinement to ensure our achievements are maintained in the long term.	<ul style="list-style-type: none"> • Full time member of staff trained as stand in for appeals administrator to ensure cover. • Appeals administrator circulates a weekly list of outstanding appeal statements, to allow APO's to chase/ ensure deadlines are met. 	Year 1-3 BVPI 112	DETR to receive prompt statements. Defence of Locally taken democratic decisions.	Training costs of providing admin. Cover.	5.3.5

Section 4 - Community Engagement

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
<p>R16 Achieving increased community engagement in the planning process as encouraged by the local Agenda for Excellence and national Modernising Local Government. To achieve this without compromising efficiency of service.</p>	<p>The service is already geared to providing high levels of community engagement. There are some areas of refinement that may bring greater clarity to the process and practices that should be pursued that will facilitate an improvement to the speed of the service in tandem with greater community involvement.</p>	<ul style="list-style-type: none"> Publication of a bridging document clarifying links between the Community Plan and Local plan. Adoption of document as SPG. 	<p>Year 1-3 LPI</p>	<p>Will clarify how development control decisions are delivering the communities stated aspirations.</p>	<p>Staff costs and resource implications in producing the document</p>	<p>5.4.14</p>
		<ul style="list-style-type: none"> Planning briefs used more proactively to encourage additional community involvement and influence 	<p>Year 1 BVPI 112</p>	<p>Improved awareness and involvement in the process. Greater certainty, reduction of conflict.</p>	<p>Staff costs and resources. Ultimately may save time and money by streamlining the application process.</p>	<p>5.4.14</p>
		<ul style="list-style-type: none"> Increased community involvement encouraged through practices such as workshops, round-tables and 'planning for real' exercises. 	<p>Year 1 LPI</p>	<p>Improved community involvement. A responsive service</p>	<p>Logistics and staff costs.</p>	<p>5.4.14</p>

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R16 Achieving increased community engagement in the planning process as encouraged by the local Agenda for Excellence and national Modernising Local Government. To achieve this without compromising efficiency of service.	The service is already geared to providing high levels of community engagement. There are some areas of refinement that may bring greater clarity to the process and practices that should be pursued that will facilitate an improvement to the speed of the service in tandem with greater community involvement.	<ul style="list-style-type: none"> A planning charter, simple guides and information leaflets be published to foster a clearer understanding of the service. 	Year 1-5 BVPI 112	Greater transparency and accountability.	Production costs. Ultimate savings through streamlining the application process	5.4.14
		<ul style="list-style-type: none"> Community plan checklist to monitor how applications deliver community plan objectives. 	Year 1 LPI	Allow the service to inform the community how it contributes to achieving their aspirations.	Minor cost of designing and implementation. Will save later monitoring costs.	5.4.14
		<ul style="list-style-type: none"> New procedure should be introduced to applicants, parishes and consultees informed of progress on applications where they have expressed and interest (keeping the stakeholder engaged) 	Year 1-2 LPI	Better informed.	Costs of designing and implementing procedure.	5.4.14
		<ul style="list-style-type: none"> All notes and forms be redrafted to be as clear as possible, using 'Plain English' 	Year 1-5 LPI	Guidance and information easier to understand.	Redrafting and publication costs. Long term savings possible through less explanation being needed.	5.4.14

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R16 Achieving increased community engagement in the planning process as encouraged by the local Agenda for Excellence and national Modernising Local Government. To achieve this without compromising efficiency of service.	The service is already geared to providing high levels of community engagement. There are some areas of refinement that may bring greater clarity to the process and practices that should be pursued that will facilitate an improvement to the speed of the service in tandem with greater community involvement.	<ul style="list-style-type: none"> Further work and a report be taken to committee indicating how it is proposed that the service can improve engagement with traditionally hard to reach groups 	Year 1-2 BVPI 112	A service that caters for all stakeholders	Implementation could be time consuming and labour intensive. Potentially significant additional costs.	5.4.14
		<ul style="list-style-type: none"> Consultation procedures be reviewed to encourage unambiguous replies 	Year 1-3 LPI	Clarity / less confusion	Initial redraft and implementation cost. Long term savings less clarification work.	5.4.14

Section 5 - Achieving Quality Outcomes

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
R17 The quality of outcomes (the built environment and protection of the natural environment) delivered by the Service.	Key stakeholders valued and appreciated the exceptionally high quality of built and natural environment within the district. The service needs to strive to ensure that this high quality is reflected in all new development. The service should seek to be a continually improving the quality of outcomes.	<ul style="list-style-type: none"> Consideration should be given to the introduction of additional tools to help deliver ever-higher quality outcomes, such as peer group review, a district wide design guide, sustainability PI's and planning briefs. 	Year 1-5 LPI	A service that continually strives to deliver better quality outcomes.	The skills exist but there would be administration, time and implementation costs	5.5.3
		<ul style="list-style-type: none"> Appointment of a compliance officer to ensure that work is built in accordance with the approved plans and that quality secured through planning is realised on the ground 	Year 1-3 LPI	Greater certainty. Accountability	New post salary range of £15-£20K, plus recruitment and on-costs.	5.5.3
		<ul style="list-style-type: none"> Instil an even greater 'outcome focus' to the service through staff development. By close mentoring of junior staff, maximising existing under-utilised design skills, providing training where necessary and the introduction of more regular feedback on the quality being achieved. 	Year 1-5 LPI	Maximises existing resources, secures continually improving service and quality developments	Monitoring and review will have minor costs, but continual improvement can be realised by realising the potential of existing staff.	5.5.3

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		<ul style="list-style-type: none"> Introduction of more stringent registration standards to ensure plans submitted are clear and explicit. 	Year 1-3 LPI	Clarity of information. Quality of proposals more obvious.	Within existing resources.	5.5.3
		<ul style="list-style-type: none"> Planning Briefs produced proactively and adopted as SPG to send a clear message to developers of the qualities expected from development 	Year 1-5 BVPI 112	Gives clear message to all parties of the quality the LPA expects.	Production and consultation costs. Can use existing in-house skills.	5.5.3

Section 6 - Developing a High Performance Organisation

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
Relationship between development control and administration.	There is a division between various admin skills, leading to unnecessary duplication. Other LPA's utilise multi-skilled working. The existing task working lacks flexibility. Integrated team working would provide more support to planning officers and to enable prioritisation of efficiency and quality of outcomes, rather than process	Investigate options for the incorporation of admin. Staff into the development control teams under overall control of Development Control Manager.	Year 1-3 LPI	Most efficient and effective use of resources	Redeployment of existing staff. Long-term efficiency savings	11.1.3
R18 Use of information technology	IT should be fully embraced at all levels of the service to maximise efficiency, consultation and customer care. There are a range of options for the short, medium and long terms.	<ul style="list-style-type: none"> • Short term - maximise effectiveness of existing systems, enhance planning website, encourage greater use of e-mail. • Medium term - computer scanning of application documentation, working from home. • Long term - Development of a fully interactive service, submissions of applications via the internet, digital video committee presentations 	Year 1-2 BVPI 107, 109, 110	More efficient process, better customer care, better engagement with stakeholders.	IT resources needed to maximise potential of existing systems	5.6
			Year 2-5	As above	Research and development and implementation costs.	5.6
			Year 1-5	As above	As above	5.6

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
<p>Relationship with other Service Units:</p> <p>R19 Conservation</p>	<p>The sheer volume of consultations to the conservation section each year (some 1074 consultations pa occupying some 6.57 person months pa) means there is substantial scope for streamlining the relationship to free up significant amount of Officer and admin. Time on both sides.</p>	<ul style="list-style-type: none"> • Consultations on applications be curtailed to those a listed in the review (making a 36.7% reduction in the number of consultations) without affecting quality • Consultation on listed building and conservation area consent applications maintained at current levels • Conservation will be consulted on advertisement applications on listed buildings or within conservation areas at the discretion of the case officer • Change of use and outline applications will only be referred to the conservation Section where the case officer considers there to be an effect on a listed building or conservation area • The conservation section continues to determine Listed Building applications. 	<p>Year 1 LPI</p> <p>Year 1 LPI</p> <p>Year 1 LPI</p> <p>Year 1 LPI</p> <p>Year 1 LPI</p>	<p>More efficient service. Better speed of decision</p> <p>Safeguarding the historic environment</p> <p>More efficient service. Better speed of decision</p> <p>As above</p> <p>Safeguarding the historic environment</p>	<p>Savings in admin and beauracracy</p> <p>Nil</p> <p>Savings in admin. And beauracracy.</p> <p>As above</p> <p>Nil</p>	<p>5.7.3</p> <p>5.7.3</p> <p>5.7.3</p> <p>5.7.3</p> <p>5.7.3</p>

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Relationship with other Service Units: R20. Aboriculturalist	Majority of work is application related and recommendations are mainly to Development Control Manager.	That the post is transferred into Development Services.	Year 1-2 LPI	More efficient focussing and co-ordination of service	Cost of post and on-costs	5.7.4
R21 Environmental Health	Existing arrangements work well, level of consultation is necessary	Existing procedures maintained, but monitored to assess impact of Environmental Protection Act on contaminated land applications	Year 1 LPI	Environmental protection	As existing	5.7.5
R22 Forward Planning	As above	Existing procedures maintained and reviewed regularly to seek refinements.	Year 1 LPI	Efficient service	As existing	5.7.6
R23 Transportation	As above	As above	Year 1 LPI	As above	As above	5.7.7
R24 Property	As above	As above	Year 1	As above	As above	5.7.8
R25 Economic Development and Tourism	As above	As above	Year 1	As above	As above	5.7.9
R26. Legal	The relationship with the legal section is a vital one and that effective co-operation in agreeing the most effective means of providing legal advice to all aspects of the Section is essential	<ul style="list-style-type: none"> A decision is taken in relation to each committee as to whether a legal representative needs to attend every meeting. Legal officer to attend at request of Chairman, Lead officer and /or Monitoring Officer 	Year 1 LPI	To secure the most efficient use of resources	Nominal to development services - attendance is corporately charged.	5.7.10

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Relationship with other Service Units: R27 Legal	The relationship with the legal section is a vital one and that effective co-operation in agreeing the most effective means of providing legal advice to all aspects of the Section is essential.	<ul style="list-style-type: none"> The forward planning section take on the responsibility for drafting R2 Section 106 agreements. The determination of Certificates of proposed and existing lawful use continues to be dealt with in accordance with the agreed procedure note. That the Service Unit Heads in conjunction with consultation of the affected teams review the most effective way of providing legal advice to Development Control 	Year 1 LPI	To secure most efficient means of securing recreation facilities.	Nil	5.7.10
R28 Parks Section	Existing arrangements work well, level of consultation is necessary	Existing procedures maintained and reviewed regularly to seek refinements.	Year 1 LPI	Efficient Service.	As existing	5.7.10
R29 Building Control	Existing arrangements work well. More co-operate working may be possible with regard to checking compliance with conditions.	That a procedure in relation to the monitoring of planning conditions be agreed and implemented as soon as possible.	Year 1 LPI	Efficient service	T.B.C	5.7.10
			Year 1 LPI	Efficient service	As existing	5.7.11
			Year 1 LPI	Efficient service. Quality of outcomes.	Drafting and implementation of procedure. Additional duties for officers.	5.7.12

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
R30 Relationship with external consultees	There are a wide range of external consultees whose specialist input into the system is a prerequisite to reaching a decision. The review identifies in detail our relationship and which organisations give late comments thereby affecting the efficiency of the development control process.	Detailed ways to improve the response times of consultees are included in Appendix 2. It is considered these should be pursued as soon as possible.	Year 1-5 LPI	Improved speed of process.	Staff and time resources negotiating with other organisations and implementing new protocols	6.10

Section 7 - Learning from Others (Compare)

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
R31 Registration of applications	Other Authorities have administration within the Development control teams, to ensure flexibility, shared objectives and strong team spirit.	That the management of the Admin. Section be brought under the Development control Manager.	Year 1-3 LPI	More efficient practices, greater degree of cover.	Redeployment of existing staff. Long-term efficiency savings	7.4
R31 The Second Stage List	No other authority operates this system which is contrary the Council's agenda for excellence.	Discontinue Second Stage List, members to liase with case officer where applications are of concern.	Year 2 LPI	Fairness and equality.	As existing	7.4
R31 Parish councils automatic referral to committee	This has a dramatic impact on 8-week figures with the review revealing that up to 50% of committee items are due to parish objections. Other Authorities give no such automatic powers to the parishes, with the decision being at the discretion of the Head of Service.	Discontinue the practice of automatic referral. The Head of Development Services to have discretion over whether parish council objections merit placing the application to committee	Year 1-2 BVPI 109	Improved speed of decision.	Cost savings through less committee servicing	7.4
R31 The committee structure	Other Authorities have fewer and more regular Committees, which improve the chances of committee items being determined within the 8-week target. However this is at the expense of the community engagement that Salisbury aims to provide.	No change to the area Committee structure, and that this commitment to local democracy is noted as an impediment to improving 8-week figures.	N/A LPI	Improved local democracy, and community engagement.	As existing	7.4
R31 The committees format.	Other authorities have protocols for committee presentation that streamlines the process and prevents unreasonable interrogation of the lead officer	That Area Chairs will be asked to consider reformatting the meetings as per the Best value Review Summary	Year 1-3 LPI	Streamlined meetings, more efficient use of time and resources	Cost savings by having shorter more focussed meetings	7.4
R31 Monitoring legal agreements	There is a need to ensure that receipt of monies is effective, efficient and timely.	Liaison with Legal and Forward planning to agree protocol	Year 1-3 LPI	Efficient service. Planning gain.	Cost savings through efficiency savings.	7.4

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
R31 Monitoring and managing workload	Salisbury has a higher caseload per officer than the comparator authorities, however greater monitoring and management of the process could add improvements to the performance figures.	The development control manager devotes more time to monitoring and managing the application process to focus on raising performance	Year 1-5 BVPI 107, 109	Most efficient use of resource.	Cost savings through efficiency savings	7.4
R31 Publicity for planning applications	Most Authorities contacted do not have the extensive publicity arrangements of Salisbury. However the stakeholders value our extended publicity and it should be retained.	Continue with extended publicity arrangements. Review regularly to identify efficiencies	Year 1-5 LPI	Community engagement, involvement.	As existing	7.4
R31 Re-notification of amended plans.	Most authorities employ the same discretionary procedure as Salisbury, which works well.	No change	N/A	Community engagement, speed of decision	As existing	7.4
R31 Planning appeals	All authorities contacted found the level of work impossible to predict and that it is not possible to staff for 'peaks' in appeal work all year round. This leads to crisis when work loads peak.	Outsourcing of appeals to the private sector is considered on a case by case basis by the Head of Development Services or development Control Manager	Year 1-5 BVPI 112	Efficient response times	Consultancy fees but will free up existing staff to concentrate on efficiency.	7.4
R31 8 week performance figures	That due to physical characteristics Salisbury inevitably finds it difficult to compete favourably with more compact le3ss constrained districts such as Halton.	That as per other authorities Salisbury should implement a 'fast track' for straightforward applications to strive to maximise speed of decision making	Year 1 BVPI 109	Speed of decision.	From existing resources	7.4
R31 Negotiations	Salisbury offers an unrestricted negotiating culture whereas other authorities are much stricter using time limits or refusing negotiations altogether. Stakeholders value Salisbury's approach.	Continue to negotiate but implement a 14 day deadline for replies to try and expedite the procedure	Year 1 BVPI 109	Speed of decision and community engagement.	Cost savings through limited negotiations and community engagement.	7.4
R31 Customer advisors	No other authorities visited used this. However pre-application discussions in Salisbury receive high customer care ratings. Analysis shows that the office in Amesbury is not well patronised due to proximity with Salisbury	Customer advisor surgery at Amesbury be discontinued. The surgery at Mere to be continued but with urgent health and safety audit.	Year1 LPI	Community engagement, customer care.	Cost savings of not operating Amesbury.	7.4

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R31 - Structure of the Service	Incorporate admin staff into development control area teams (under overall line management of DC manager) and institute team (rather than task) working to provide more support to planning officers and to work as an overall team prioritising the 8 week target and quality outcomes – rather than process targets. In not filling the Office Managers post, reapportion those duties and any further savings made to be used to appoint an additional Planning Officer to help ease additional work pressures.	That this option be further investigated	Year 1-2 BVPI 107 109	More efficient service. Potential cost savings	Re-organisation of existing resources	7.3

Section 8 - Consulting Stakeholders

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
R30 Planning charter	Will clarify the rights and procedures open to all parties	Draft and adopt a planning charter as soon as possible	Year 1 BVPI 112	Clarify rights and procedures	Drafting and implementation costs. Savings through reduced number of queries received	6.10
R30 Pre-application discussions	Resolving difficulties and involving affected parties at the earliest stage could remove much of the conflict from the procedure and expedite the application once received	Devise and implement a procedure for securing meaningful pre-application discussions and make use of the development team approach on major cases	Year 1-2 BVPI 112	Conflict resolution, inclusive approach, expedite application process	From existing resources	6.10
R30 Keeping parties informed	There is a gap in the process where applicants, parishes and consultees feel uninformed of what is happening with cases.	Devise and implement a process for keeping stakeholders informed on cases where they have an interest	Year 1 LPI	Community engagement.	Additional procedure will add duties to staff	6.10
R30 Community planning	There is a need to strengthen the links between the work of the service and how it can deliver Community Plan objectives	Publication of a bridging document clarifying links between the Community Plan and Local plan. Adoption of document as SPG.	Year 1-2 LPI	Demonstrate how the system is corporate and contributes to community set objectives	Drafting, implementation and monitoring costs.	6.10
R30 Customer satisfaction	Over all customer satisfaction with the service is 87%. This is a good indicator of whether we are providing a service that meets the aspirations of the users	Carry out survey on an ongoing basis to monitor how the customers find the service	BVPI 111	More sensitive service	Carrying out quarterly surveys	3.3

Section 9 - Introducing Competition into the Service

Task/Project/ Function	Conclusions of Best Value Service Review	Recommendation	Target & PI	Benefit to Stakeholder	Resource Implications	Para. Of Review
R32 State of health of existing service	That Development Control is not a failing service	That Members endorse this conclusion	N/A	Continued service provision	As existing	8.9
R32 Alternative means of provision	A satisfactory scan of the external environment has been undertaken	That Members endorse this conclusion	N/A	N/A	As existing	8.9
R32 Service provision	That the current in-house team is the most effective way of taking the Service Continuous Improvement Plan forward.	That members endorse the retention of the existing in-house team to take this Improvement Plan forward	Year 1 LPI	Continuity, highest quality and most efficient service provider available.	As per existing budgets	8.9
R32 Future opportunities for alternative provision	The Head of Development service should continue to scan the external environment to identify opportunities for more efficient service provision that may arise.	The Head of Development Services places regular reports to committee identifying opportunities in the external environment for efficiency savings.	Year 1-5 All BVPI's & LPI	Seek continuous improvement of service provision	From existing budgets. Possible identification of efficiency savings.	8.9
R32 Consultancy budget	Staffing the service for peak workloads is inefficient but can also lead to crisis at those times. The use of consultants to help at peak times is an efficient solution to this dichotomy.	The Consultancy budget is continued to be used to buy in specialist advice and to help with peak work loads and appeals.	Year 1-5 LPI	Efficient use of resources ensures performance is maintained.	Consultancy budget costs.	8.9

Section 9 - Other Local Targets and Performance Indicators

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Registration of planning applications	While it is important to improve the quality of plans received and the rigour with which consultees are identified, it is important that this does not compromise the excellent speed of process.	That all revisions to the process are done so while maintaining 100% registration within 3 days	Year 1 LPI	Efficient service	As existing	3.3
Issue of decision notices	An important existing Local PI that monitors efficiency of the issue of the planning certificate	Maintain target of 100%, which has been hit for the last year and a half. Any changes to Admin. Should not compromise this.	Year 1 LPI	Efficient service	As existing	3.3
Acknowledgement of representations regarding applications.	This is an existing Local PI that monitors efficiency of service related to customer care.	That the existing target of acknowledging 100% within 2 days be maintained and not compromised by any outcome of this Review.	Year 1 LPI	Efficient service, customer care.	As existing	3.3
Identification of 'added value' and 'extras' offered by the service	Salisbury offers a 'gold plated' service that goes far beyond statutory requirements to engage the stakeholders. Approximate calculations put this in the region of costing £2.50 per head of population.	More accurate means of costing the various parts of the service need to be introduced to justify the over all costs.	Year 1 LPI	Cost effective and offering Best Value	Setting up and monitoring new time recording system	7.0