REF.	RED QUADRANT RECOMMENDATION	KEY TASKS FOR DELIVERY	PROGRESS RAG STATUS	SHORT/ MEDIUM/ LONG TERM	PREDICTED DELIVERY CYCLE	START DATE	PLANNED TARGET END DATE
PLANNING ENFORCEMENT							
ENFORCEMENT 001	Produce an up to date outward focused Planning Enforcement Charter with KPI's.	Agree process with Red Quadrant for assistance with undertaking the task, in consultation with Officers & Members.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Red Quadrant to produce report for comment.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Team to create opportunity to involve others and create synergy with Corporate Enforcement Plan	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Link with communications- branding; design; website.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Red Quadrant to present to members in advance of scrutiny meetings.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Signed off at Planning Committee; Cabinet & Council.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
ENFORCEMENT 002	The Planning Service, Enforcement Team and Legal Services conduct a workshop exercise to produce an SLA based on mutual undertakings and obligations. The SLA should include KPI's, fee structure and minimum documentation requirements.	Impartial facilitator to conduct workshop for discussion of issues.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Consideration of current pay re-charge for legal services and limited resources in legal for planning matters.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Conduct benchmarking exercise to compare process and practice with other authorities.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Identification of solutions.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Development of SLA once Legal HOS in place.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Present final progress report to the Our Future Transformation Programme Board and Cabinet.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
ENFORCEMENT 003	An Annual Report on Enforcement activities be submitted to the Scrutiny Committee and CMT. Consideration be given to a six monthly review.	Determine the key criteria and information that will be included within the report (including key improvements made to service and tree enforcement information).	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Utilise existing template (used previously) as a starter for ten to update and further develop.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Include Annual Enforcement Report on Forward Plan of meetings.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Issue annual report to ONS in May of each year and Cabinet in June, with the first report issued in May 2022.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Circulate report (by email) to all members as a Member update following Cabinet endorsement.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
ENFORCEMENT 004	The Planning Service consider if capacity and risk issues can be resolved via the delegation "down" to Enforcement Officers for writing non expedient reports and reports for action.	Conduct benchmarking exercise to compare process and practice with other authorities.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Develop process mapping of current and potential future process.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Impartial facilitator (Red Quadrant/ Donald?) to conduct workshop for discussion of final process maps to finalise new approach.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
	The "traditional" approach to the management of Enforcement be replaced with greater accountability	Develop a standard pre-populated template as a starter for ten for Officers to further develop, as appropriate.	Not Yet Started	Short	Cycle 1	01/10/21	TBC

	placed on Enforcement Officers and changes to management oversight.	Consider changing job descriptions of Enforcement Officers to include as a key task of the role.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
ENFORCEMENT 005	The Planning Service and Council consider whether the absence of a seamless service is in the best interests of the Council, the planning service and the citizens and stakeholders of West Lancs.	Determine how the team currently operates and communicates with the customer (including multiple customers and wider stakeholders).	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Undertake customer journey mapping exercise to process map the current 'as is' and the potential 'to be'.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Investigate complaints etc. through service now and develop a single system/ approach for communication.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Proactively encourage a shift to move customers to self-serve (i.e. online) rather than ringing up for advice.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Investigate opportunities to utilise different technology.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Finalise approach for managing expectations of customers- including all stakeholders.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
ENFORCEMENT 006	The Planning Service consider how best Building Control officers and others can support Enforcement Officers gather and corroborate evidence when carrying out site visits.	Explore as part of wider process mapping.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Explore capacity of role of officers to undertake the task.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
		Develop recommendations to implement a revised approach and embed new process, if appropriate.	Not Yet Started	Short	Cycle 1	01/10/21	TBC
PRE-APPLICATION ADVICE SERVICE							
PRE-APP 001	a) The level of charging fees for Planning Services be updated from 2016 to 2021. b) A mechanism be introduced using a variety of criteria to provide an annual review and uplift of charges as part of normal business in setting the Council's budget.	Link to wider corporate project for fees and charges.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Produce benchmarking information to determine current national average for fees and charges.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Once determined implement new fees and charges, including publicising revised changes to customers.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Annually increase fees, in line with corporate approach, moving forward.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
PRE-APP 002	The turnover of planning applications from all categories for an agreed period be utilised as a base line for predicting income generation against the costs of the fee based service.	Determine time period for assessing turnover of planning applications.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Apply formula to turnover of planning applications X proposed charging fees to determine baseline for predicting income.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Utilise baseline for predicting income to tailor processes, service structure and approach to service delivery to meet income expectations.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Undertake evaluation/ analysis on a minimum of an annual basis to assess appropriateness of fees and charges.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
PRE-APP 003	Financial and Planning Service include in their internal KPI financial transactions received and paid for online linked to the Validation Process.	Liaise with Finance colleagues to determine most appropriate approach to gathering and analysing financial transactions received.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Undertake process mapping (where appropriate) to determine current 'as is' process and consider new 'to be' process.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Re-assess current set of KPI's and include new financial KPI's	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Continue to monitor new financial KPI's to influence continuous service improvement and influence performance.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
	a) Financial and Planning Services evaluate the costs and benefits of utilising the Planning Portal only as a	Undertake workshop to determine scope in terms of costs and benefits.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC

PRE-APP 004	means of processing offline payments as against the current range of payment options. b) The Councils Planning Web Portal be reviewed and decisions made as to which elements of planning processes should be provided solely via the governments sponsored Planning Portal.	Utilise benchmarking information i.e. approach of Warrington.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Look to streamline the range of payment options to online only (with the caveat of phone payment etc. in circumstances where appropriate)	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Devise approach to channel customers to the portal payment only.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Monitor revised process to determine effectiveness.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
PRE-APP 005	A precise explanation be provided on council documentation explaining that charges are for professional services provided by the Planning Service.	Draft statement to be produced.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Gain approval of draft statement through appropriate channels.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Publicise approved statement on relevant documentation and relevant WLBC website pages.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
PRE-APP 006	The Planning Service devise a consistent way of working for all planning staff that provides clarity to officers, elected members and applicants as to the limits of preliminary advice prior to it becoming a chargeable service.	Develop process maps to determine approach to be taken for preliminary advice and limits prior to becoming a chargeable service.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Develop standardised approach to working practices for implementation.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Communicate standardised approach to all stakeholders via appropriate channels of engagement.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Provide officers with necessary training and 'permissions' to challenge stakeholders if revised process is not followed/ trying to be by-passed.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
PRE-APP 007	Planning Officers apply their time within this criteria and ensure this is recorded on Idox/Uniform for charging and management purposes.	Time recording system to be investigated. Use benchmarking information where appropriate.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Revised time recording system to be approved.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Revised time recording system to be implemented across the service, facilitating engagement and buy-in form all staff.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
		Monitor appropriateness and effectiveness of new time management system and re-evaluate if not creating desired results.	Not Yet Started	Short/ Medium	Cycle 2	01/11/21	TBC
COMPLAINTS PROCESS							
COMPLAINTS 001	The Planning Service affirm or otherwise that it is content that current council policy statements are sufficient reassurance to Officers who are the recipient of complaints alleging corruption and malpractice.	Review the existing process. Ensure input received from NP & JP.	Not Yet Started	Medium	TBC	TBC	TBC
		Explore opportunity to develop a feedback process, include both compliments and complaints.	Not Yet Started	Medium	TBC	TBC	TBC
		Develop new robust process to support and reassure Officers.	Not Yet Started	Medium	TBC	TBC	TBC
		Create opportunities to showcase positive feedback received.	Not Yet Started	Medium	TBC	TBC	TBC
		Link to Annual Report and utilise for continuous improvement for further service development.	Not Yet Started	Medium	TBC	TBC	TBC
COMPLAINTS 002	The Planning Service affirm or otherwise that appropriate HR support is available should it be sought under such circumstances.	Review the existing process. Ensure input received from HR.	Not Yet Started	Medium	TBC	TBC	TBC
		Develop new robust process to strengthen current procedures.	Not Yet Started	Medium	TBC	TBC	TBC
		Further utilise the WLBC website to manage stakeholder expectations.	Not Yet Started	Medium	TBC	TBC	TBC

COMPLAINTS 003	The Planning Service carry out an annual and sixth monthly review of complaints to identify any learning opportunities (and/or gain reassurance) from complaints that may help both the planning service and corporate entity improve service delivery and reputation.	Explore opportunity to develop a feedback process, include both compliments and complaints.	Not Yet Started	Medium	TBC	TBC	TBC
		Undertake process mapping to revise the process for monitoring of complaints and compliments to analyse the quantitative and qualitative responses received.	Not Yet Started	Medium	TBC	TBC	TBC
		Link to EDM Project for issuing of FOI responses online.	Not Yet Started	Medium	TBC	TBC	TBC
		Link to Annual Report and utilise for continuous improvement for further service development.	Not Yet Started	Medium	TBC	TBC	TBC
STAKEHOLDER ENGAGEMENT & CONSULTATION							
ENGAGEMENT 001	The Planning Service breakdown its weekly Planning List by Ward to enable councillors to readily become aware of planning applications.	Establish capabilities of UNIFORM to breakdown to Ward level.	Not Yet Started	Long	TBC	TBC	TBC
		Establish small working group between Planning Service and Planning Support to investigate opportunities for a new approach.	Not Yet Started	Long	TBC	TBC	TBC
		Determine clear ward boundaries for development of reports.	Not Yet Started	Long	TBC	TBC	TBC
		Begin issuing of new style reports.	Not Yet Started	Long	TBC	TBC	TBC
ENGAGEMENT 002	The survey data on home working be evaluated to inform best practice working and collate any issues that impact on the planning service that may have implications for service delivery.	Undertake analysis of staff survey results.	Not Yet Started	Long	TBC	TBC	TBC
		Undertake analysis of Red Quadrant survey results.	Not Yet Started	Long	TBC	TBC	TBC
		Conduct a workshop to explore opportunities for different styles of working/ agile working.	Not Yet Started	Long	TBC	TBC	TBC
		Link with health and safety at work policies, including developing procedures to lone working on sites etc.	Not Yet Started	Long	TBC	TBC	TBC
		Link with health and wellbeing agenda, including issues surrounding mental health.	Not Yet Started	Long	TBC	TBC	TBC
		Develop a standardised approach to determine best practice and set boundaries as a team to determine flexibilities.	Not Yet Started	Long	TBC	TBC	TBC
ENGAGEMENT 003	a) The Planning Service with Customer Services, Business Support and Legal Services engage in a workshop to assess process transfer and case monitoring to the first point of contact via the case b) The Planning Service review its case management processes and expectations to ensure all elements of c) Legal Services and Planning agree an SLA for Enforcement.	Conduct workshop to investigate the process and associated performance and determine what can be streamlines and/or automated.	Not Yet Started	Long	TBC	TBC	TBC
		Process maps to be conducted. Determine use of templates; automation to be determined. Multiple channels for customer contact - look to streamline and	Not Yet Started	Long	TBC	TBC	TBC
		Develop case management process with Legal Services, to track progress.	Not Yet Started	Long	TBC	TBC	TBC
		Develop SLA with Legal Services.	Not Yet Started	Long	TBC	TBC	TBC
ENGAGEMENT 004	The Planning Service with support from Customer Services initiate periodic customer experience interviews.	Implement sample survey approach and determine frequency of sample survey.	Not Yet Started	Long	TBC	TBC	TBC
		Undertake workshop with customer services to determine scope and availability.	Not Yet Started	Long	TBC	TBC	TBC
		Implement revised feedback process, including compliments and complaints. Promote and feedback results of analysis in a variety of formats, including Annual	Not Yet Started	Long	TBC	TBC	TBC
		Create a customer journey based on planning perspective- not just customers itself.	Not Yet Started	Long	TBC	TBC	TBC
		Further utilise the WLBC website to manage stakeholder expectations.	Not Yet Started	Long	TBC	TBC	TBC
CONSULTATION PROCESS							

CONSULTATION 001	The Parish Councils be encouraged where they have staff to accept the responsibility as the first point of contact for the promotion of awareness of local planning applications.	Engage with Parish Council's to determine their future requirements and current capabilities.	Not Yet Started	Long	TBC	TBC	TBC
		Determine whether Parish Council's have the resources and willingness to undertake this.	Not Yet Started	Long	TBC	TBC	TBC
		Determine opportunities to link with existing member training i.e. at the Parish Council Liaison Meeting.	Not Yet Started	Long	TBC	TBC	TBC
		Utilise exiting learning and development tools to strengthen our approach i.e. e-learning; Design Guide.	Not Yet Started	Long	TBC	TBC	TBC
		Be more pro-active in 'handholding' parish councils from the outset. Invest time at early stages. NOTE: Risk of high turnover and therefore wasted time of Officers.	Not Yet Started	Long	TBC	TBC	TBC
		Implement preferred approach to revise processes and support Parish Councils' through learning and development.	Not Yet Started	Long	TBC	TBC	TBC
CONSULTATION 002	The Planning Service engage with developers and council partners on major applications to persuade them to deploy a wider range of tools including Planning for Real sessions that are interactive thereby promoting a greater understanding of their objectives.	Investigate opportunities to conduct 'Planning For Real' exercises.	Not Yet Started	Long	TBC	TBC	TBC
		Investigate a range of interactive tools for deployment within the service and provide recommendations for approval.	Not Yet Started	Long	TBC	TBC	TBC
		Conduct benchmarking exercise to compare process and practice with other authorities.	Not Yet Started	Long	TBC	TBC	TBC
		Escalate recommendations through approval process for implementation.	Not Yet Started	Long	TBC	TBC	TBC

ORGANISATIONAL STRUCTURES IN PLANNING

ORGANISATIONAL 001	The senior managers of the Planning Service produce a joint position statement in relation to the opportunities for change and service delivery within the context of proposals contained in the current White Paper for the Corporate Management Team.	Keep abreast of White Paper development and anticipate changes that potentially may impact the service.	Not Yet Started	Medium	TBC	TBC	TBC
		Determine timescales for White Paper implementation and further develop scope for change and service delivery.	Not Yet Started	Medium	TBC	TBC	TBC
		Determine if Chief Officer for design and place making is to be a requirement in the Bill.	Not Yet Started	Medium	TBC	TBC	TBC
		Begin to scope 'look and feel' of what potential structure and future service will look like.	Not Yet Started	Medium	TBC	TBC	TBC
ORGANISATIONAL 002	The Planning Service anticipate the changes in the White Paper and review operational work practices to identify potential latent capacity and digital platforms for delivery of the service without disruption.	Keep abreast of White Paper development and anticipate changes that potentially may impact the service.	Not Yet Started	Medium	TBC	TBC	TBC
		Determine timescales for White Paper implementation and further develop scope for change and service delivery.	Not Yet Started	Medium	TBC	TBC	TBC
		Consult with colleagues/ partners from neighbouring authorities to share best practice and develop consistency.	Not Yet Started	Medium	TBC	TBC	TBC
ORGANISATIONAL 003	a) The Planning Service adopt an integrated approach to work flows and operational practices that place the b) The Planning Service engage in an internal divisional workshop to consider how daily operational practices for customer engagement and satisfaction can be enhanced by all elements of planning contributing to managing the customer engagement process including telephony contact and case management. c) A business workshop exercise be conducted between the Planning service, Telephony and Business Support to identify service transfer opportunities and the means by which they can be delivered to provide a seamless	Undertake joint workshop with Planning Support Team to determine revised workflows and operational practices to improve service delivery.	Not Yet Started	Medium	TBC	TBC	TBC
		Develop and undertake necessary workflows and customer journeys to identify the 'as is' and the 'to be'.	Not Yet Started	Medium	TBC	TBC	TBC
		Create process whereby Planning Officers upload documentation to the system instead of planning support to create more efficient use of resource. New process to include development of a consistent labelling system that is clear to all.	Not Yet Started	Medium	TBC	TBC	TBC
		Explore possibility of online booking service. Develop and implement as appropriate.	Not Yet Started	Medium	TBC	TBC	TBC
		Develop and implement an integrated approach that is seamless for the customer.	Not Yet Started	Medium	TBC	TBC	TBC

			Status				
ORGANISATIONAL 004	a) The Planning Service and HR consider pathways to promotion and development thresholds for career development based on work experience and qualifications.	Hold discussion with HR to scope potential for alternative thresholds for career development within the service. Include discussion with Trade Unions when appropriate.	Not Yet Started	Long	TBC	TBC	TBC
		Re-assess criteria and requirements within existing grading structure, with the intention to streamline and strengthen (removing unnecessary barriers to career progression).	Not Yet Started	Long	TBC	TBC	TBC
	b) The Planning Service and HR review with trade unions and staff the range of acceptable qualifications and type of work experience relevant to becoming a Planner or career development within the Service.	Benchmark with other Local Authorities to learn from best practice and determine whether the career grading thresholds at West Lancashire are fit for	Not Yet Started	Long	TBC	TBC	TBC
		Develop a range of approaches which seek to retain people within the organisation, including exploring the opportunity for a career graded system based on qualification and experience. Gain approval and implement as appropriate.	Not Yet Started	Long	TBC	TBC	TBC
ORGANISATIONAL 005	The Planning Service enable staff to gain experience across all divisions and develop a mutual exchange programme with other LA's.	Continue current internal programme whereby a range of staff are gaining experience in other areas of the service and expand programme where appropriate.	Not Yet Started	Long	TBC	TBC	TBC
		Create template to showcase which staff have gained experience in which areas.	Not Yet Started	Long	TBC	TBC	TBC
		Long term objective to develop in conjunction with other authorities in the local area.	Not Yet Started	Long	TBC	TBC	TBC
ORGANISATIONAL 006	Financial Services and the Planning Service review the processes, audit tracking mechanisms for determining the level of CIL/infrastructure payments to be paid and collected.	Confirm with Finance that the new 2021-22 mechanism for determining the level of CIL/ infrastructure payments is in place and working effectively.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
		Review the mechanisms if required.	Not Yet Started	Short	Cycle 1	TBC	TBC
BUSINESS SUPPORT & CUSTOMER SERVICES							
BUS SUPPORT 001	A subject and volume analysis of back office calls to Planning including failed attempts be carried out.	Determine whether the data required is currently available and if not determine approach to begin to gather it.	Not Yet Started	Medium	TBC	TBC	TBC
		Undertake analysis of calls via statistics gathered, based on subject and volume.	Not Yet Started	Medium	TBC	TBC	TBC
		Undertake process mapping to re-assess work flows to full capacity in Uniform.	Not Yet Started	Medium	TBC	TBC	TBC
		Investigate the 'failed attempts' of calls to analyse why and develop an appropriate solution.	Not Yet Started	Medium	TBC	TBC	TBC
BUS SUPPORT 002	The council consider carrying out a full business mapping process exercise of a planning process that focuses on complexity, risk , customer pathways and income generation.	Investigate current customer pathways to analyse the quantity and journey made. Look at the high level journeys to showcase opportunities to improve service delivery.	Not Yet Started	Medium	TBC	TBC	TBC
		Focus on re-developing the high level journeys to showcase opportunities to further improve service delivery.	Not Yet Started	Medium	TBC	TBC	TBC
		Identify simple ways to improve service to customers.	Not Yet Started	Medium	TBC	TBC	TBC
IT INFRASTRUCTURE							
IT INFRASTRUCURE 001	West Lancs should if possible novate the contract with IDOX from BTLS in order to benefit from a more direct contractual relationship	Check with Chris Walker if the contract has been novated. The contract was novated on 1st April.	Complete				
		Check the date of contract renewal (3 year contract until 31/03/2024).	Complete				
IT INFRASTRUCURE 002	Engage with IDOX to undertake a full audit of the use of the planning system as well as provide a cost/benefit analysis of on premise v hosted delivery.	Via the user group - discuss with other councils which options work best (on premise or hosted delivery.)	Not Yet Started	Medium	TBC	TBC	TBC
		Produce a report with the current issues and possible options, including undertaking full audit (if required)	Not Yet Started	Medium	TBC	TBC	TBC

Ref	Recommendation	Action	Status	Priority			
IT INFRASTRUCURE 003	Establish a user group of district councils that utilise the same systems to provide collective leverage that focuses on sharing operational practices; intelligence, problems and workaround solutions to system applications, pilot test updates and sign off regardless of whether the management of IT systems are externalised.	Discuss with user group if possible to jointly procure IDOX. Investigate practicalities of developing a system that works for everyone.	Not Yet Started	Medium	TBC	TBC	TBC
IT INFRASTRUCURE 004	a) Following the audit, West Lancs should commission a formal programme of training on the Uniform system for all planning and planning support staff. b) Identify lead officers from within other LA's who are familiar with IDOX Uniform and commission them to provide regular training for planners on a regional or bespoke basis.	Understand what tasks need to be completed in Uniform and the full range of functionality of Uniform. Consider both planning support and planning use of Uniform/IDOX.	Not Yet Started	Medium	TBC	TBC	TBC
		Undertake training gap analysis (Kate Turner has access to both and the level of skills required.)	Not Yet Started	Medium	TBC	TBC	TBC
		Identify super users for the service, with advanced training (medium term goal)	Not Yet Started	Medium	TBC	TBC	TBC
		Explore arranging a training session - joint training session between planning support and planning.	Not Yet Started	Medium	TBC	TBC	TBC
		Create "how to" training guides with consistent indexing system used by planning support.	Not Yet Started	Medium	TBC	TBC	TBC
IT INFRASTRUCURE 005	WLBC should consider the need to upgrade display screen equipment for planning staff and within environments used for planning committee meetings	Obtain views of officers about what they require.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Identify what equipment is currently being used.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Identify who would like additional equipment.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Identify what equipment is needed for onsite visits for planning committee and planning officers	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Identify budget for the equipment.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Identify who is responsible for planning committee equipment (screens in the committee room and hand held devices)	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
IT INFRASTRUCURE 006	IT facilities and access to the Idox case management system should be reviewed to enable Planning Support and Customer services to provide a wider range and deeper level of service	Identify which staff/teams can access planning systems and what they use it for	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Investigate if customer services could get basic access to view information to support phone call enquiries.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Investigate how customers can get access to updates on where their case is up to. Provide instructions on how to use the system to find out information.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
IT INFRASTRUCURE 007	The look and feel of the Planning service web planning portal (Council webpage) requires fundamental change to facilitate the promotion of the Planning Service as part of the One Council Vision and to enhance customer access and understanding.	Scoping exercise - see what the functionality is on the current webpage and compare with other LA's.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Hold workshop to look at the different options and which areas planning officers would like to implement/take forward.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Identify a web champion within planning.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
IT INFRASTRUCURE 008	a) IT systems should support the easy uploading of large files. b) The capacity of software and hardware be reviewed to enable easy downloads for large plans.	Produce/reinforce communications about the acceptable file types that can be submitted. Suggestion of the files being flattened before sending.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Link this with the action around asking people to submit applications via the planning portal.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Contact Legal Services to see if there are any issues with asking people only to submit through planning portal.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC

IT INFRASTRUCURE 009	The Planning Portal (MHLG) function, templates and financial transaction services should be assessed by Planning and Finance to determine which links may offer efficiency savings in monetary and work load transfer terms.	Ensure clear signposting toward the portal on our website.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Explore the options for different types of payment.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Assess whether only to allow BACS payments for payments over a certain value.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Discuss with Service Now how this could be used for pre-apps and have an interface with IDOX.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Investigate if Planning/Planning Support can procure or be allocated Service Now licences.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
IT INFRASTRUCURE 010	a) The Council ensure that IT can support virtual site assessments and presentations to the Planning Committee. b) The Planning Service ensure its IT capabilities enable virtual site assessments to support Enforcement, Development and Policy review.	Ensure that microphones and screens work correctly in the chamber.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Look at what technology is required for members to use and arrange procurement.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Ensure that members are trained in the use of their IT equipment.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
IT INFRASTRUCURE 011	An appointment system be introduced for Members enquiries with casual attendance at the planning office discouraged.	Coordinate a standarised approach for an appointment booking system with all planning officers.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
		Produce communications to explain the new process.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
		Implement the new standardised approach.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
IT INFRASTRUCURE 012	The hardware available to Members and Officers with particular reference to visual presentations be reviewed.	Engagement to find out what the members would appreciate in terms of equipment.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Obtain costings and look at the different options for equipment.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
IT INFRASTRUCURE 013	a) The issues around IT and understanding of its capabilities and limitations be addressed as outlined below. b) Given the current challenges impeding site visits the Planning Service consider how an interactive technical solution can be provided to Members and on line to the public.	Check what is required by law for information shown on drawings.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		Look at the validation process - update instructions/advice for submitting plans - to include measurements.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
		For more complex schemes agents to submit more detailed drawings.	Not Yet Started	Short/ Medium	Cycle 3	TBC	TBC
PLANNING PORTAL							
PORTAL 001	The Planning Service remove all redundant documents from the Web Portal and validate that embedded links actually function.	Currently two validation checklists on Portal. Old version to be removed.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
		SPD's to be reviewed and old ones removed/ archived as appropriate.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
PORTAL 002	The SCI's role as a critical tool for community engagement, education and promotion of the Councils reputation be reflected in the Planning Web Portal with an appropriate explanation that is more than a short link.	Appropriate explanation developed and uploaded to Portal.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
COMMUNICATIONS							
	The Planning Service consider how the current West	Review the enforcement content on the website and the contact details that are provided.	Not Yet Started	Short	Cycle 1	TBC	TBC

			Not Yet Started	Short	Cycle 1	TBC	TBC
COMMS 001	The Planning Service consider how the current West Lancs website referencing Enforcement links can be improved to reflect the Councils Vision and Values, public access, understanding and external sources of advice including links to the Planning Portal.	Benchmark against other websites from LAs.	Not Yet Started	Short	Cycle 1	TBC	TBC
		Design the new content.	Not Yet Started	Short	Cycle 1	TBC	TBC
		When new policies/information are developed ensure this is uploaded.	Not Yet Started	Short	Cycle 1	TBC	TBC
COMMS 002	The Planning Service and Corporate Communications engage in a plain English review and communication strategy for Enforcement within the context of the law, planning policy and the Council's Vision and Priorities mission statement.	Look at how other LAs explain and communicate the key messages.	Not Yet Started	Short	Cycle 1	TBC	TBC
		Comms campaign to stress that WLBC will enforce planning regulations. Zero tolerance on abuse of officers. On website and all external communication.	Not Yet Started	Short	Cycle 1	TBC	TBC
		Create link to the Corporate Complaints Policy - complaints about decisions do not come under the Corporate Complaints Procedure.	Not Yet Started	Short	Cycle 1	TBC	TBC
COMMS 003	The Planning Service and Corporate Communications devise a periodical promotional campaign of the benefits of the Pre Application Advice Service.	Identify budget for the campaign.	Not Yet Started	Short/ Medium	Cycle 2	TBC	TBC
		Devise promotional campaign using a range of measures - website, Parish Councils, posters in key venues, such as DIY stores etc.	Not Yet Started	Short/ Medium	Cycle 2	TBC	TBC
COMMS 004	The Planning Service ensure that embedded links in web documents actually function.	Audit all of the current documents - do they open and are the links working.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
		Resolve any issues that are identified.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
COMMS 005	All out-dated planning documents be removed from the councils Web Portal and time of last review dates be placed on all documents as a matter of course.	Remove outdated validation check lists from the website. Quick win.	Not Yet Started	Short	Cycle 1	15/09/21	TBC
		Add updated guidance notes on the pre-app process (along with fee schedule) and the enforcement documents. Link to the Pre-app and Enforcement actions.	Not Yet Started	Short/ Medium	Cycle 2	TBC	TBC
COMMS 006	The Planning Service and Corporate Communications reflect on how best to promote in the public eye the integrity of the Planning Service.	Create an FAQ document	Not Yet Started	Medium	TBC	TBC	TBC
COMMS 007	It is good practice in relation social media sites where Council Officers and Members are maligned to demand the Administrator remove the postings.	When this happens, look to see if the person should be directly contacted, or sent to the service manager to comment.	Not Yet Started	Medium	TBC	TBC	TBC
		Take the communication away from social media to have direct conversation.	Not Yet Started	Medium	TBC	TBC	TBC
COMMS 008	The three service areas agree thresholds of access to case management systems to enable enhanced communications with the public on progress and annotations recording contact and response.	This action would be led by development management, business support and customer services. DEPENDENCY - availability of a suitable back office system.	Not Yet Started	Medium	TBC	TBC	TBC
ELECTED MEMBER TRAINING							
MEMBER TRAINING 001	a) Member Training be provided on the Enforcement Process with particular reference to prosecutions and retrospective applications. b) Democratic Services amend the Council's Constitution following agreement with Members to make formal training a condition of serving on the Planning Committee. c) A workshop training module be developed for elected members and officers that covers the Pre-Application	Identify what the annual training includes.	Not Yet Started	Long	TBC	TBC	TBC
		Undertake gap analysis to find out what the training should include.	Not Yet Started	Long	TBC	TBC	TBC
		Design bitesize courses for members.	Not Yet Started	Long	TBC	TBC	TBC
		Develop a booklet/guide on the planning process/ FAQs - link with the enforcement plan	Not Yet Started	Long	TBC	TBC	TBC
		Organise one training session which covers this criteria and Elected Member 002.	Not Yet Started	Long	TBC	TBC	TBC

	Advice Service Charging and Validation process. d) The Planning Service in conjunction with the Planning Committee prioritise key areas of training that are essential to their role including the role of Officers in presenting Reports and recommendations.	Take the suggestion to member development commission (beginning of July).	Not Yet Started	Long	TBC	TBC	TBC
MEMBER TRAINING 002	a) The Council's Constitution be amended to ensure newly elected or appointed Members to the Planning Committee may attend with Observer Status until training is provided. b) Party Leaders consider whether training for all members on Planning be mandatory.	Benchmark against other local authorities e.g. Wigan Council.	Not Yet Started	Long	TBC	TBC	TBC
		Terms of reference for the planning committee would need to be amended to say that training is mandatory.	Not Yet Started	Long	TBC	TBC	TBC
		Terms to reference taken to member development	Not Yet Started	Long	TBC	TBC	TBC
		Taken to planning committee	Not Yet Started	Long	TBC	TBC	TBC
		Pre-meet with the Leaders prior to any reports being submitted to Cabinet.	Not Yet Started	Long	TBC	TBC	TBC
		Take to Council for approval.	Not Yet Started	Long	TBC	TBC	TBC
MEMBER TRAINING 003	Democratic Services build into Members Annual diary provision for several training modules including Enforcement, Pre-Application Advice and Validation on Planning for all Members.	Planning Team to determine the possible dates.	Not Yet Started	Long	TBC	TBC	TBC
		Once training identified liaise with Member Services to get the dates built in.	Not Yet Started	Long	TBC	TBC	TBC
		Prior to training session, an email to be sent out to all members.	Not Yet Started	Long	TBC	TBC	TBC