

REF.	MAIN ACTION RAG STATUS	RED QUADRANT RECOMMENDATION	KEY TASKS FOR DELIVERY	PROGRESS RAG STATUS	SHORT/ MEDIUM/ LONG TERM	PREDICTED DELIVERY CYCLE	START DATE	PLANNED TARGET END DATE	REVISED START DATE	REVISED PLANNED TARGET END DATE
PLANNING ENFORCEMENT										
ENFORCEMENT 001	In progress	Produce an up to date outward focused Planning Enforcement Charter with KPI's.	Hold initial meeting to discuss the task with Red Quadrant	Completed	Short	Cycle 1	01/10/2021	28/10/2021	N/A	N/A
			Agree process with Red Quadrant for assistance with undertaking the task, in consultation with Officers & Members. Hold initial workshop.	Completed	Short	Cycle 1	01/10/2021	28/10/2021	N/A	N/A
			Red Quadrant to produce report for comment.	Completed	Short	Cycle 1	01/10/2021	31/12/2021	N/A	N/A
			Team to create opportunity to involve others and create synergy with Enforcement Charter	Completed	Short	Cycle 1	01/10/2021	31/01/2022	N/A	N/A
			Link with communications- branding; design; website.	Completed	Short	Cycle 2	01/02/2022	31/03/2022	N/A	N/A
			PC (Red Quadrant) to present to members in advance of scrutiny meetings.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/11/2022	28/02/2023
			Signed off at Planning Committee; Cabinet & Council.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/11/2022	28/02/2023
ENFORCEMENT 002	In progress	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 with Legal Services for discussion of issues.	Completed	Short	Cycle 1	01/10/2021	31/01/2022	N/A	N/A
			Consideration of current pay re-charge for legal services and limited resources in legal for planning matters.	Completed	Short	Cycle 1	01/02/2022	31/01/2022	N/A	N/A
			Conduct benchmarking exercise to compare process and practice with other authorities.	Completed	Short	Cycle 1	01/02/2022	31/01/2022	N/A	N/A
			Identification of solutions.	Completed	Short	Cycle 2	01/02/2022	28/02/2022	N/A	N/A
			Development of SLA once Legal and Democratic Services Manager and Monitoring Officer in place.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/01/2023	28/02/2023
			Present final progress report to the Our Future Transformation Programme Board and Cabinet.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/01/2023	28/02/2023
ENFORCEMENT 003	On target	An Annual Report on Enforcement activities be submitted to the appropriate committees. 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).	On target	Medium	Cycle 3	01/03/2022	30/04/2022	01/04/2023	31/05/2023
			Utilise existing template (used previously) as a starter for ten to update and further develop.	On target	Medium	Cycle 3	01/03/2022	30/04/2022	01/04/2023	31/05/2023
			Include Annual Enforcement Report on Forward Plan of meetings.	On target	Medium	Cycle 3	01/03/2022	30/04/2022	01/04/2023	31/05/2023
			Issue annual report to ONS in May of each year and Cabinet in June, with the first report issued in May 2022.	On target	Medium	Cycle 3	01/03/2022	30/04/2022	01/04/2023	31/05/2023
			Circulate report (by email) to all members as a Member update following Cabinet endorsement.	On target	Medium	Cycle 3	01/03/2022	30/04/2022	01/04/2023	31/05/2023
ENFORCEMENT 004	In progress	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.	Completed	Short	Cycle 2	01/02/2022	31/03/2022	N/A	N/A
			Develop process mapping of current process. (DUPLICATE OF 005.)	Completed	Short	Cycle 1	01/10/2021	31/01/2022	N/A	N/A
			Review templates and efficiencies within Uniform	On target	Short	Cycle 1	01/10/2021	31/01/2022	01/02/2023	01/03/2023
		The "traditional" approach to the management of Enforcement be replaced with greater accountability placed on Enforcement Officers and changes to management oversight.	Impartial facilitator (Red Quadrant/ Donald?) to conduct workshop for discussion of final process maps to finalise new approach.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/02/2023	01/03/2023
			Develop a standard pre-populated template as a starter for ten for Officers to further develop, as appropriate.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/02/2023	01/03/2023
			Consider changing job descriptions of Enforcement Officers to include as a key task of the role.	Completed	Short	Cycle 2	01/02/2022	31/03/2022	N/A	N/A

ENFORCEMENT 005	In progress	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). Process mapping.	Completed	Short	Cycle 1	01/10/2021	31/12/2021	N/A	N/A
			Undertake customer journey mapping exercise to process map the current 'as is' and the potential 'to be'.	Completed	Short	Cycle 1	01/10/2021	31/01/2022	N/A	N/A
			Investigate complaints etc. through service now and develop a single system/ approach for communication. - Has this been superceded by Corporate Complaints Policy?	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/02/2023	31/03/2023
			Proactively encourage a shift to move customers to self-serve (i.e. online) rather than ringing up for advice.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/02/2023	31/03/2023
			Investigate opportunities to utilise different technology.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/02/2023	31/03/2023
			Finalise approach for managing expectations of customers- including all stakeholders.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/02/2023	31/03/2023
PRE-APPLICATION ADVICE SERVICE										
PRE-APP 001	Completed	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.	Completed	Short	Cycle 1	01/11/2021	31/01/2022	N/A	N/A
			Produce benchmarking information to determine current national average for fees and charges.	Completed	Short	Cycle 1	01/11/2021	30/11/2021	N/A	N/A
			Once determined implement new fees and charges, including publicising revised changes to customers.	Completed	Short	Cycle 2	01/02/2022	31/03/2022	N/A	N/A
			Annually increase fees, in line with corporate approach, moving forward.	Completed	Short	Cycle 2	01/02/2022	31/03/2022	N/A	N/A
PRE-APP 002	On target	The turnover of planning applications (note: does this reference Pre-Apps rather than actual 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.	Completed	Short	Cycle 2	01/02/2022	28/02/2022	N/A	N/A
			Apply formula to turnover of Pre-App applications X proposed charging fees to determine baseline for predicting income.	On target	Short	Cycle 2	01/02/2022	28/02/2022	01/04/2023	30/06/2023
			Utilise baseline for predicting income to tailor processes, service structure and approach to service delivery to meet income expectations.	On target	Short	Cycle 2	01/02/2022	28/02/2022	01/04/2023	30/06/2023
PRE-APP 003	On target	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.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/04/2023	30/06/2023
			Undertake process mapping (where appropriate) to determine current 'as is' process and consider new 'to be' process.	On target	Short	Cycle 1	01/11/2021	31/01/2022	01/04/2023	30/06/2023
			Re-assess current set of KPI's and include new financial KPI's	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/04/2023	30/06/2023
			Continue to monitor new financial KPI's to influence continuous service improvement and influence performance.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/04/2023	30/06/2023
PRE-APP 004	On target	a) Financial and Planning Services evaluate the costs and benefits of utilising the Planning Portal only as a 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. (Note: the Planning Portal does not currently provide a service for Pre-Apps so this action cannot be undertaken.)	Undertake workshop to determine scope in terms of costs and benefits.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/07/2023	31/10/2023
			Utilise benchmarking information i.e. approach of Warrington.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/07/2023	31/10/2023
			Look to streamline the range of payment options to online only (with the caveat of phone payment etc. in circumstances where appropriate)	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/07/2023	31/10/2023
			Devise approach to channel customers to the portal payment only.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/07/2023	31/10/2023
			Monitor revised process to determine effectiveness.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/07/2023	31/10/2023
PRE-APP 005	On target	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.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
			Gain approval of draft statement through appropriate channels.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
			Publicise approved statement on relevant documentation and relevant WLBC website pages.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC

PRE-APP	006	On target	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.	On target	Short	Cycle 1	01/11/2021	28/02/2022	01/07/2023	31/10/2023
				Develop standardised approach to working practices for implementation.	On target	Short	Cycle 1	01/11/2021	28/02/2022	01/07/2023	31/10/2023
				Communicate standardised approach to all stakeholders via appropriate channels of engagement.	On target	Short	Cycle 2	01/02/2022	28/02/2022	01/07/2023	31/10/2023
				Provide officers with necessary training and 'permissions' to challenge stakeholders if revised process is not followed/ trying to be by-passed.	On target	Short	Cycle 2	01/02/2022	28/02/2022	01/07/2023	31/10/2023
PRE-APP	007	On target	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.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/07/2023	31/10/2023
				Revised time recording system to be approved.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/07/2023	31/10/2023
				Revised time recording system to be implemented across the service, facilitating engagement and buy-in from all staff.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/07/2023	31/10/2023
				Monitor appropriateness and effectiveness of new time management system and re-evaluate if not creating desired results.	On target	Short	Cycle 2	01/02/2022	31/03/2022	01/07/2023	31/10/2023
COMPLAINTS PROCESS											
COMPLAINTS	001	Completed	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.	Completed	Medium	Cycle 4	01/04/2022	30/06/2022	N/A	N/A
				Explore opportunity to develop a feedback process, include both compliments and complaints.	Completed	Medium	Cycle 4	01/04/2022	30/06/2022	N/A	N/A
				Develop new robust process to support and reassure Officers.	Completed	Medium	Cycle 4	01/04/2022	30/06/2022	N/A	N/A
				Create opportunities to showcase positive feedback received.	Completed	Medium	Cycle 4	01/04/2022	30/06/2022	N/A	N/A
				Link to Annual Report and utilise for continuous improvement for further service development.	Completed	Medium	Cycle 4	01/04/2022	30/06/2022	N/A	N/A
COMPLAINTS	002	On target	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.	Completed	Medium	Cycle 4	01/04/2022	30/06/2022	N/A	N/A
				Develop new robust process to strengthen current procedures.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	TBC	TBC
				Further utilise the WLBC website to manage stakeholder expectations.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	TBC	TBC
COMPLAINTS	003	On target	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.	Completed	Medium	Cycle 4	01/04/2022	30/06/2022	N/A	N/A
				Undertake process mapping to revise the process for monitoring of complaints and compliments to analyse the quantitative and qualitative responses received.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/09/2023	30/11/2023
				Link to EDM Project for issuing of FOI responses online.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/09/2023	30/11/2023
				Link to Annual Report and utilise for continuous improvement for further service development.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/09/2023	30/11/2023
STAKEHOLDER ENGAGEMENT & CONSULTATION											
ENGAGEMENT	001	Completed	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.	Completed	Long	Cycle 6	01/08/2022	30/09/2022	N/A	N/A
				Determine clear ward boundaries for development of reports.	Completed	Long	Cycle 6	01/08/2022	30/09/2022	N/A	N/A
				Begin issuing of new style reports.	Completed	Long	Cycle 6	01/08/2022	30/09/2022	N/A	N/A

ENGAGEMENT 002	In progress	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.	Completed	Long	Cycle 6	01/08/2022	30/09/2022	N/A	N/A
			Link with health and safety at work policies, including developing procedures to lone working on sites etc.	On target	Long	Cycle 6	01/08/2022	30/09/2022	01/09/2022	30/10/2022
			Link with health and wellbeing agenda, including issues surrounding mental health.	Completed	Long	Cycle 6	01/08/2022	30/09/2022	N/A	N/A
			Develop a standardised approach to determine best practice and set boundaries as a team to determine flexibilities.	Completed	Long	Cycle 6	01/08/2022	30/09/2022	N/A	N/A
ENGAGEMENT 003	In progress	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 management system and greater use of templates.	Conduct workshop to investigate the process and associated performance and determine what can be streamlined and/or automated.	In progress	Medium	Cycle 3	01/03/2022	30/04/2022	01/06/2022	30/11/2022
			Process maps to be conducted. Determine use of templates; automation to be determined. Multiple channels for customer contact - look to streamline and control this process.	In progress	Medium	Cycle 3	01/03/2022	30/04/2022	01/06/2022	30/11/2022
		b) The Planning Service review its case management processes and expectations to ensure all elements of the Planning resource have a formal responsibility and ability to respond to internal and external enquiries thereby enhancing the ability to manage case load in a seamless way.	Develop case management process with Legal Services, to track progress.	On target	Medium	Cycle 3	01/03/2022	30/04/2022	01/02/2023	31/03/2023
ENGAGEMENT 004	On target	The Planning Service with support from Customer Services initiate periodic customer experience interviews.	Implement sample survey approach and determine frequency of sample survey.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Undertake workshop with customer services to determine scope and availability.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Implement revised feedback process, including compliments and complaints. Promote and feedback results of analysis in a variety of formats, including Annual Report to Elected Members.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Create a customer journey based on planning perspective- not just customers itself.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Further utilise the WLBC website to manage stakeholder expectations.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
CONSULTATION PROCESS										
CONSULTATION 001	On target	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.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Determine whether Parish Council's have the resources and willingness to undertake this.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Determine opportunities to link with existing member training i.e., at the Parish Council Liaison Meeting.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Utilise exiting learning and development tools to strengthen our approach i.e., e-learning; Design Guide.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			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.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Implement preferred approach to revise processes and support Parish Councils' through learning and development.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
CONSULTATION 002	On target	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.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Investigate a range of interactive tools for deployment within the service and provide recommendations for approval.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Conduct benchmarking exercise to compare process and practice with other authorities.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023
			Escalate recommendations through approval process for implementation.	On target	Long	Cycle 7	01/09/2022	31/10/2022	01/09/2023	31/10/2023

ORGANISATIONAL STRUCTURES IN PLANNING										
ORGANISATIONAL 001	On target	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.	On target	Long	Cycle 8	01/11/2022	30/11/2022	01/11/2023	30/11/2023
			Determine timescales for White Paper implementation and further develop scope for change and service delivery.	On target	Long	Cycle 8	01/11/2022	30/11/2022	01/11/2023	30/11/2023
			Determine if Chief Officer for design and place making is to be a requirement in the Bill.	On target	Long	Cycle 8	01/11/2022	30/11/2022	01/11/2023	30/11/2023
			Begin to scope 'look and feel' of what potential structure and future service will look like.	On target	Long	Cycle 8	01/11/2022	30/11/2022	01/11/2023	30/11/2023
ORGANISATIONAL 002	On target	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.	On target	Long	Cycle 8	01/11/2022	30/11/2022	01/11/2023	30/11/2023
			Determine timescales for White Paper implementation and further develop scope for change and service delivery.	On target	Long	Cycle 8	01/11/2022	30/11/2022	01/11/2023	30/11/2023
			Consult with colleagues/ partners from neighbouring authorities to share best practice and develop consistency.	On target	Long	Cycle 8	01/11/2022	30/11/2022	01/11/2023	30/11/2023
ORGANISATIONAL 003	In progress	a) The Planning Service adopt an integrated approach to work flows and operational practices that place the responsibility for customer engagement with all elements of the Service to support a seamless service delivery and promote 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 service.	Undertake joint workshop with Business Support Team (formerly Planning Support) to determine revised workflows and operational practices to improve service delivery.	In progress	Medium	Cycle 4	01/04/2022	30/06/2022	01/07/2022	30/11/2022
			Develop and undertake necessary workflows and customer journeys to identify the 'as is' and the 'to be'.	In progress	Medium	Cycle 4	01/04/2022	30/06/2022	01/07/2022	30/11/2022
			Create process whereby Planning Officers upload documentation to the system instead of Business support (formerly planning support) to create more efficient use of resource. New process to include development of a consistent labelling system that is clear to all.	Completed	Medium	Cycle 4	01/04/2022	30/06/2022	N/A	N/A
			Explore possibility of online booking service. Develop and implement as appropriate.	In progress	Medium	Cycle 4	01/04/2022	30/06/2022	01/07/22	30/11/2022
			Develop and implement an integrated approach that is seamless for the customer.	In progress	Medium	Cycle 4	01/04/2022	30/06/2022	01/07/22	30/11/2022
ORGANISATIONAL 004	In progress	a) The Planning Service and HR consider pathways to promotion and development thresholds for career development based on work experience and qualifications. 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.	Hold discussion with HR to scope potential for alternative thresholds for career development within the service. Include discussion with Trade Unions when appropriate.	In progress	Long	Cycle 6	01/08/2022	30/09/2022	01/08/2022	30/09/2022
			Re-assess criteria and requirements within existing grading structure, with the intention to streamline and strengthen (removing unnecessary barriers to career progression).	In progress	Long	Cycle 6	01/08/2022	30/09/2022	01/08/2022	30/09/2022
			Benchmark with other Local Authorities to learn from best practice and determine whether the career grading thresholds at West Lancashire are fit for purpose.	In progress	Long	Cycle 6	01/08/2022	30/09/2022	01/08/2022	30/09/2022
			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.	In progress	Long	Cycle 6	01/08/2022	30/09/2022	01/08/2022	30/09/2022
ORGANISATIONAL 005	Completed	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.	Completed	Long	Cycle 6	01/08/2022	30/09/2022	N/A	N/A
			Create template to showcase which staff have gained experience in which areas.	Completed	Long	Cycle 6	01/08/2022	30/09/2022	N/A	N/A
			Long term objective to develop in conjunction with other authorities in the local area.	Completed	Long	Cycle 6	01/08/2022	30/09/2022	N/A	N/A

ORGANISATIONAL 006	Completed	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.	Completed	Short	Cycle 1	15/09/2021	07/10/2021	N/A	N/A
			Review the mechanisms if required.	Completed	Short	Cycle 1	01/10/2021	07/10/2021	N/A	N/A
BUSINESS SUPPORT & CUSTOMER SERVICES										
BUS SUPPORT 001	On target	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.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	TBC	TBC
			Undertake analysis of calls via statistics gathered, based on subject and volume.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	TBC	TBC
			Undertake process mapping to re-assess work flows to full capacity in Uniform.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	TBC	TBC
BUS SUPPORT 002	On target	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 the 'failed attempts' of calls to analyse why and develop an appropriate solution.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/09/2022	31/12/2022
			Investigate current customer pathways to analyse the quantity and journey made. Look at the high level journeys to showcase opportunities to improve service delivery.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/01/2024	31/03/2024
			Focus on re-developing the high level journeys to showcase opportunities to further improve service delivery.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/01/2024	31/03/2024
			Identify simple ways to improve service to customers.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/01/2024	31/03/2024
IT INFRASTRUCTURE										
IT INFRASTRUCTURE 001	Completed	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.	Completed						
			Check the date of contract renewal (3 year contract until 31/03/2024).	Completed						
IT INFRASTRUCTURE 002	On target	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.)	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Produce a report with the current issues and possible options, including undertaking full audit (if required)	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
IT INFRASTRUCTURE 003	On target	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.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/01/2023	28/02/2023
IT INFRASTRUCTURE 004	In progress	a) Following the audit, West Lancs should commission a formal programme of training on the Uniform system for all planning and Business support staff (formerly Planning support). 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 Business Support (formerly planning support) and planning use of Uniform/IDOX.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	31/08/2023
			Undertake training gap analysis (Kate Turner has access to both and the level of skills required.)	Completed	Medium	Cycle 5	01/05/2022	31/07/2022	N/A	N/A
			Identify super users for the service, with advanced training (medium term goal)	Completed	Medium	Cycle 5	01/05/2022	31/07/2022	N/A	N/A
			Explore arranging a training session - joint training session between Business support (formerly Planning Support) and planning.	In progress	Medium	Cycle 5	01/05/2022	31/07/2022	01/07/2022	31/12/2022
			Create "how to" training guides with consistent indexing system used by planning support.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	01/08/2023

IT INFRASTRUCTURE 005	In progress	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.	Completed	Short	Cycle 1	01/01/2022	31/03/2022	N/A	N/A
			Identify what equipment is currently being used.	Completed	Short	Cycle 1	01/01/2022	31/03/2022	N/A	N/A
			Identify who would like additional equipment.	Completed	Short	Cycle 1	01/01/2022	31/03/2022	N/A	N/A
			Identify what equipment is needed for onsite visits for planning committee and planning officers	On target	Short	Cycle 1	01/01/2022	31/03/2022	TBC	TBC
			Identify budget for the equipment.	Completed	Short	Cycle 1	01/01/2022	31/03/2022	N/A	N/A
			Identify who is responsible for planning committee equipment (screens in the committee room and hand held devices)	On target	Short	Cycle 1	01/01/2022	31/03/2022	TBC	TBC
IT INFRASTRUCTURE 006	On target	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	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Investigate if customer services could get basic access to view information to support phone call enquiries.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	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.	Completed	Medium	Cycle 5	01/05/2022	31/07/2022	N/A	N/A
IT INFRASTRUCTURE 007	In progress	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.	In progress	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Hold workshop to look at the different options and which areas planning officers would like to implement/take forward.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Identify a web champion within planning.	Completed	Medium	Cycle 5	01/05/2022	31/07/2022	N/A	N/A
IT INFRASTRUCTURE 008	On target	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.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Link this with the action around asking people to submit applications via the planning portal.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Contact Legal Services to see if there are any issues with asking people only to submit through planning portal.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
IT INFRASTRUCTURE 009	In progress	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.	In progress	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	31/08/2022
			Explore the options for different types of payment.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/06/2023 - TBC	30/08/2023 - TBC
			Assess whether only to allow BACS payments for payments over a certain value.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Discuss with Service Now how this could be used for pre-apps and have an interface with IDOX.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Investigate if Planning/Planning Support can procure or be allocated Service Now licences.	In progress	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	30/09/2022
IT INFRASTRUCTURE 010	In progress	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.	Completed	Medium	Cycle 5	01/05/2022	31/07/2022	N/A	N/A
			Look at what technology is required for members to use and arrange procurement.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Ensure that members are trained in the use of their IT equipment.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC

IT INFRASTRUCTURE 011	Completed	An appointment system be introduced for Members enquiries with casual attendance at the planning office discouraged.	Coordinate a standardised approach for an appointment booking system with all planning officers.	Completed	Short	Cycle 1	15/09/2021	30/11/2021	N/A	N/A
			Produce communications to explain the new appointment booking process. To include comms to members and team.	Completed	Short	Cycle 1	15/09/2021	31/12/2021	N/A	N/A
			Comms with the team to ensure the new approach works.	Completed	Short	Cycle 1	15/09/2021	31/12/2021	N/A	N/A
			Implement the new standardised booking system approach.	Completed	Short	Cycle 1	01/12/2021	31/01/2022	N/A	N/A
			Implement and monitor new process	Completed	Short	Cycle 1	15/09/2021	31/12/2021	N/A	N/A
IT INFRASTRUCTURE 012	On target	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.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Obtain costings and look at the different options for equipment.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
IT INFRASTRUCTURE 013	On target	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.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			Look at the validation process - update instructions/advice for submitting plans - to include measurements.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
			For more complex schemes agents to submit more detailed drawings.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
PLANNING PORTAL (WLBC WEBSITE)										
PORTAL 001	Completed	The Planning Service remove all redundant documents from the Web Portal and validate that embedded links actually function.	Currently two validation checklists on website. Old version to be removed.	Completed	Short	Cycle 1	15/09/2021	07/10/2021	N/A	N/A
			SPD's to be reviewed and old ones removed/ archived as appropriate.	Completed	Short	Cycle 1	15/09/2021	07/10/2021	N/A	N/A
PORTAL 002	Completed	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 of the SCI's role developed and uploaded to Portal.	Completed	Short	Cycle 1	15/09/2021	07/10/2021		
COMMUNICATIONS										
COMMS 001	On target	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.	Review the enforcement content on the website and the contact details that are provided.	Completed	Short	Cycle 1	15/11/2021	15/12/2021	N/A	N/A
			Benchmark against other websites from LAs.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
			Design the new content.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
			When new policies/information are developed ensure this is uploaded.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
COMMS 002	On target	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.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
			Comms campaign to stress that WLBC will enforce planning regulations. Zero tolerance on abuse of officers. On website and all external communication. Review the current statement on the website regarding vexatious complaints.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
			Create link to the Corporate Complaints Policy - complaints about decisions do not come under the Corporate Complaints Procedure.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
COMMS 003	On target	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.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/11/2023	31/01/2024
			Devise promotional campaign using a range of measures - website, Parish Councils, posters in key venues, such as DIY stores etc.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/11/2023	31/01/2024

COMMS	004	In progress	The Planning Service ensure that embedded links in web documents actually function.	Check links associated with planning are functioning.	Completed	Short	Cycle 1	15/09/2021	07/10/2021	N/A	N/A
				Explore feasibility of a digital request to LCC to create a table of contents page. Obtain costs/timescales.	Completed	Short	Cycle 1	07/10/2021	28/10/2021	N/A	N/A
				Resolve any issues with links in website documents that are identified.	Completed	Short	Cycle 1	01/12/2021	31/01/2022	N/A	N/A
				Identify top 10 most used planning webpages on our website.-	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
				Review and update top 10 most used planning webpages on our website.	On target	Short	Cycle 2	01/02/2022	31/03/2022	TBC	TBC
COMMS	005	Completed	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.	Completed	Short	Cycle 1	15/09/2021	15/10/2021	N/A	N/A
				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. This is a duplicate and covered under PRE-APP 005 SO WILL BE CLOSED AND COVERED UNDER THE ABOVE ACTION.	Completed	Short	Cycle 2	N/A	N/A	N/A	N/A
COMMS	006	On target	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	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	31/10/2022
COMMS	007	Completed	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.	Completed	Short	Cycle 1	01/12/2021	31/01/2022	N/A	N/A
				Take the communication away from social media to have direct conversation.	Completed	Short	Cycle 1	01/12/2021	31/01/2022	N/A	N/A
COMMS	008	On target	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.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	TBC	TBC
ELECTED MEMBER TRAINING											
MEMBER TRAINING 001	On target	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 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.	Identify what the annual training includes.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/08/2022	31/01/2023	
			Undertake gap analysis to find out what the training should include.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/08/2022	31/01/2023	
			Design bitesize courses for members.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/08/2022	31/01/2023	
			Develop a booklet/guide on the planning process/ FAQs - link with the enforcement plan	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/08/2022	31/01/2023	
			Organise one training session which covers this criteria and Elected Member 002.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/08/2022	31/01/2023	
MEMBER TRAINING 002	On target	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.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	31/01/2023	
			Terms of reference for the planning committee would need to be amended to say that training is mandatory.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	31/01/2023	
			Terms to reference taken to member development	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	31/01/2023	
			Taken to planning committee	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	31/01/2023	
			Pre-meet with the Leaders prior to any reports being submitted to Cabinet.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	31/01/2023	
MEMBER TRAINING 003	On target	Democratic Services build into Members Annual diary provision for several training modules including Enforcement, Pre-Application Advice and Validation on Planning for all Members.	Take to Council for approval.	On target	Medium	Cycle 5	01/05/2022	31/07/2022	01/08/2022	31/01/2023	
			Planning Team to determine the possible dates.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/08/2022	31/01/2023	
			Once training identified liaise with Member Services to get the dates built in.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/08/2022	31/01/2023	
			Prior to training session, an email to be sent out to all members.	On target	Medium	Cycle 4	01/04/2022	30/06/2022	01/08/2022	31/01/2023	