

Improvement Plan

Stage Two – Improvement Plan	
Service Area	Planning, Housing & Climate Emergency
Directorate	Place
Head of Directorate / Divisional Director	Kevin Mowat / David Edmondson

Version Control

Version	Date	Brief description of amendments / changes (include item reference and section heading)	Officer
v1.00	07/12/21	Revised draft template	Russell Mercer
v2.00	15/09/22	Amendments made to Improvement Plan	Matthew Fairclough-Kay, Stuart Loly & Tim Herring
v3.00	14/10/22	Changes shown in green and include: Customer services aspects referenced in the Complaints section (Appendix A, ref 18 & 19) are removed and placed under their own section heading, Customer Service; Feedback from Service Managers reflected in updated version; PAS Recommendations in the PID, captured in Appendix A.	Stuart Loly
V3.01	26/10/22	Changes shown in yellow and include Status of Improvement Plan actions (ref 01-10 - 'Existing Planning Service Action Plan') updated by David Edmondson, so progress captured and relevant actions closed, if completed.	Stuart Loly

Outlined below is a listing of areas of improvement that have been identified using information utilised from the Stage One of the Service Review and the As Is Review (Appendix 2).

The main objective of the Project is to strengthen and build the effectiveness of the service, ensuring that each element of the service can unite behind a common purpose of becoming fit for the future, through the delivery of efficient and effective services.

Other key objectives of the Project are as follows:

- a) Continue to implement the Planning Service Action Plan, which are not business as usual activities;
- b) Implementation, where appropriate, of the PAS recommendations;
- c) Consider structure/resources within the Spatial Planning Team;
- d) To improve business resilience and productivity;
- e) To have efficient and effective management structures;
- f) To support, develop and retain staff;
- g) Create a positive and inclusive working environment;
- h) Good delivery of key performance indicators (KPIs) across all elements of the Service.

The Improvement Action Plan, as shown in Appendix 1, covers the above objectives and is to be used to record action, responsible owners and progress notes. Recommendations from the Planning Advisory Service (PAS), identified in the Project Initiation Document have been referenced in the Improvement Action Plan in brackets (e.g. [R12]).

1. Details of Proposed Improvements by Categories

■ Overview Proposed Improvement (e.g. Customer Experience, Staff Experience, Support Systems)

1.1. Planning Applications

- 1.1.1. Activity analysis of planning web offering. Website traffic baseline statistics to inform what is working and what may not be
- 1.1.2. Activity analysis of general enquiries into the service. Recording the types of calls and emails received to provide a baseline
- 1.1.3. Workshops to dive deeper into the baseline statistics gathered to support positive changes to how planning applications are received and processed
- 1.1.4. Workshop to dive deeper in how we manage the function of Planning Online comments, options of moving the function to customer services or not allowing the public to comment online and all comments would be handled internally by Planning Officers dealing with the applications
- 1.1.5. Resolve current issue with G-forms in relation to potential limit on file sizes, which are submitted (there is an issue with no documents received which may be due to a limit on the system).

1.2. Complaints

- 1.2.1. Fully map the process of managing complaints
- 1.2.2. To Be workshop to dive deeper into the issues and provide solutions to ensure we provide a consistent approach to complaints
- 1.2.3. Reset the focus on customer service and the standards set
- 1.2.4. Additional customer service training

1.3. Resourcing

- 1.3.1. Review of roles and responsibilities (i.e. Job Descriptions) so they are updated where necessary, including correctly reflecting line management responsibility and reducing duplication of activities between Planning Support & Development Management
- 1.3.2. Conclude process of making Technical Service Support posts, career posts. Process was paused while project was established.

- 1.3.3. Analysis of options & costs associated with bringing a heritage/landscape specialist in-house. Explore non FTE specialist posts (e.g. Ecology, Archaeology and Urban Designer) with Devon County Council as part of a service level agreement.
- 1.3.4. Explore alternative transport options, for staff, to reduce mileage claim submissions.
- 1.3.5. Identify non-statutory services (as unable to meet current demand) and determine if they should continue. Alternative sources of administrating could be set up e.g. e-form, self-serve.
- 1.3.6. Review TDA SLA, exploring needs around refreshing SLAs.
- 1.4. Reporting
 - 1.4.1. Workshop to understand the informational needs of the service that would enhance upon the existing KPI set
 - 1.4.2. Analysis of how an automated dashboard can be created to support the service and wider council
 - 1.4.3. Set up regular Key Performance Indicator (KPI) review meetings as part of business as usual activities
- 1.5. IT Systems
 - 1.5.1. Continue implementation of Planning Obligations Suite and Public Facing Module (PFM) - designed for planning and community infrastructure levy (CIL)
 - 1.5.2. Continue replacement of Swift system, for land charges
 - 1.5.3. Complete migration to HM Land Registry Local Land Charges Programme (LLCP) – single, digital LLC register for England and Wales.
 - 1.5.4. Implement Enterprise Case Management workflow tool within Development Management and Planning Support
 - 1.5.5. Resolve current system issues with CAPS Uniform (Idox) by committing Service resources to assist/review/test the work delivered by Idox
 - 1.5.6. Explore a solution of map interrogation – MapInfo Pro (Precisely) being provided by one site to the current situation of gaining information from at least four places (e.g. Address Café; Find My Nearest; MapInfo; UNI-form)
 - 1.5.7. Explore improving publication of Local Plan and mapping information, so it is better aligned to neighbouring authorities' approach (e.g. ARC GIS)
 - 1.5.8. Explore integration opportunities between CAPS Uniform & W3 to reduce duplication of work
 - 1.5.9. System capability of W3 (Civica), how does it differ from W2, is there additional functionality that can improve current usage

2. Existing Activity

- 2.1. Where a measurement is possible, a benchmark against existing activity will be taken. This will allow a greater understanding of where the improvements are being measured.
- 2.2. It is recommended, significant time should not be spent on creating baseline information if it is not currently available. This activity would cause delay to the overall timeframe. Therefore, assumptions may be made on improved measures.

3. Benefits of Proposed Improvement (e.g. Financial, Performance which are specifically related to service delivery/efficiencies)

- 3.1. Improved customer experience. The right information accessible on the website to support the submission of planning applications
- 3.2. Improved staff experience. Less general enquiries to manage and improved planning application submissions
- 3.3. Improved support systems
- 3.4. Improved IT systems to support the service
- 3.5. Improved reporting capability to support the service and wider council needs
- 3.6. Improved efficiency of staff time to process transactions (e.g., cost of processing transactions will come down)

4. Risks of Proposed Improvement

Summary	Mitigation Actions	Owner	Status*
Insufficient resources – i.e. staff and budget - to successfully implement changes	A. Review workloads and allocated dedicated time focus on the project. B. Accept and communicate that short term detriment is necessary for the long term benefit. C. Where tolerable, agree project task compromises to ensure overall success is not impacted.	Divisional Director of Planning, Housing & Climate Emergency	Open
Future changes in legislation affecting scope and shape of work for the service	A. Continued monitoring of legislation, by various Managers, in the four Service Teams. B. As Is mapping activity will define current set up and 'To Be' recommendations will be adjustable to meet the legislation/ business requirements.	Divisional Director of Planning, Housing & Climate Emergency	Work in progress
There are too many action plans being implemented within the Service. The Project Initiation Document (PID) included the Planning Service Action, which were not business as usual activities.	A. Combine the actions referenced in the PID into the Improvement Action Plan, as shown in Appendix 1.	Project Manager	Closed

*Status Key: Open = It is currently open but has not yet been addressed; Work in Progress = It is actively worked on to develop a resolution; Closed = It is no longer an active threat and can be closed with or without resolution.

5. Service Relationships (e.g. Internal and external)

Are there any other dependencies with other services? Yes / No / Not applicable

- If yes provide details

Building Control	Development Management	Planning Support	Strategy & Project Management
a) Building Regulations aspects delivered for TDA. b) For Dangerous Structures/Demolition activities, there is a close and effective relationship working with Emergency	a) This service forms part of Development & Planning Services which also includes the Planning Support team. b) There is a close relationship with Future Planning and occasionally	a) This service forms part of Development & Planning Services which also includes the Development Management Team. b) Many Council departments are internal customers as they take an	a) Team has strong relationships with Development Management, Public Health, Housing, Parking, SWISCo, TDA, as well as other corporate services such as Legal, Finance, Procurement, Governance

Building Control	Development Management	Planning Support	Strategy & Project Management
Planning, Housing Standards, Highways, SWISCo.	some duplication of work. There is consultation with the Future Planning on policies. c) There is liaison with Legal team (preparing and finalising agreements, gaining advice on Planning law, attending Planning Committees), Finance Team and Governance Support for Committee meetings (papers, member liaison).	interest in Planning, due to the links with their own services (e.g. Finance).	Support, Communications and Engagement, and Information Governance. b) Externally there is a significant relationship with Neighbourhood Forums and transport operators.

Does the proposed change impact (positively or negatively) on those with protected characteristics? ~~Yes/No~~ Not applicable

6. Community Engagement & Empowerment

Is there an opportunity to align service design and delivery to Community Engagement & Empowerment Strategy? ~~Yes/No~~ Not applicable

7. Service Outputs

Does the proposed change impact Service Outputs? Yes / ~~No~~ / ~~Not applicable~~

7.1. The following table identifies the detail captured in Stage One of the Service Review. Strikethrough text DO NOT have impacts on Service Outputs but have been left in for reference.

Building Control	Development Management	Planning Support	Strategy & Project Management
a) The registration and acknowledgement of Building Regulation applications b) Plan checking Full Plans applications c) Site inspection of under construction projects d) Responding to Dangerous Structures e) The processing of Demolition Notices	a) Improve the speed of validating and determining planning applications b) Improve communications with our customers, responding to emails and phone calls within 3 days of receipt, keeping them informed of progress with their applications/enquiries c) Implement the Heritage Strategy d) Increase focus on the need for development to address climate	a) Tied to overall performance standards for development management b) Decisions issued within 8 or 13 weeks c) Registration timeframes (48 hrs) d) Validation timeframes (48 hrs) e) Decision issue (24 hrs from decision taken) f) Numbers of applications overturned at appeal g) Enforcement case logged (48 hrs)	Transport a) Local Transport Action Plan (LTAP) b) Active Travel c) Rail d) Buses e) Development Contributions f) Electric Vehicle Charging Planning g) Local Plan Update h) Updated Supplementary Planning Documents

Building Control	Development Management	Planning Support	Strategy & Project Management
	change challenges and carbon neutral aspirations e) Deliver good quality new homes, including as many affordable homes as we can f) Create places that help people and businesses to thrive. g) Work with business and the community to help economic recovery post COVID h) Increase focus on biodiversity and environment protection and enhancement	h) Response to email enquiries	i) Support Neighbourhood Planning j) Lead PPA for delivery of development at Edginswell k) Reporting monitoring figures to Government and other agencies as required Climate m) Climate Action Plan n) Climate Strategy Housing o) Publication of Housing Land Supply p) Identification of transit site for Gypsy and Traveller community q) Support progress of the Housing Strategy Heritage Utilise our built heritage – action plan for the heritage strategy

Does the proposed change impact (positively or negatively) on those with protected characteristics? ~~Yes/ No /Not applicable~~

8. Service Outcomes

Does the proposed change impact Service Outcomes? ~~Yes /No /Not applicable~~

8.1. The following table identifies the detail captured in Stage One of the Service Review. Strikethrough text DO NOT have impacts on Service Outputs but have been left in for reference.

Building Control	Development Management	Planning Support	Strategy & Project Management
a) Provide an effective Building Control Service which meets the needs of our customers and stakeholders b) Through the application and enforcement of national legislation and technical standards, achieve	a) Improve customer satisfaction, facilitate economic investment in Torbay and make Torbay an attractive place to develop b) Improve customer satisfaction, reduce officer time 'wasted' dealing with complaints so they can be more	a) To facilitate regeneration, economic development and an improved built environment in Torbay b) Facilitate economic development and regeneration by enabling efficient property exchanges	a) Economic recovery and success b) Better connected, accessible Torbay c) Protect and enhance a superb environment d) Carbon Neutrality (including A Low Carbon Transport System)

Building Control	Development Management	Planning Support	Strategy & Project Management
<p>reasonable standards of health, safety, energy efficiency, accessibility and sustainability for building users</p> <p>e) Maintain our market share against completion from the private sector for Building Control services</p>	<p>positively productive , improve trusted relationships with the community</p> <p>c) Deliver on the promises and commitments of the strategy, fulfil our statutory obligations, capitalise on our unique heritage.</p> <p>d) In response to the Council's declared Climate Emergency; in the interest of public health and well-being; to work towards becoming a carbon neutral council working with others to create a carbon neutral community.</p> <p>e) To provide a 5-year Housing land Supply, if possible, to allow greater community control on the location and type of housing provision; to ensure the provision of affordable and quality housing; to reduce homelessness and in the interest of the health and well-being of our community.</p> <p>f) To encourage inward investment, to help to create jobs and to work proactively with local businesses trying to survive the COVID crisis whilst looking forward to ensuring a long-term sustainable economy, with particular focus on regenerating and re-inventing our town centres</p> <p>g) In response to the Council's declared climate and biodiversity emergency, to implement re-wooding and rewilding, to address flood risks and to fulfil our statutory requirement</p>	<p>e) To ensure development in the bay adequately funds the infrastructure needed to facilitate it</p>	<p>e) Sustainable Communities and a Healthy Population</p> <p>f) Increase the overall supply and range of housing in Torbay and making the best use of existing housing. In particular, improving supply, range, quality, and environmental, economic and social sustainability of housing in Torbay.</p> <p>g) Ensure appropriate and affordable housing is available to meet people's housing needs and aspirations</p>

Building Control	Development Management	Planning Support	Strategy & Project Management
	to conserve protected species and environments		

Does the proposed change impact (positively or negatively) on those with protected characteristics? ~~Yes / No /~~ Not applicable

9. Processes & Procedures

What processes and procedures will be impacted by proposed change?

- 9.1. Explore reducing the scheme of delegation for Governance process for local variations, with less stakeholders involved, so timeframes could be reduced.
- 9.2. Identify a fit for purpose procedure to maintain and update user manuals/process notes, which does not require significant resource (i.e. not a dedicated resource to solely maintain and update manuals/processes).
- 9.3. Standardise the sharing of information, and training of staff, so a uniformed approach is taken rather than an individual approach by an Officer.
- 9.4. Analysis of which 'As Is' processes will need to be updated
- 9.5. 'To Be' workshops to map new processes
- 9.6. Provision of detailed procedures and support documentation to help embed changes

10. IT

Do the proposed changes impact the use of IT systems (eg additional functionality/modules; stop using it etc) ~~Yes / No /~~ Not applicable

- 10.1. As part of the proposed changes, the following IT systems are being implemented:
 - 10.1.1. Planning Obligations Suite and Public Facing Module (Exacom)
 - 10.1.2. Total Land Charges (Agile) resulting in stop using Swift
 - 10.1.3. Land Charges Programme
 - 10.1.4. Planning Workflow Tool (Enterprise) – Building Control already utilise Enterprise so additional services will implement it
 - 10.1.5. CAPS Uniform (Idox)

11. Staff and contractors

Does the proposed change impact staff and contractors? ~~Yes / No /~~ Not applicable

- 11.1. A Directorate change paper will be required to implement any personal changes that have come out from Stage One Service Review meetings with Service Managers.

12. Climate Change

Does the proposed change have Climate Change Implications? ~~Yes / No /~~ Not applicable

- 12.1. It is indirect positive change implications, through process and service improvements.

Appendix 1 – Improvement Action Plan - Planning, Housing & Climate Emergency

Ref	Action	By when	Responsible Officer(s)	Progress	Status*
Existing Planning Service Action Plan					
01	Engagement with Neighbourhood Forums in pre-application processes a) Continue reinforce with officers and link to joint Agent and Neighbourhood Forum Session b) Develop joint protocol for working approach with the Council, Neighbourhood Forums and Agents	April 2023	David Edmondson (Divisional Director), Wendy Ormsby (Service Manager)	Adopted as standard approach, good early engagement happening. Although this now a challenge with the enforced dormancy of the Paignton Neighbourhood Forum.	A
02	Strengthen relationship with TDA and Planning for delivery and management of Council projects, including: a) establish clear expectations required of project leads eg. PPA and how DRP will be conducted b) hold monthly meetings with TDA		Anne-Marie Bond (Chief Executive), Kevin Mowat (Director) David Edmondson (Divisional Director), Wendy Ormsby (Service Manager)	Regular meetings between TDA, Head of Service & Divisional Director in place. New dedicated officer in place working on all TD led schemes.	G
03	Review Site Visits as opportunity to develop member/officer relations: a) Officer sites visits required for applications unless very clear/straight forward application with no objections		Wendy Ormsby (Service Manager)	Officer site visits back to normal, committee site visits as and when necessary. Requests from members considered along with chair of planning.	G
04	Review criteria and approach to Site Review Meetings to enable established criteria and trigger points for virtual meetings and where no resolution ability to escalate to physical visit or refer to Planning Committee		David Edmondson (Divisional Director), Wendy Ormsby (Service Manager)	Site Review Meetings procedure updated, virtual meetings followed by actual meetings if required.	G
05	Member Training Programme - Including Chair's training programme		David Edmondson (Divisional Director),	Modular training Sessions put on for members this year,	A

Ref	Action	By when	Responsible Officer(s)	Progress	Status*
	<ul style="list-style-type: none"> a) Evaluate Planning Committee training following receipt PAS feedback report a) Consider Planning Committee induction programme and ongoing annual training programme including specific training for Chairman of Planning Committee b) Revisit Member Job Descriptions in the Constitution to build in skills and expectations 		Wendy Ormsby (Service Manager)	including some presented with partners. Now working with Governance Support for the next administration - modular programme and induction courses.	
06	To resource PPAs, identify HR Strategy for recruitment, backfill and ensuring sufficient resources to deliver PPAs quickly [R8]		David Edmondson (Divisional Director), Wendy Ormsby (Service Manager)	Great increase in Planning Performance Agreements (PPA's) bringing in additional funds and allowing for	G
07	Review strategy for specialist posts and purchase of services with sharing resources across neighbouring authorities to build resilience [R12]	April 2023	David Edmondson (Divisional Director), Wendy Ormsby (Service Manager)	Agreement reached with DCC over Ecological & Archaeological support.	A
08	<p>Improved Planning Officer e-mail & telephone communication</p> <p>Next steps/additional actions:</p> <ul style="list-style-type: none"> a) PAS to deliver training on customer standards b) Establish standards/criteria for response times and consider more use of phone calls/Teams meetings instead of emails c) Introduce standard auto out of office response to manage expectations 		Wendy Ormsby (Service Manager)	<ul style="list-style-type: none"> a) PAS Training Completed b) Microsoft Teams meetings being used instead of calls, where applicable. c) Officers using better e-mail messaging. <p>Still important to focus on this important area and covered under Customer Service activities.</p>	G
09	<p>Staff development programme</p> <ul style="list-style-type: none"> a) Introduce new training and development package for team to enable them to deliver an excellent service (including potential of setting up Planning Academy - similar to our Social Worker approach working with Plymouth University), to ensure staff feel valued 	April 2023	David Edmondson (Divisional Director)	Further work needed on this, although do have team member started on Degree Apprenticeship Planning course at University of Plymouth and good attendance from the teams at CPD events.	A

Ref	Action	By when	Responsible Officer(s)	Progress	Status*
10	Undertake options appraisal for meeting conservation statutory functions, including training and development for wider team on conservation/heritage matters as well as dedicated officer	April 2023	Kevin Mowat (Director) David Edmondson (Divisional Director), Wendy Ormsby (Service Manager)	Agreement for a new Heritage Officer from Place Director, to work closely with Culture colleagues and include implementing the Heritage Strategy. Role has been JE'd and will be Grade K. Now included as part of new structures part of the Service for the Future project	A
Planning Applications					
11	Activity analysis of planning web offering. Website traffic baseline statistics to inform what is working and what may not be.	30/11/2022	Alex Pozniak (Business Analyst)		A
12	Activity analysis of general enquiries into the service. Recording the types of calls and emails received to provide a baseline.	30/11/2022	Alex Pozniak (Business Analyst), Tim Herring (Senior Business Analyst)		A
13	Workshops to dive deeper into the baseline statistics gathered to support positive changes to how planning applications are received and processed. Include review the current Local Validation List and to improve its access for non Planning specialists. Review the Council website to ensure that older versions of the Local Validation List are removed from view. [R1, R2, R4, R5]	30/11/2022	Tim Herring (Senior Business Analyst)		
14	Workshop to dive deeper in how we manage the function of Planning Online comments, options of moving the function to customer services or not allowing the public to comment online and all comments would be handled internally by Planning Officers dealing with the applications	30/11/2022	Alex Pozniak (Business Analyst), Tim Herring (Senior Business Analyst)		

Ref	Action	By when	Responsible Officer(s)	Progress	Status*
15	Implement Workshop Outputs	31/03/2023	Service Managers		
16	Resolve current issue with G-forms in relation to potential limit on file sizes, which are submitted (there is an issue with no documents received which may be due to a limit on the system).	14/03/2023	Alex Pozniak (Business Analyst)		A
Complaints					
17	Fully map the process of managing complaints	27/01/2023	Tim Herring (Senior Business Analyst)		A
18	To Be workshop to dive deeper into the issues and provide solutions to ensure we provide a consistent approach to complaints	30/11/2022	Tim Herring (Senior Business Analyst)		
Customer Service					
18	Reset the focus on customer service and the standards set [R14]	03/02/2023	Tieneka Akers (Internal Engagement Officer)		A
19	Additional customer service training [R14]	10/02/2023	Tieneka Akers (Internal Engagement Officer)		
Resourcing (Change Paper)					
20	Change Paper	17/04/2023	Matthew Fairclough-Kay (Divisional Director), David Edmondson (Divisional Director)		
21	Review of roles and responsibilities (i.e. Job Descriptions) so they are updated where necessary, including correctly reflecting line management responsibility and reducing duplication of activities between Planning Support & Development Management [R6, R7, R9, R13]	17/04/2023	Service Managers, Cilla Wilson (HR Manager)		

Ref	Action	By when	Responsible Officer(s)	Progress	Status*
22	Conclude process of making Technical Service Support posts, career posts. Process was paused while project was established.	17/04/2023	Mark Irving (Service Manager), Cilla Wilson (HR Manager)		
23	Analysis of options & costs associated with bringing a heritage/landscape specialist in-house. Explore non FTE specialist posts (e.g. Ecology, Archaeology and Urban Designer) with Devon County Council as part of a service level agreement [R11, R13].	17/04/2023	Wendy Ormsby (Service Manager)		
24	Explore alternative transport options, for staff, to reduce mileage claim submissions.	17/04/2023	Stuart Loly (Project Manager)		
25	Identify non-statutory services (as unable to meet current demand) and determine if they should continue. Alternative sources of administrating could be set up e.g. e-form, self-serve.	17/04/2023	Service Managers		
26	Review TDA Service Level Agreement (SLA) exploring needs around refreshing SLAs.	17/04/2023	Stuart Loly (Project Manager)		
Reporting					
27	Workshop to understand the informational needs of the service that would enhance upon the existing KPI set	31/03/2023	Alex Pozniak (Business Analyst), Tim Herring (Senior Business Analyst)		
28	Analysis of how an automated dashboard can be created to support the service and wider council	13/02/2023	Alex Pozniak (Business Analyst), Tim Herring (Senior Business Analyst)		
29	Set up regular Key Performance Indicator (KPI) review meetings as part of business as usual activities	31/03/2023	David Edmondson (Divisional Director)		
IT Systems					

Ref	Action	By when	Responsible Officer(s)	Progress	Status*
30	Continue implementation of Planning Obligations Suite and Public Facing Module (PFM) - designed for planning and community infrastructure levy (CIL)	13/03/2023	Mark Irving (Service Manager), Max Sage (Project Leader), Stuart Loly (Project Manager)		A
31	Continue replacement of Swift system, for land charges	21/03/2025	Mark Irving (Service Manager), Max Sage (Project Leader), Stuart Loly (Project Manager)		A
32	Complete migration to HM Land Registry Local Land Charges Programme (LLCP) – single, digital LLC register for England and Wales.		Mark Irving (Service Manager), Max Sage (Project Leader), Stuart Loly (Project Manager)		A
33	Implement Enterprise Case Management workflow tool within Development Management and Planning Support [R3]	30/01/2023	Wendy Ormsby (Service Manager), Mark Irving (Service Manager), Max Sage (Project Leader), Stuart Loly (Project Manager)		
34	Resolve current system issues with CAPS Uniform (Idox) by committing Service resources to assist/review/test the work delivered by Idox	28/02/2023	Alex Pozniak (Business Analyst), Tim Herring (Senior Business Analyst), Max Sage (Project Leader)		
35	Explore a solution of map interrogation – MapInfo Pro (Precisely) being provided by one site to the current situation of gaining information from at least four places (e.g. Address Café; Find My Nearest; MapInfo; UNI-form)	20/01/2023	Max Sage (Project Leader)		
36	Explore improving publication of Local Plan and mapping information, so it is better aligned to neighbouring authorities' approach (e.g. ARC GIS)	03/02/2023	Max Sage (Project Leader)		

Ref	Action	By when	Responsible Officer(s)	Progress	Status*
37	Explore integration opportunities between CAPS Uniform & W3 to reduce duplication of work	17/02/2023	Alex Pozniak (Business Analyst), Tim Herring (Senior Business Analyst)		
38	System capability of W3 (Civica), how does it differ from W2, is there additional functionality that can improve current usage	03/03/2023	Alex Pozniak (Business Analyst), Tim Herring (Senior Business Analyst)		

*Status Key: R = Behind schedule; A = In progress; G = Complete

Appendix 2 - As Is Review | Planning, Housing & Climate Emergency

September 2022

Approved | V1

Contents

As Is Review Planning, Housing & Climate Emergency	16
Purpose and Objectives of the 'Council Redesign' programme	18
Our Organisation Project	18
Issues Identified	19
Customer Experience	19
1. Resourcing	19
2. Information Governance (Complaints Team)	19
3. Standardising ways of working	19
4. Planning Online – application commenting website	19
5. Customer Service Enquiries	19
6. Refunds	20
IT Systems	20
7. MapInfo (Precisely)	20
8. Uniform (Idox)	20
9. W2 / W360 (Civica)	20
10. Planning Obligations Suite (Exacom)	20
11. Total Land Charges (Idox)	20
12. Swift (Agile)	20
13. Reporting	20
Opportunities	21
Customer Experience	21
1. Planning Applications	21
2. Complaints	21
3. Resourcing	21
IT Systems	21
4. MapInfo Pro (Precisely)	21
5. Uniform & Enterprise (Idox)	22

6.	W2/W360 & W3 & iCasework (Civica).....	22
7.	Planning Obligation Suite (Exacom)	22
8.	Total Land Charges (Idox)	22
9.	Swift (Agile)	22
10.	Reporting.....	22
	Appendix A – Planning Processes Mapped	23
	Appendix B – Planning IT Systems.....	25
	Appendix C – Swift Errors	28
	Appendix D – Planning Structure Chart	29

Purpose and Objectives of the 'Council Redesign' programme

Torbay Council, like other councils, continues to face the ongoing challenge of austerity and is rapidly realising that the opportunities for making savings are diminishing. In parallel to this, the Council is currently embarking on its 'recovery programme' in response to the COVID-19 pandemic by rebuilding, restoring and rehabilitating the community following this emergency.

Within the context of the Council's needs to consider bigger and bolder transformation opportunities that build a sustainable operating model for the 21st century, post COVID-19 whilst also delivering a range of financial and non-financial benefits. As such this transformation plan sets out how we will bring a coherent, joined-up approach to change, that meets the council's priorities as set out in our Community and Corporate Plan, and will support the delivery of financial targets in the Medium-Term Resource Plan.

At the heart of our transformation must be a renewed focus on our priorities, our customers and our communities, with a determination to put people and outcomes ahead of organisational boundaries and bureaucracy. At the same time, the recovery from the COVID-19 pandemic provides us with the opportunity for the council to radically rethink services and improve outcomes. We need to respond urgently and safely by transforming our services, our focus and our working practices.

Ultimately, our objective is:

To simplify and standardise how we work so we can support the communities of Torbay and build a council fit for the future

To achieve this, we will focus on a number of design principles that will be used when re-designing our services - these are set out in section 7. They provide a focus for innovation and change, and will be used as the basis for our transformation.

To facilitate delivery, the 'Council Redesign Programme' will be broken down into three projects with the overarching objectives:

'Our Organisation' – We will put our customers at the centre of our organisation

'Our Communities' – We will reconnect with and enable and empower our communities

'Our People' – We will be an organisation that our people are proud of

Our Organisation Project

As part of the 'Our Organisation' project, Torbay will undergo a mapping exercise with each service area. This will involve:

- Collaboratively mapping the 'As Is' processes
- Production of an 'As Is' review document
- Collaboratively mapping the 'To Be' processes

The 'As Is' review document will detail any issues identified and potential opportunities to improve efficiencies for the service area. This will then be agreed by the service area, Subject Matter Experts (SMEs), Management and Director. Once the review has been conducted the processes that have been agreed to be transformed will then be analysed in more detail and the 'To Be' processes will be mapped for the service, once the timeline for this is known it will be shared with the service.

The Business Improvement & Change Team have mapped 74 processes for the Service. The outcome of which has identified numerous issues and potential opportunities to improve customer satisfaction, back office efficiencies, income generation and potential cost savings (Appendix A details the processes mapped). All IT systems that are currently being utilised are also further detailed in Appendix B.

Issues Identified

Customer Experience

1. Resourcing

- a. The service is currently operating at or beyond maximum capacity, in some cases detrimentally affecting productivity, efficiency and customer service
- b. It has been highlighted that the workload will increase in the coming years. Climate priorities will affect the workload of the service
- c. A need for more higher-level officers for consulting on complex decisions and sign off authority and administrators to support
- d. HR processes for Managers are a drain on time and resource
- e. This under resourcing is having a negative impact on customer service, income generation and overall service performance
- f. Numerous points of failure when **staff** are off sick or on annual leave
- g. There is a lack of in-house specialists on matters such as heritage and landscape impact
- h. With the migration to HM Land Registry there will be further demand on resources to support the digitisation, system replacement and migration

2. Information Governance (Complaints Team)

- a. Information Governance – Customers currently complaining through the complaints route and not directly with planning causing additional workload, need to identify the optimal route to manage these complaints
- b. Identified as giving customers wrong information or directing customers to the wrong service/department
- c. Identified by having additional steps in referrals, rather than instructing customers to contact planning directly
- d. Increase in contact points, work times, risks of misinformation and making the complaints worse
- e. Member enquiries are directed through iCasework, in many cases it may be more efficient for these to go straight to an Officer and/or a Manager

3. Standardising ways of working

- a. As there are multiple systems being used across planning, there is a requirement to standardise how we use these systems, best practices, and ways of working
- b. This non-standardisation is leading to errors, duplication of work and increased demand for communication/questions between each area of the service
- c. Expressed the need to do more collaborative work with other members of the service, to ensure everyone understands each other's workloads and knock-on effects of tasks/decisions
- d. There are inconsistencies in decision making

4. Planning Online – application commenting website

- a. The workload around the uploading of planning application files has increased due to customers submitting more files than they traditionally have, not only are there more files but each file needs to be manually renamed for better indexing
- b. Managing comments takes up too much time. There are many comments which are not displayed due to the nature of them (safeguarding or vexatious issues). A lot of time is spent vetting these comments with no clear beneficial outcome to the service/process

5. Customer Service Enquiries

- a. There are a large number of customer requests for planning advice (Not seeking paid advice), general enquiries
- b. Currently the service does not have resource to respond to each of these effectively
- c. An increased volume of documents(drawings) being received per application, previously when customers submitted physical copies, they would submit 2 A1 documents (1 of existing plan & 1 proposed plan)
- d. Currently through the planning portal there is no limit of supporting documents/drawings that a customer can submit. As all documents need to be checked this leads to extended work times per application
- e. The time to validate these documents is extended

- f. Both missing documents and standard of documents submitted are often not meeting the standard on the first submission

6. Refunds

- a. Planning application fees are being 'refunded' back to the customer
- b. 2020 - £18k refunded, 2021 - £30k refunded, 2022 – to date £11k refunded
- c. Reasons range from 'not been processed within the allocated time period', 'good will' gestures where there is an error or delay, or the application never became 'valid'. Where refunds are of concern is cases where the service could have done something differently or better to avoid the need for a refund

IT Systems

7. MapInfo (Precisely)

- a. A need for a mapping system review to ensure its fit for purpose
- b. MapInfo cannot be accessed at home, or functionality is minimal

8. Uniform (Idox)

- a. System usage review is needed
- b. Limited number of SMEs that can edit/create new templates
- c. Numerous templates in the system that are not being utilised
- d. Defunct drop-down items within the system
- e. Inconsistent training/ways of working

9. W2 / W360 (Civica)

- a. W2/W360 is currently not being fully utilised across planning
- b. It has been identified that "the functionality is there; it's just not used"
- c. It has also been identified that a local authority (Teignbridge) currently uses W2/W360 more effectively
- d. W2/W360 does not integrate with Uniform. There is duplication of work where similar functions exist

10. Planning Obligations Suite (Exacom)

- a. Implementing Exacom's 'Planning Obligations Suite'
- b. Project to implement is active
- c. Resourcing this and managing BAU is an issue

11. Total Land Charges (Idox)

- a. New TLC system is yet to be implemented
- b. The team also don't have 100% understanding of the functionality potential
- c. Currently processing and maintaining physical documents, record cards and maps
- d. Indexing and maintaining these physical records are seen as a beneficial point
- e. Noted that there have been previous(unsuccessful) attempts to digitise
- f. New national land registry may take some need of this away
- g. The new TLC system may also digitise this information

12. Swift (Agile)

- a. Agile's support for the Swift system is poor and has been for a number of years which has impacted on BAU and inhibited service innovation. Integration with other systems is also poor and they have not engaged with HMLRC on tools for data migration or provided APIs
- b. Swift system errors
- c. See "Swift Errors" document, As this lists majority of the Issues (Appendix C)

13. Reporting

- a. Reports are limited
- b. Reporting is a manual time-consuming process
- c. Reports are only focused on KPI's

Opportunities

Customer Experience

1. Planning Applications

- a. Analyse site traffic to get a baseline for site traffic landing on the council information page and then exiting via planning portal link
- b. Have a review of the current information page(s) that support planning applications, has this been optimised for customers to find the information easily
- c. Investigate whether adding more specific links to direct our customers to specific areas of information on the planning portal (FAQs with direct links to planning portal pages) would decrease general enquiries and what the administration of this would involve
- d. Track types of query email/calls that we are receiving because customers cannot find the information on the planning portal?
- e. Review and implement new optimised planning web page with new signposting
- f. Analyse the new information page to gather comparison information against baseline
- g. Investigate the benefits of a FAQ page
- h. Investigate whether Chatbot functionality could work in this context
- i. Investigate whether sharing the management of the Planning Online comments with customer services would work, releasing support **staff** to do the work they should be doing
- j. Investigate whether there are any benefits to sharing the uploading of validated planning applications to a customer service function
- k. The number of documents/drawings submitted with planning applications has increased which has a knock-on effect when uploading to the application commenting portal. There is a need to analyse how these submissions can be streamlined or charged when they exceed provided guidance
- l. Review work currently being piloted by DLUHC on introducing a standardised platform for planning enquiries and application submissions

2. Complaints

- a. There are multiple routes for a customer to complain about planning applications. There is a need to streamline this route to ensure these complaints are dealt with efficiently without multiple hand-offs between teams. Option to digitalise the initial complaint contact and then managed internally with defined processes and timescales

3. Resourcing

- a. Roles and responsibilities review required to ensure that the service is fully resourced to manage the workloads and maximise the ability to generate income, at present, applications are going overtime so refunds are being given
- b. Standardise the sharing of information across the service, and the training of **staff** so a uniformed approach is taken rather than an individual approach by an officer
- c. Investigate options and costs of having in-house heritage and landscape specialist(s) within the service instead of contracting them in when required

IT Systems

4. MapInfo Pro (Precisely)

- a. Analyse and provide solutions for staff to be able to use this software when working remotely
- b. System review of functionality and training needs, linking in with other service areas that may use this mapping solution to ensure that it is still fit for purpose
- c. Investigate how MapInfo can work more seamlessly with other systems used within the service and avoid duplication
- d. Investigate other Local Authorities approach to mapping systems, are there better offerings out there e.g. ARC GIS has a better user interface and broader functionality than MapInfo

5. Uniform & Enterprise (Idox)

Uniform system review

- a. Identify the document templates the teams use regularly
- b. Review the currency of the templates and update, archive and/or create new templates
- c. Review all drop-down lists in the system, update, archive and/or create new items
- d. Identify how to manage data quality in the system i.e., through reporting, alerts within the system or forcing users via the use of mandatory fields
- e. Identify any training needs to enable the local management of the system
- f. Uniform and W360 are not integrated which leads to duplicated workloads. Are there options to limit this in anyway?

Enterprise module

- a. Support and accelerate the implementation project for the Enterprise module
- b. Implementation will give the service a workflow management tool similar to W2/W360's workflow processes but more integrated with the Uniform database which manages the textual and spatial data relating to planning applications, appeals, enforcement cases and building control cases

6. W2/W360 & W3 & iCasework (Civica)

System capability review

- a. Link up with other LAs using this system to identify any opportunities to enable more efficient use in Torbay
- b. W3 upgrade opportunities for training and overhaul of how the service use the system (dependent on whether the upgrade is implemented)
- c. Identify where there are opportunities to support the planning service with the implementation of iCasework

7. Planning Obligation Suite (Exacom)

- a. Support and accelerate the project to implement this system with additional resource to manage BAU and the project. Implementing the Planning Obligation Suite and the Public Facing Module will allow customers to self-serve in relation to certain CIL and Section 106 queries
- b. Maximise the training opportunities for the system

8. Total Land Charges (Idox)

- a. Total Land Charges system will offer better integration with other Idox products (the planning and building control databases, public access and the planning obligation suite), better support and Idox are actively engaged in working with HMLRC
- b. There has not been a clear timeline for when this system will be implemented
- c. It is assumed that TLC will replace Swift and some ability to digitise some or all the physical documents

9. Swift (Agile)

- a. System review and update of the swift software if TLC is not being implemented in the near future as there are current issues with swift

10. Reporting

- a. Reports need to be extended to provide better intelligence on demand and effectiveness of the planning service
- b. An automated suite of reports/dashboard utilising Power BI would be a more efficient method for the service
- c. A need to report on the total figure of refunds lost to the customer and the reasons for them

Appendix A – Planning Processes Mapped

An 'As Is' mapping exercise of the planning service has now been completed and the following 'As Is' process maps have been produced and validated.

Process	Service Area	SMEs
Registering Planning Applications	Planning Support	Justin Carpenter
Registering Pre-Applications	Planning Support	Justin Carpenter
Registering/Superseding Plans	Planning Support	Justin Carpenter
Publication of Applications	Planning Support	Justin Carpenter
Logging Consultee Responses	Planning Support	Justin Carpenter
Logging and Redacting Representations	Planning Support	Justin Carpenter
Re-consultation	Planning Support	Justin Carpenter
Issuing Decision Notices	Planning Support	Helen Wills
Triaging and Registering Enforcement Cases	Planning Support	Helen Wills
Gathering Appeal Documents	Planning Support	Helen Wills
Creating Appeal Cases	Planning Support	Helen Wills
triating and Registering Enforcement Cases	Planning Support	Helen Wills
Arrange Public Inquiries & Hearings	Planning Support	Helen Wills
Processing Appeal Decision	Planning Support	Helen Wills
Checking Permitted Development Rights	Planning Support	Helen Wills
Providing Copies of Documents to Solicitors	Planning Support	Helen Wills
Raising Orders and Invoices	Planning Support	Mary Brookfield
Goods receipting and payment	Planning Support	Mary Brookfield
Invoices Raised	Planning Support	Mary Brookfield
Credit Notes	Planning Support	Mary Brookfield
Payment Vouchers	Planning Support	Mary Brookfield
Planning Fee Refunds	Planning Support	Mary Brookfield
Accruals and year end	Planning Support	Mary Brookfield
Calculating CIL liability	CIL / Section 106	Nicky McGowan
Processing CIL Exemption Requests	CIL / Section 106	Nicky McGowan
Generating Liability Notices	CIL / Section 106	Nicky McGowan
Generating Demand Notices	CIL / Section 106	Nicky McGowan
Recording Payment of CIL/Section 106	CIL / Section 106	Nicky McGowan
Confirming financial obligations met	CIL / Section 106	Nicky McGowan
Respond To EIR requests	CIL / Section 106	Nicky McGowan
Supply Documents with 106 Enquiries PDF docs	CIL / Section 106	Nicky McGowan
Answering Land Search CIL/106 questions	CIL / Section 106	Nicky McGowan
Logging Land Searches	Land Charges	Sarah Howard
Check Records For History	Land Charges	Sarah Howard
Edit Searches	Land Charges	Sarah Howard
Send Land Search Results	Land Charges	Sarah Howard
Register New Charges	Land Charges	Sarah Howard
Adding Charges to IT systems	Land Charges	Sarah Howard
Removing Charges from IT systems	Land Charges	Sarah Howard
Update records with new and amended addresses from Highways	Land Charges	Sarah Howard
Update records from Planning Weekly and Decision Lists	Land Charges	Sarah Howard
Respond To EIR requests	Land Charges	Sarah Howard
New Developments	Land Charges	Sarah Howard

Process	Service Area	SMEs
Check History on a site and update records	Land Charges	Sarah Howard
Validation of pre-apps and applications	Planning Development	Katie Greer / Scott Jones
Allocation of pre-apps and applications	Planning Development	Wendy Ormsby
identifying neighbours and consultees to be consulted	Planning Development	Katie Greer / Scott Jones
Putting up site notices	Planning Development	Katie Greer
Assessing and writing up planning applications and pre-apps	Planning Development	Katie Greer / Scott Jones
Signing off officer reports/recommendations	Planning Development	Scott Jones or Wendy Ormsby
Site Review Meetings	Planning Development	Wendy Ormsby
Discharge of condition applications	Planning Development	Katie Greer / Scott Jones
Completing appeal questionnaire	Planning Development	Katie Greer
Preparing appeal statements	Planning Development	Wendy Ormsby
Preparing appeal cost rebuttals	Planning Development	Wendy Ormsby
Attending Appeal Hearings or Inquiries	Planning Development	Wendy Ormsby
Preparing committee presentations	Planning Development	Leah Raybould
Presenting at Planning Committee	Planning Development	Scott Jones or Wendy Ormsby
Attending Chair's briefing	Planning Development	Wendy Ormsby
Replying to general enquiries	Planning Development	Wendy Ormsby / Katie Greer
responding to member Enquiries	Planning Development	Wendy Ormsby
Responding to Formal Complaints	Planning Development	Wendy Ormsby
Responding to FOIs	Planning Development	Wendy Ormsby
Investigating Planning Enforcement complaints	Planning Development	Carlo Josi
Closing planning enforcement cases	Planning Development	Carlo Josi
preparing and serving Planning Enforcement Notices	Planning Development	Carlo Josi / Ailsa Delaney
Monitoring planning enforcement compliance	Planning Development	Carlo Josi
Design Commission & Monitoring	Strategic Planning	Adam Luscombe
Highways Consultation feedback	Strategic Planning	Tracy Brooks
Housing Monitoring	Strategic Planning	Zdzislawa Kunaszkievicz
Local Plan (DPD)	Strategic Planning	David Pickhaver
Neighbourhood Plan	Strategic Planning	David Pickhaver/Tracy Brooks
Site Identification & Assessment	Strategic Planning	Ashwag Shimin
Supplementary Plan Document	Strategic Planning	David Pickhaver

Appendix B – Planning IT Systems

System/Vendor	Description	Senior Users
<u>MapInfo Pro/Precisely</u>	A complete, desktop mapping solution for the geographic information system (GIS) analyst to visualize, analyse, edit, interpret, and output data — revealing relationships, patterns, and trends.	Sean Schofield
MapInfo Pro Viewer/Precisely	A view only version of the above software	Sean Schofield
<u>Planning Obligations Suite/Exacom</u>	The powerful web-based back-office Planning Obligations Suite is made up of three modules: The S106 and CIL governance modules, and the Project Module. These modules are designed for planning and CIL charging authorities to monitor, enforce and deliver community infrastructure. The CIL & S106 modules can be purchased separately, however the Project Module has to be purchased in all cases.	Sean Smith
<u>Swift/Agile Land Charges/Agile</u>	Land searches need to be dealt with quickly and efficiently by Land Charges and Planning departments; we understand this, so our local land charges software delivers a reduced turnaround time and reduces the likelihood of errors – allowing you to provide an improved service to citizens whilst also potentially saving on costs and resources for your department.	Sarah Howard
<u>GeoServer</u>	GeoServer is an open-source server for sharing geospatial data. Designed for interoperability, it publishes data from any major spatial data source using open standards.	Sean Schofield
<u>iManage/Aligned Assets</u>	iManage is our functionally rich local authority gazetteer and forms the core of our solutions for creating and maintaining the streets, property and land that form the Local Land and Property Gazetteer (LLPG) and Local Streets Gazetteer (LSG). It also allows for the sharing of streets and properties with GeoPlace, as well as other systems and people within the council. British Standard BS7666 iManage enables the creation and maintenance of every aspect of a property, land and street as defined by the British Standard BS7666, complete with Unique Property Reference Number (UPRN), Unique Street Reference Number (USRN) and the geographic coordinates. It also provides the capability of searching on	Sean Schofield

System/Vendor	Description	Senior Users
	every element the above. In addition, it has multiple advanced features to improve the productivity of a local authority custodian using it,	
Uniform/Idox	Our popular Uniform case management software has been fundamental to local authority case management for over three decades. Designed, developed and supported by ex-government staff, it's our robust single solution for efficient digital government, available fully hosted in the cloud, or on-premises.	Mark Irving/Justin Carpenter
Enterprise Module/Idox	Idox Enterprise is a licensable Uniform module available individually for the relevant solutions of Uniform. It can provide "at a glance" graphical progress information to a local authority on whether they are achieving their targets and to provide facilities (such as prioritised task lists and the ability to monitor teams' task lists, plus reallocate tasks when necessary) aimed at improving staff efficiency to help achieve those targets.	Mark Irving/Justin Carpenter/Sean Smith
Public Access/Idox	The IDOX Public Access for Planning and Building Control website has been designed to provide an efficient and easy-to-use process for members of the public to search for and track applications for planning permission, appeals against refused consent and building regulations applications.	Mark Irving/Justin Carpenter/Sean Smith
CAPS Uniform/Idox	IDOX CAPS Uniform for Planning and Building Control has been designed to provide an efficient and easy-to-use process for members of staff to manage applications for planning permission, appeals against refused consent and building regulations applications.	Mark Irving/Justin Carpenter/Sean Smith

Other relevant organisations

Ordnance Survey

Now providing a number of APIs for additional spatial data etc.

GeoPlace

Owned by the LGA (Local Government Association). Also have a partnership with Ordnance Survey. Requirement to adhere to national standards (checked monthly) in order to receive grant and products from Ordnance Survey under the Public Sector Geospatial Agreement.

Other Considerations

Issues around Address updates

Duplicate LPI Keys - CAPS Uniform

Snapshot of LIVE environment into TEST Uniform

Issues with speed of Mapinfo, Uniform and other mapping software due (to some extent) in moving to homeworking/VPN connection and the amount of data being moved around

UNI-form Map Loader Maintenance	Map Loader is a separate 'tool' used to load map data into Uniform
Spatially Enabled x40	No. of Licences to use 'spatial' elements of Uniform
UNI-form Capital x40	No. of Licences to use Uniform
1APP Planning Portal Connector	Provides /connectivity' to Planning portal and enables applications submitted via Planning Portal to be downloaded.

IDOX PA for DC	The Idox Public Access For Planning website has been designed to provide an efficient and easy-to-use process for members of the public to search for and track applications for planning permission, appeals against refused consent and planning enforcements
IDOX PA for BC Maintenance	The Idox Public Access For Building Control website has been designed to provide an efficient and easy-to-use process for members of the public to search for and track for building control applications and contraventions
(Building Inspections App Maintenance) Building Control App (iOS)	An onsite App that is used by Inspectors to complete inspections whilst 'in the field'. Data is downloaded from Uniform direct to an App installed on a mobile device, typically a tablet. The inspector can then work 'off-line', complete and record the outcome of the inspection and the details are then uploaded to Uniform with no need for data to be re-keyed.
Enterprise for Building Control	Idox Enterprise is a licensable Uniform module available individually for the relevant solutions of Uniform. It can provide "at a glance" graphical progress information to a local authority on whether they are achieving their targets and to provide facilities (such as prioritised task lists and the ability to monitor teams' task lists, plus reallocate tasks when necessary) aimed at improving staff efficiency to help achieve those targets.
Enterprise for Development Control	Idox Enterprise is a licensable Uniform module available individually for the relevant solutions of Uniform. It can provide "at a glance" graphical progress information to a local authority on whether they are achieving their targets and to provide facilities (such as prioritised task lists and the ability to monitor teams' task lists, plus reallocate tasks when necessary) aimed at improving staff efficiency to help achieve those targets.
Idox Uniform 10.6.1 Upgrade Services	Idox services required to complete the Uniform 10.6.1 upgrade

Appendix C – Swift Errors

There are currently several features within the Swift software which have lost functionality or ceased to function. Causing the planning team to use manual work arounds. This is resulting in extended work times.

Sending searches

Currently shows error messages. Swift should be able to automatically send searches out to customers once approved by the land charges team. Instead receive security error messages, leading to sending searches manually. Occasionally when searches are sent to customers via the auto swift/outlook. The customer receives the PDFs as blank, with just the council headers & footers.

Swift map functionality

When searching in the map function, previous session of looking of the map kept. This means every time the map is opened, a random destination is shown rather than the previously viewed location. This leads to added worktime as the previous location must be found before work can continue.

Processing searches in swift

- Cannot currently process/input searches into Swift – The team is currently forced to request searches to be processed by Nick in IT
- Nick seems to then force through the processes through swift using admin access
- Team cannot function without this task being complete by Nick

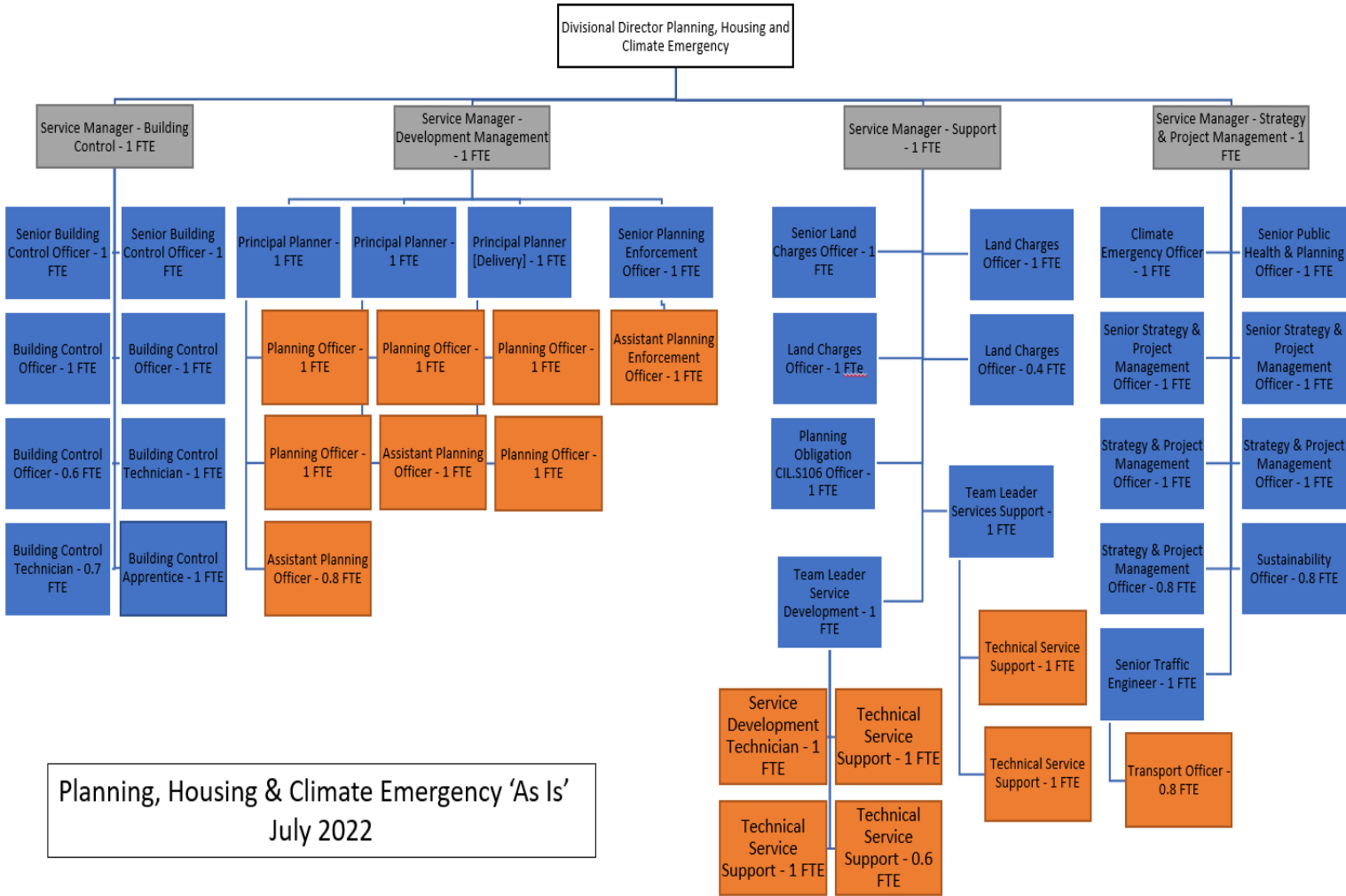
NLIS portal

Currently response link within the NLIS Portal is broken, which normal functions to automatically return searches back to customers. Currently the land charges team must email the PDF direct to customer. This not only leads to increased work time, but also for the customer who sees the searches in email rather than seeing an update on there end of the NLIS portal (The system they are expecting a response from)

Notes

The software company is called Swift (or was called Swift) and is now called Agile Nick Emmins in IT and Rob Williams have had dealings.

Appendix D – Planning Structure Chart



Planning, Housing & Climate Emergency 'As Is'
July 2022