

# Development Services

## Service Plan 2005/06



DRAFT

*'Working with and  
on behalf of local  
people'*

**Kettering**  
Borough Council



## 1. SERVICE SUMMARY & OBJECTIVES

### Service Summary

The Development Services Unit:

- Guides the future development of the Borough through the formulation, monitoring review and implementation of planning policies and proposals;
- Determines planning and related applications, monitors development and enforces planning regulations;
- Delivers and discharges the authority's statutory duties under the provisions of s
- Deals with requests for local land charge searches.

### Key Service Aims:

Key Commitment Service aim	Improving the quality of life	Protecting & improving the environment	Economic regeneration	Local involvement in decision	Equality of opportunity	Integrity and best use of resources
To manage and direct change and development pressures in the borough in order to improve the quality of life and environment of the borough for the benefit of its current and future residents.	✓	✓	✓	✓	✓	✓
To be focussed on internal and external customer needs and to deliver excellent service to our customers.	✓	✓	✓	✓	✓	✓
To be forward looking and ahead of the action	✓	✓	✓		✓	✓
To be positive about performance improvement and to perform in the top quartile of authorities	✓		✓		✓	✓
To be seen to deliver a high quality environment and for Kettering to be a great place to live	✓	✓	✓			✓

## Key Service Objectives

### Short term objectives (<1 year/before March 2006)

#### Policy, Guidance and monitoring

- Active involvement in development of joint planning in North Northamptonshire
- Active involvement in development of *North Northants Together* LDV
- Progress preparation of Local Development Scheme and Statement of Community Involvement
- Desborough/Rothwell Urban Extension Area Action Plan preferred options consultation
- Kettering Town Centre Area Action Plan preferred options consultation
- Kettering Urban Extension Area Action Plan stakeholder engagement
- Kettering Urban Extension Area Action Plan preferred options consultation
- Site Specific Development Plan Document stakeholder engagement
- Production of annual monitoring report to include, housing, employment, retail, link to objectives and effectiveness of policies
- Undertake PPG17 leisure and recreation needs assessment
- Adoption of affordable housing interim planning guidance

#### Projects and Implementation

- Progress the proposals in the Desborough Urban Design Strategy including feasibility study and detailed design in respect of High St/Station Road improvements and progression of implementation of civic space and Lawrence's Factory site
- Progress proposals for designation of Desborough conservation area
- Develop projects to implement Kettering Town Centre Master Plan
- Develop infrastructure projects for funding bids and other implementation projects, including a detailed specification for Desborough Country Park
- Implementation of successful infrastructure bid schemes
- Proactive use of S215 notices to achieve environmental improvements and street scene enhancements
- Investigate the use of compulsory purchase powers to facilitate economic investment, environmental enhancement and delivery of Kettering Town Centre Master Plan and Desborough Urban Design Framework objectives
- Produce photographic survey of listed buildings
- Establish and commence a comprehensive review of conservation areas
- Active involvement in the Kettering Travel Plan Forum
- Lead role in lobbying on local land charge search issues

#### Customer Engagement

- Provide a regular programme of events for the planning applicants/agents forum
- Continue to develop partnership with members
- Community planning – building effective partnerships within KBC and LSP
- Implement race equality action plan
- Enhanced use of web site for customer consultation and communication

### Process improvements

- Active management of S106 legal agreements, including assessment of development value, identification of infrastructure needs, timely completion and monitoring of compliance
- Establish Planning Chairs' Panel
- Sharing expertise within KBC and between authorities
- Work with Response Centre maximise its potential benefits
- Develop local authority partnerships for service delivery in local land charges, building control, development control and planning policy
- Rigorous review of processes and comprehensive recording of procedures in standard format
- Reinforce staff engagement in performance management
- Prepare for implementation of the Home Information Packs
- Improved communication within unit

### IT improvements to include

- Complete the installation of an IT system for the service that will enable the provision of on-line service provision, be compatible with the Planning Portal, improve presentation to committee, allow electronic data storage and provide high quality performance management information.
- Agree plan and funding for electronic capture of historic information
- Further development of geographical information to support implementation of new IT system
- Installation of Submit-a-Plan

### Service promotion

- Promotion of local land charges – through lead role in effective lobbying in partnership with the LGA
- Promotion of building control – increase market share by marketing and providing one-stop-shop

### Medium term objectives (1-2 years/April 2006 - March 2008)

- Adopt Local Development Framework
- Adoption of Burton Latimer Urban Design Framework
- Adoption of interim planning guidance on urban design
- Increase service delivery through partnerships
- Take lead role in implementation of sub-regional plan
- Progress implementation of Desborough Urban Design Framework
- Implement projects identified in Kettering Master Plan
- Establish local list and establish buildings at risk register
- Use citizens' panel for customer consultation
- Widen use of geographical information
- Implementation of Desborough Country Park
- Create publicly available information in several media to include on-line service provision and electronic presentation of material to committee and electronic capture of data

### Long term objectives (>3 years/after April 2008)

- Take a leading role in the implementation of the sub-regional strategy
- Implement the Local Development Framework
- Progress implementation of Desborough Urban Design Framework
- Implement projects identified in Kettering Master Plan
- Review of tree preservation orders
- Implement projects in Burton Latimer Urban Design Framework
- Review Supplementary Planning Guidance Notes

### Links to cross cutting themes:

#### Community Plan:

The Community Plan for 2005 to 2008 is being consulted on with a view to strengthen the partnership working of organisations within the Borough, and to clarify the Local Strategic Partnership's overall strategic aims. The Council's commitments to the Community Plan are delivered via the Corporate Improvement Plan.

#### Corporate Improvement Plan:

The Corporate Improvement Plan will be updated in the spring 2005. This plan will act as a driver for prioritised improvement across the organisation over the next three years.

#### Next Steps Programme and organisational improvement:

The Council's next steps and organisational improvement programme activity will be intensified during 2005/06 including: the delivery of efficiency savings, the development of procurement, the establishment of systems that improve the delivery of services and supporting the implementation of major change initiatives.

#### Asset Management Plan and Capital Strategy:

The Council attained 'good' ratings for both The Asset Management Plan, and The Capital Strategy last time they were subject to external validation. The Capital Strategy will be reviewed / refreshed during 2005 with the overarching aim of continuing to identify opportunities for making best use of the Council's resources. Due to the strategic importance of the Council's asset portfolio and its links with the delivery of key priorities, such as economic development, all decisions that impact on the future use of the Council's land and buildings will be given strategic consideration, including discussion at SMT.

#### E-government

E-government cuts across all service areas and aims to ensure that efficiency savings are made as a result of investment in technology, maximising access channels and choice and transferability of front-line staff.

#### Social Inclusion

The work of the unit aims to address issues of equality and social inclusion and comply with corporate policies and procedures regarding equality of opportunity and all legislative requirements.

The **Crime, Disorder and Drug Strategy** which is a three stage strategy (2005 – 2008) to tackle crime and disorder and the misuse of drugs in Kettering. It has been developed jointly by the Council, county council, police, police authority, fire authority, and primary care trust in co-operation with the probation service and others.

The local **Economic Development Strategy** which sets out programmes and actions to develop the local economy, including the allocation of employment land, and create a climate for growth in offices, industrial space and retail development

**Local Agenda 21**, which defines our approach to making sure that the way in which we carry out development, ensures a good quality of life for everyone now and in the future.

**Sub Regional Economic Strategy** sets out the priorities for Economic development in Northamptonshire and has been developed within the Northamptonshire Partnership.

**Explore Northamptonshire** is the tourism strategy developed by a county-wide partnership to establish the opportunities for growth for visitors in the county.

The **Housing Strategy**, which assesses housing need within Kettering Borough and sets out a framework for meeting this need over the next three to five years across all tenures.

**The Kettering Town Centre Master Plan** which is a strategic plan for regenerating and transforming Kettering Town Centre to meet current and future expectations.

## 2. KEY ACHIEVEMENTS

- Adoption and implementation of new scheme of delegation for the determination of planning applications
- Achievement of NLIS level 2 for the delivery of the local land charges service
- Hosting of joint authority training events
- Upper quartile local land charge searches performance – 100%
- Successful participation in MKSM SRS EIP
- Secondment of Planning Policy Manager and other planning staff to Joint Planning Unit
- Commissioning of significant research studies to provide background information to LDF
- ‘Green’ grading for development control ‘standards authority’ assessment
- Successful involvement with major developers in the borough
- Partnership working to co-ordinate design, funding and installation of Rotary Clock in Kettering town centre
- Submission of LDS
- Implementation of Sx3 IT system
- Enhanced performance of web site – Pendleton assessment improvement from 5 to 12 points
- Secured £2.2m grant funding for purchase and development of the Lawrence’s Factory site, Desborough
- Successful staff recruitment
- Contribution to successful lobbying on PDG and planning application fees
- Public consultation on Kettering Town Centre Master Plan
- Securing of major building control inspection work at Morrison’s distribution depot and Kettering General Hospital
- Public consultation on Desborough Urban Design Framework Key Site 1
- Introduction of Development Service’s Contact Centre
- Contribution to establishment of corporate contact centre
- Influence over agreed line of Corby link road



### 3. STANDARDS OF SERVICE

Our Planning and Building Control Helpdesk, situated in the Council's Customer Services Centre, provides a "One Stop" contact and support for all development proposals and enquiries.

#### Corporate Customer Service Standards

- All our staff will be polite and helpful
- We will answer telephone calls within 15 seconds or 5 rings and answer calls professionally and courteously
- All our correspondence will be acknowledged within 3 working days and full responses provided within 12 working days. We will use plain English so that they are easy to understand
- We will return telephone messages within 1 working day
- We will respond to e-mails within 2 working days
- All staff will carry identification with a photograph and wear a name badge

#### Development Services Standards

- We provide a co-ordinated Development Team response to major enquiries
- We provide an officer to answer administrative, procedural and technical enquiries during our normal office hours, i.e. 9.00am – 5.00pm. Pre-application advice is available free of charge
- We consult with external agencies including the highway and drainage authorities, Environment Agency, statutory amenity societies etc.

#### Planning Policy & Environmental Design Standards

- We will publish a Local Development Scheme and keep consultees and interested parties updated on progress
- Opportunities will be provided for stakeholders including hard to reach groups to be actively involved in formulating policies and proposals
- At least 8 weeks will be given for consultation on draft policy documents and we will ensure that they are available in locations across the Borough and on the Council's Web site
- Reports on residential, commercial and retail development and the effectiveness of policies will be published annually

### Development Control Standards

- We publicise applications in accordance with statutory requirements and local policy
- We advise on development proposals to “add value”
- We investigate enforcement and dangerous building cases promptly and confidentially
- An appointment service will be provided to see your case officer
- We will register and acknowledge receipt of all applications within 3 working days and tell applicants the name of their case officer and the Contact Centre telephone number
- We will issue planning decision notices within 3 working days of making a decision
- We will ensure that requests for O.S. maps will be available for collection or mailing by 12 noon on the working day following receipt
- We will determine 65% of all major commercial and industrial planning applications within 13 weeks
- We will determine 80% of all minor commercial and industrial planning applications within 8 weeks
- We will determine 85% of all other planning applications within 8 weeks
- We will prioritise all alleged breaches of planning control on the day of receipt and then deal with as follows:-

High priority – 100% the same or next working day

Medium priority – 70% within 10 working days

Low priority – 60% within 15 working days

### Building Control Standards

- A 24 hour call out service with regard to Dangerous Buildings will be provided
- An appointment service will be provided to see your case officer
- We will issue building completion certificates within 3 working days of a satisfactory final inspections being carried out
- We will check all building regulation plans within 5 weeks of their receipt by us
- We will carry out same day building site inspections where requests are made before 10.00am
- We will determine 99% of all building regulations plans in 2 calendar months
- We will provide a same day inspection service for potentially dangerous structures

### Local Land Charges Standards

- We will complete and return 100% of standard local land charge searches within 10 working days

## 4. WHAT OUR CUSTOMERS SAY

### A. BVPI Planning Satisfaction Survey

The BVPI Planning survey was started in October 2003 and was completed in March 2004. Of the survey sample of 730 residents surveyed, 381 people returned a completed questionnaire, equal to an overall response rate of 52%. In 2000, 527 people were surveyed of which 279 responded resulting in a 52.9% response rate at that time.

BVPI	Service	Indicator	% Very / fairly Satisfied	% Neither satisfied or dissatisfied	% Very / fairly dissatisfied	Unweighted sample base
BVPI-111 (Q6)	Planning	Satisfaction of service provided in processing application	71.2% (72.0%)	12.4% (13.1%)	16.4% (14.9%)	378

### B. Best Value standards authorities 2004/05 – what the government says

During 2004, the Office of the Deputy Prime Minister consulted standards authorities and found that since April 2003, there have been clear signs of improvement in respect of major, minor and other applications. Kettering's performance of the processing of all three categories of applications exceeded government targets as outlined in the 'How do we perform' section. The progress means that major, minor and other applications are now being processed at national target levels.

The consultation confirmed that Kettering Borough Council has a published and adopted development control customer charter and uses online facilities for some stages of the development control process to meet the high service delivery standards. For example:

- Online general application and planning advice
- Submission of comments on planning applications accepted online
- Planning committee agenda and associated decisions available online
- Submitting planning related enforcement complaints online

### C. Kettering Town Master Plan Survey

Consultation on the Draft Kettering Town Centre Master Plan was undertaken during November and December 2004. Many comments and suggestions were made on the draft document. These will help to guide development of the master plan into a policy document for adoption by the Council.

### D. Desborough Town Centre Survey

Following adoption of the Desborough Urban Design Framework, proposals for key sites have been progressed during 2004/05. This includes consultation in Desborough on design proposals for one site during January & February 2005. 40 Responses were received providing a large number of detailed comments that will help to guide further development of proposals for this area.

## 5. HOW WE PERFORM

Ref No.	Description	Year End 2003/04	Target 04/05	Year to date (qtr 3) 04/05	Year End Estimate	Target 05/06	Target 06/07	Target 07/08
BV 106	Percentage of new homes built on previously developed land.	39.8%	35%	44.5%	40%	40%	40%	35%
BV 109a	Percentage of major and industrial applications in 13 weeks.	45.2%	63%	78.9%	78%	65%	68%	70%
BV 109b	minor and industrial applications in 8 weeks	54%	63%	79.8%	78%	80%	83%	85%
BV 109c	Percentage of other applications in 8 weeks	70.3%	80%	87%	87%	85%	87%	89%
BV 111	Satisfaction with Development Control Service	n/a	75%	71.2%	71.2%	n/a	n/a	n/a
BV 179	Percentage of standard searches carried out in 10 working days.	96.95%	95%	100%	100%	100%	100%	100%
BV 200a	Development plan unexpired and under 5 years old?	No	No	No	No	N/a	N/a	N/a
BV 200b	Proposals on deposit for alteration or replacement within 3 years	No	Yes	No	Yes	N/a	N/a	N/a
BV 200 abc (Amended)	Plan making	N/a	N/a	N/a	N/a	No	Yes	Yes
BV 205	Quality of Service Checklist	n/a		n/a				
BV 219 abc (NEW)	Conservation areas	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LPI-18	Percentage of building control applications dealt with in the statutory periods.	74.9%	90%			90%	90%	90%
LPI-22	Applicants success rate on planning appeals.	28.9%	35%	35%	35%	35%	35%	35%
Pendleton	Measurement of e-planning services	5/21	12/21	12/21	12/21	18/21	18/21	21/21

\* Pendleton criteria measured September 2004.

The table of key performance indicators illustrates significant improvement in important areas of performance within the unit. In particular, the focus of resources and process improvement on development control has led to a marked improvement in the speed of determination of planning applications. The Council is now performing above national targets.

## 6. HOW WE COMPARE

2002/03 quartile figures	New homes on brown field sites	Planning major apps in 13 weeks	Planning minor apps in 8 weeks	Planning other apps in 8 weeks	Standard searches in 10 working days	Assessment of planning e- E-services available
<b>Top quartile</b>	<b>92%</b>	<b>55%</b>	<b>64%</b>	<b>81%</b>	<b>100%</b>	
Median	68%	44%	55%	74%	97%	
<b>Bottom</b>	<b>47%</b>	<b>32%</b>	<b>47%</b>	<b>66%</b>	<b>80%</b>	
<b>All England Average/%'Yes'</b>	67%	44%	55%	73%	87%	
<b>All English District Average/%'Yes'</b>	61%	45%	55%	74%	86%	
<b>Kettering 2002/03</b>	<b>40%</b>	<b>47%</b>	<b>35%</b>	<b>62%</b>	<b>85%</b>	<b>n/a</b>
<b>Kettering 2003/04</b>	<b>39.8%</b>	<b>45.2%</b>	<b>54%</b>	<b>70.3%</b>	<b>96.95%</b>	<b>n/a</b>
<b>Kettering 2004/05 (est.)</b>	<b>40%</b>	<b>78%</b>	<b>78%</b>	<b>87%</b>	<b>100%</b>	<b>152/386</b>
Near neighbour average	54%	42%	56%	77%	91%	n/a
<b>COUNTYWIDE COMPARISONS</b>						
<b>Kettering</b>	<b>40%</b>	<b>47%</b>	<b>35%</b>	<b>62%</b>	<b>85%</b>	<b>12</b>
Corby	6%	53%	61%	83%	30%	4
Daventry	46%	48%	61%	71%	99%	5
East Northamptonshire	79%	10%	30%	54%	48%	9
South Northamptonshire	21%	35%	30%	60%	95%	9
Northampton	73%	25.4%*	58.1%*	72.2%*	100%	11
Wellingborough	53%	59%	56%	83%	100%	6

**7. OUR PLAN FOR PROGRESSING PERFORMANCE IMPROVEMENT (WITH RISK ASSESSMENT)**

The action plan is designed to drive continuous improvement in performance. Its focus is on 4 issues that support the achievement of the service aims and objectives

- 1 To manage performance more effectively in order to drive performance improvement
- 2 To maximise income generation and make best use of financial resources
- 3 To develop an appropriate planning policy framework
- 4 To ensure the Development Services Unit makes best use of its people and employs effective processes

Policy, Guidance and monitoring

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS1	Legislation	To develop an appropriate planning policy framework	To actively support joint planning policy development in North Northamptonshire			Ongoing	Cath H. Simon R. Kathy R.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Delivery of development & infrastructure according to sub-regional strategy		Medium	High	High	Continue to allocate resource to Joint Planning Unit and actively participate in Steering Group		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS2	Legislation	To develop an appropriate planning policy framework	Active involvement in North Northants Together LDV			Ongoing	Martin H. Cath H.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Delivery of development & infrastructure according to sub-regional strategy		Medium	High	High	Actively participate in growth area project management group and associated project groups		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS3	Legislation	To develop an appropriate planning policy framework	Progress preparation of Local Development Scheme and Statement of Community Involvement			Ongoing	Cath H. Simon R. Kathy R.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Adoption of appropriate planning policy framework		Medium	High	High	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS4	Legislation	To develop an appropriate planning policy framework	Desborough / Rothwell Urban Extension Area Action Plan preferred options consultation			June 2005	Kathy R.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Adoption of appropriate planning policy framework taking into account community views		Low	High	Medium	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS5	Legislation	To develop an appropriate planning policy framework	Kettering Town Centre Area Action Plan preferred options consultation			Jan 2006	Simon R.	2B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Adoption of appropriate planning policy framework taking into account community views		Low	High	Medium	Manage progress against project plan and allocate sufficient resource		



REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS6	Legislation	To develop an appropriate planning policy framework	Kettering Urban Extension Area Action Plan stakeholder engagement			June 2006	Simon R.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Inclusion of all relevant information for consideration in preferred options stage of policy development		Low	High	Medium	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS7	Legislation	To develop an appropriate planning policy framework	Kettering Urban Extension Area Action Plan preferred options consultation			Nov 2005	Simon R.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Adoption of appropriate planning policy framework taking into account community views		Low	High	Medium	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS8	Legislation	To develop an appropriate planning policy framework	Site Specific Development Plan Document stakeholder engagement				Kathy R.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Inclusion of all relevant information for consideration in preferred options stage of policy development		Low	High	Medium	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS9	Legislation	To develop an appropriate planning policy framework	Production of annual monitoring report to include, housing, employment, retail, link to objectives and effectiveness of policies			March 2006	Simon R. Kathy R.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Low	Publication of Annual Monitoring Report		Medium	High	High	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS10	Planning Policy Guidance	To develop an appropriate planning policy framework	Undertake PPG17 leisure and recreation needs assessment			Sept. 2005	Kathy R.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Publication of leisure and recreation needs assessment		Medium	High	High	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS11	Legislation	To develop an appropriate planning policy framework	Adoption of affordable housing interim planning guidance			June 2005	Kathy R.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Adoption of interim planning guidance		Low	Medium	Medium	Manage progress against project plan and allocate sufficient resource		

Projects and Implementation

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS12	Desborough Urban Design Strategy	To develop an appropriate planning policy framework	Progress the proposals in the Desborough Urban Design Strategy including feasibility study and detailed design in respect of High St/Station Road improvements and progression of implementation of civic space and Lawrence's Factory site			Ongoing	Environmental Design Team	2B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Appropriate investment and development in Desborough in accordance with the Desborough Urban Design Framework		Medium	High	High	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS13	Desborough Urban Design Framework	To develop an appropriate planning policy framework	Progress proposals for designation of Desborough conservation area			December 2005	Environmental Design Team	2B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Adoption of conservation area		Medium	Medium	Medium	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS14	Kettering Master Plan	To develop an appropriate planning policy framework	Develop projects to implement Kettering Town Centre Master Plan				Policy & Environmental Design teams	2B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Adoption of clear guidance for key sites		Medium	High	High	Manage progress against project plan and allocate sufficient resource		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS15	Sub Regional Spatial Strategy	To maximise income generation and make best use of financial resources	Develop infrastructure projects for funding bids and other implementation projects, including a detailed specification for Desborough Country Park			Ongoing	Cath H. Policy & Environmental Design teams	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Delivery of improved infrastructure		Medium	High	High	Active participation in infrastructure project group and management of projects against project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS16	Sub Regional Spatial Strategy	To maximise income generation and make best use of financial resources	Implementation of successful infrastructure bid schemes			Ongoing	Cath H. Policy & Environmental Design teams	3A
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Delivery of improved infrastructure		Medium	High	High	Active participation in infrastructure project group and management of projects against project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS17	Government Guidance	To ensure the Development Services Unit makes best use of its people and employs effective processes	Proactive use of S215 notices to achieve environmental improvements and street scene enhancements			To be agreed	Enforcement team	2B
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>					
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>		
High	Improvements to the appearance and condition of land and property		High	High	High	Identify resource to undertake work if PDG and fees are sufficient to support this growth in activity		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS18	Legislation, Kettering Town Centre Master Plan, Desborough Urban Design Framework	To ensure the Development Services Unit makes best use of its people and employs effective processes	Investigate the use of compulsory purchase powers to facilitate economic investment, environmental enhancement and delivery of Kettering Town Centre Master Plan and Desborough Urban Design Framework objectives			To be agreed	Enforcement Team	2B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Improvements to the appearance and condition of land and property and delivery of master plan and urban design framework priorities		High	High	High	Identify resource to undertake work if PDG and fees are sufficient to support this growth in activity		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS19	Government Guidance	To develop an appropriate planning policy framework	Produce photographic survey of listed buildings			March 2006	Environmental Design Team	2B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Low	Publication of survey		High	Low	Low	Identify resource to undertake survey and agree project plan		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS20	Best Value Performance indicator BVPI219	To develop an appropriate planning policy framework	Establish and commence a comprehensive review of conservation areas including character appraisals and management plans			July 2005	Environmental Design team	2B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Low	Publication of character appraisals and management plans		Medium	High	High	Identify resource to undertake review and agree project plan to meet requirements of BVPI		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS21	Government guidance	To maximise income generation and make best use of financial resources	Active involvement in the Kettering Travel Plan Forum			Ingoing	Peter C.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Implementation of travel infrastructure and service improvements		Medium	Medium	Medium	Active participation in travel plan forum		



REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS22	Customer feedback	To ensure the Development Services Unit makes best use of its people and employs effective processes	Lead role in national research and lobbying on local land charge search issues			Ongoing	Cath H. LLC team	5A & 6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Greater transparency for customers of local land charge searches services		High	High	High	Establishment of corporate project team and continued involvement of Chief Executive		

Customer Engagement

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS23	Environment & Transport Best Value Review	To manage performance more effectively in order to drive performance improvement	Provide a regular programme of events for planning applicants/agents forum			June 2005	Peter C.	4A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Regular opportunity to influence service delivery		Low	Medium	Low	Set programme and deliver		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS24	Member feedback	To manage performance more effectively in order to drive performance improvement	Continue to develop partnership with members especially through regular briefings and delivery of information evenings			Ongoing	Cath H. All	5
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Low	Service delivery more responsive and members better informed		Low	Medium	Low	Ensure regular briefings, information and training events delivered		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS25	Legislation	To develop an appropriate planning policy framework	Community planning – building effective partnerships within KBC and LSP			March 2006	Policy team	All
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Effective involvement in community planning		Medium	Medium	Medium	Identify key partners and engage in working together to undertake community planning		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS26	Legislation	To ensure the Development Services Unit makes best use of its people and employs effective processes	Implement race equality action plan			March 2006	Ray R.	5A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Improved inclusion of ethnic minority groups in consultation and notification		Low	Medium	Low	Agree project plan and implement according to project plan timetable		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS27	Best practice	To ensure the Development Services Unit makes best use of its people and employs effective processes	Enhanced use of web site for customer consultation and communication			Ongoing	All managers	5A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	More information available on web site		Low	Medium	Low	Identify opportunities to achieve aim and deliver action		

Process improvements

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS28	Best practice	To ensure the Development Services Unit makes best use of its people and employs effective processes	Active management of S106 legal agreements, including assessment of development value, identification of infrastructure needs, timely completion and monitoring of compliance			July 2005	Enforcement team	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Capture of great benefits from development		High	High	High	Identify resource to undertake work if PDG and fees are sufficient to support this growth in activity		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS29	Council Constitution	To ensure the Development Services Unit makes best use of its people and employs effective processes	Establish Planning Chairs' Panel			April 2005	Peter C.	3A5
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Faster determination of planning applications		Low	Medium	Low	Agree terms of reference and implement		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS30	Best practice	To ensure the Development Services Unit makes best use of its people and employs effective processes	Sharing expertise within KBC and between authorities			Ongoing	Ray R.	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Faster determination of planning applications and improved communication with customers		Low	Medium	Low	Establish framework and implement		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS31	Customer feedback, best practice	To ensure the Development Services Unit makes best use of its people and employs effective processes	Work with Response Centre maximise its potential benefits			Ongoing	Cath H. All teams	5A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Improved customer satisfaction with service response		Medium	Medium	Medium	Establish service improvement mechanism with Response Centre		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS32	Best practice, Sub Regional Spatial Strategy	To ensure the Development Services Unit makes best use of its people and employs effective processes	Develop local authority partnerships for service delivery in local land charges, building control, development control and planning policy				Cath H. All teams	1C
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Consistent level of service delivery across North Northamptonshire		Varies between services	Varies	High	Priority to planning policy making across North Northamptonshire		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS33	Best practice, Standards report	To manage performance more effectively in order to drive performance improvement	Rigorous review of processes and comprehensive recording of development control procedures in standard format			Sept 2005	Peter C	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Faster and more consistent determination of planning applications		Medium	Medium	Medium	Link to DS30 and establish project plan to manage process		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS34	Best practice	To manage performance more effectively in order to drive performance improvement	Reinforce staff engagement in performance management			Sept 2005	Cath H. All teams	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Improved service delivery		Low	Medium	Low	Identify key performance areas and project plan actions to achieve aim		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS35	Legislation	To ensure the Development Services Unit makes best use of its people and employs effective processes	Prepare for implementation of the Home Information Packs			Dec 2005	LLC team	1C
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Council able to deliver local land charge searches in new HIP's environment		Low	High	Medium	Agree project plan and manage according to key milestones		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS36	Staff feedback	To ensure the Development Services Unit makes best use of its people and employs effective processes	Improved communication within unit			Ongoing	Cath H. All teams	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Low	Delivery of more consistent service		Low	Medium	Medium	Agree project plan and manage according to key milestones		

IT improvements to include

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS37	Best practice, BVPI's	To ensure the Development Services Unit makes best use of its people and employs effective processes	Complete the installation of an IT system for the service that will enable the provision of on-line service provision, be compatible with the Planning Portal, improve presentation to committee, allow electronic data storage and provide high quality performance management information.			Dec 2005	Cath H.	5A & 6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Greater availability of E-planning services		Low	High	Medium	Continue to work with supplier and project team to deliver remainder of project and identify resource to progress ongoing development		



REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS38	Best practice and BVPI's	To ensure the Development Services Unit makes best use of its people and employs effective processes	Agree plan and funding for electronic capture historic information			July 2005	Ray R.	5A & 6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Greater availability of planning information on-line		Medium	Medium	Medium	Agree plan and funding as matter of priority to allow progress to be made		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS39	Best practice	To ensure the Development Services Unit makes best use of its people and employs effective processes	Further development of geographical information to support implementation of new IT system			Dec 2005	Peter H.	5A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Greater availability of planning information on-line		Medium	Medium	Medium	Agree project plan and manage according to key milestones		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS40	Best practice	To ensure the Development Services Unit makes best use of its people and employs effective processes	Installation of Submit-a-Plan			Sept 2005	Bob I.	5A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	On-line submission of building control applications		Medium	Medium	Medium	Agree project plan and manage according to key milestones		

## Service promotion

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
DS42	Environment & Transport Best Value Review	To maximise income generation and make best use of financial resources	Promotion of building control – increase market share by marketing and providing one-stop-shop			Ongoing	Bob I.	3A
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	More consistent building control service		Medium	Medium	Medium	Agree project plan and manage according to key milestones		

## 8. RESOURCE ASSESSMENT

A financial summary for 2005/06 for the service unit has been provided below.

	Budget 05/06
	£000
<b>EXPENDITURE</b>	
Employees	1,200,500
Premises	6,300
Transport	33,300
Supplies & Services	329,100
Third Party Payments	0
Transfer Payments	0
Support Services	364,300
Capital Charges	76,900
<b>GROSS EXPENDITURE</b>	<b>2,010,400</b>
<b>INCOME</b>	
Grants, Fees & Charges	1,508,900
Recharges	0
<b>GROSS INCOME</b>	<b>1,508,900</b>
<b>NET EXPENDITURE</b>	<b>501,500</b>

### Delivering economic, efficient and effect services

Kettering Borough Council is committed to increasing the economy, efficiency and effectiveness of the services it provides in order to continually improve value for money in service provision.

It is the Council's aim to exceed the 2.5% efficiency target set by the Government. The Development Services Unit will continue to identify and deliver efficiency savings during 2005/06 and beyond.

A number of actions set out in this Service Plan aim to deliver more economic, efficient and effective service delivery.

In order to comply with the requirements of the new national efficiency framework, the Council will set out more specific information relating to the delivery of efficiency savings in its Annual Efficiency Statement. This will be published in April 2005 in line with national timetable.

## Key resource issues

### Income

The allocation of **planning delivery grant** for 2005/06 will be announced at the end of March 2005, as will the **new fees structure for planning applications**. This will make clearer the level of financial resource available to the Council for the planning service and may provide an opportunity to review the Development Services Budget in order to tackle the performance issues outlined below. This Council has been heavily involved in lobbying on both of these issues during the past 6 months with indications of very positive outcomes, the final decisions will soon be announced.

### Expenditure

**Development Control** - The Best Value Standards Authority Assessment of performance of the development control service published March 2005, reported significant improvements in processes and performance. However, it warned that high and rising caseloads could jeopardise these gains and the sustainability of performance and so should be addressed. The report noted that caseloads levels are much higher than the guide of 150 at 203 and are not considered to be sustainable since they have the potential to undermine the improvements made.

**BVPI219, Preserving the Special Character of Conservation Areas** has been introduced for 2005/06. It measures the percentage of conservation areas in the local authority area with an up-to-date character appraisal, and the percentage of conservation areas with published management proposals. At present the Council would score zero against both of these measures, as assessments are not up-to-date. The Council's Conservation Officer is fully employed undertaking development control related conservation work and does not have capacity to adequately address this new performance measure.

**S215 powers** enable local planning authorities to take enforcement action against owners of untidy land and buildings. New government guidance illustrates ways that street scene improvements could be made through enhanced use of these powers. However, some additional resource would be needed to achieve this.

**S106 agreements** secure developer contributions through the development process. Improvements to the assessment of development value, negotiation, monitoring and management of compliance and an active role in the development of an alternative approach, such as the capturing land values proposal being considered in Northamptonshire, although requiring a resource investment, would be likely to reap significant gains for the Borough.

**Legal representation** will be a key supporting function if the focus on S106 agreements work and S215 work is to be increased as proposed in the objectives and improvement plan of this service plan. There is also an opportunity to reduce costs of employing external legal representation at hearings and public inquiries, by direct employment of a planning lawyer.

**Local Land Charges Search Fees** income has fallen significantly and continues to do so. This is largely as a result of business diverted to personal search companies. Addressing this issue is a key area of work for the coming year.

## 9. CONTACT INFORMATION

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