

# Planning Service Wellness and Improvement Project

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Striving for excellence



# Development Management Highlights

- August 2022. Service carried 2200 planning applications, with 1960 out of time (backlog) and a growing mountain of complaints.
- Since August 2022 registered a further 4706 applications.
- 16 months later the Service has 629 planning applications awaiting determination with 225 out of time.
- 225 backlog cases left.
- 88% overall reduction.
- Average 80% of all live cases currently determined in time and improving.

# How we did it.....

## Changed how we do things

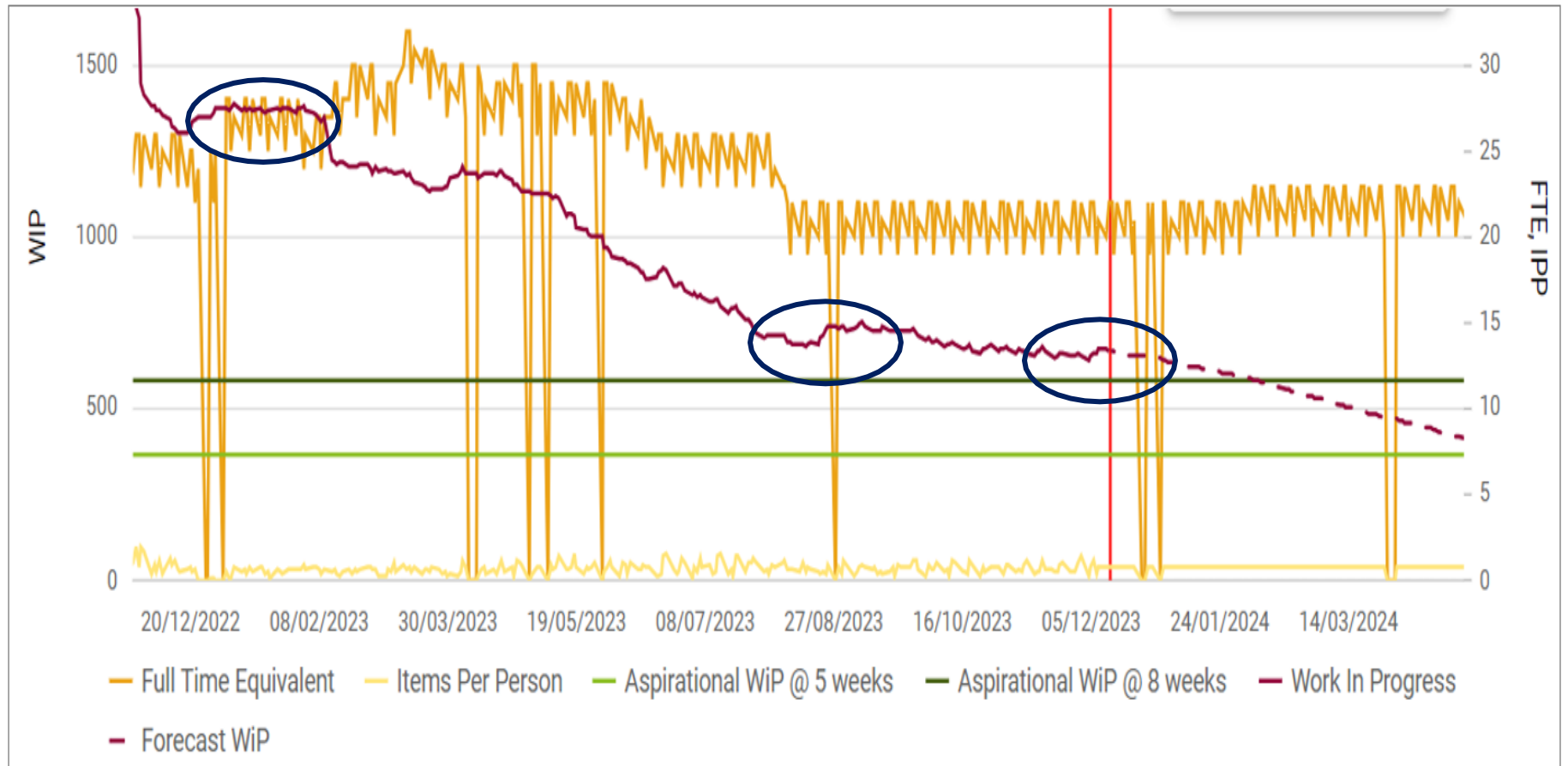
- Streamlined processes
- Focused leadership – defining roles/responsibilities
- Use of forecasting tool
- Established clear expectations for agents/applicants RE: amendments
- Training for consistent approaches

## Secured additional temporary agency support

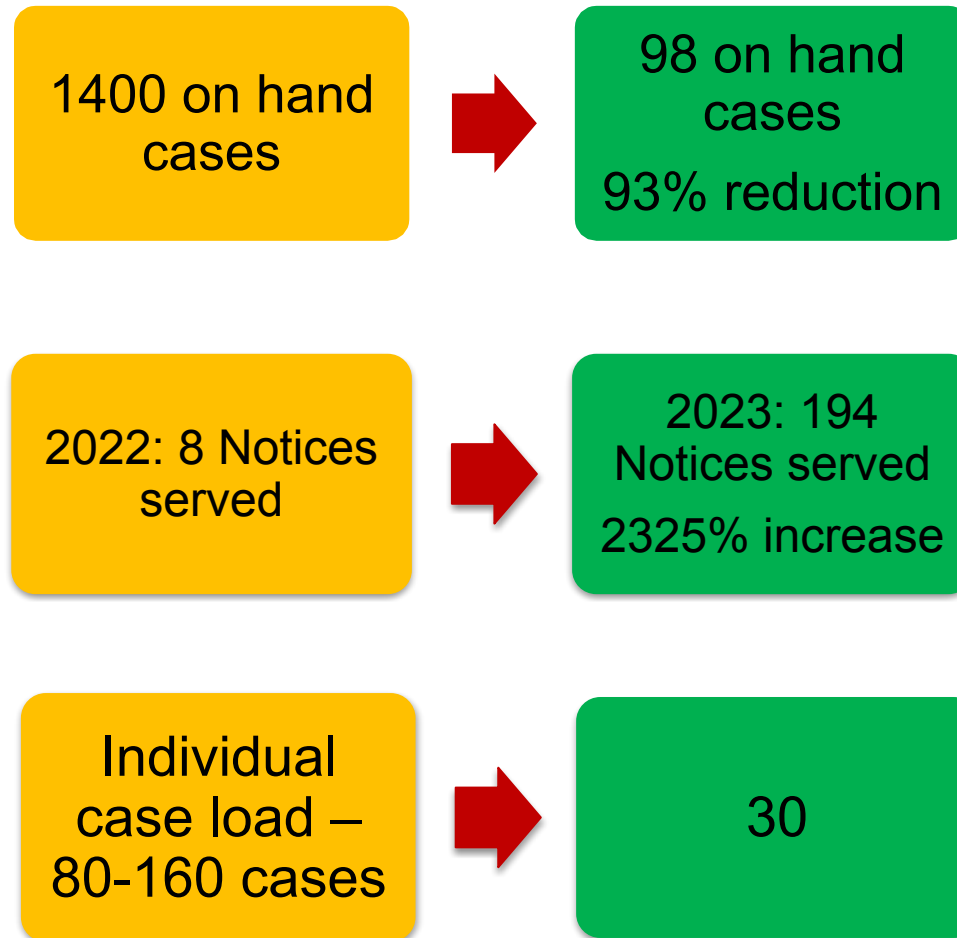
## Established a Fast Track Team utilising Tech Support

- Focus on quick win applications
- 438 applications determined
- 92% decisions issued in 6 weeks

# Forecasting and forward planning....



# Planning Enforcement: Highlights



# How we did it....

- Tech Support Team triage all new reports (100% in 3 working days).
- New online reporting form – Mandatory fields to improve/control quality and number of enquiries.
- Focused leadership to clear historic cases.
- Early peer review of new cases to determine appropriate course of action.
- Focus on serving notices without delay.

# Wellness and Improvement

## Self-Fulfilling Results:

- Faster customer service and application processing.
- Reduced delays and costs for developers.
- Positioning Council as a development enabler.
- Attracting investment to the area.

## Wider Community Benefits:

- Capacity increase enhances customer and community experiences.
- Tangible improvements to the local environment.

## Benefits for team members:

- Clear career progression.
- Stable and fully staffed team.
- Manageable caseloads.

# Challenges along the way...

- Restructuring – disruptive and demotivating.
- Unfamiliar process – initial rebellion, required behavioural change and stepping up at all levels.
- Member confidence and support for new ways of working.
- Up and down in terms of progress, requires constant oversight, leadership and process adaptation.
- Quick wins now exhausted – tricky legacy cases left to work through.



# The transformation work doesn't stop

## Development Management:

- Target of 580 cases on hand
- Sustaining case loads at manageable levels
- Pre-application review – fees and process
- S106 process review to speed up decision making
- Review of refusals and appeals process

## Enforcement:

- Communications Plan
- Sustaining performance
- Focus on progressing formal action to address most serious breaches