

Planning Service Improvement Plan

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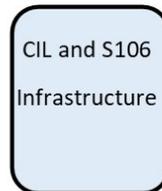
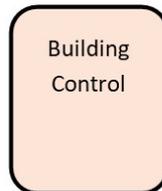
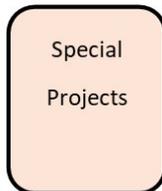
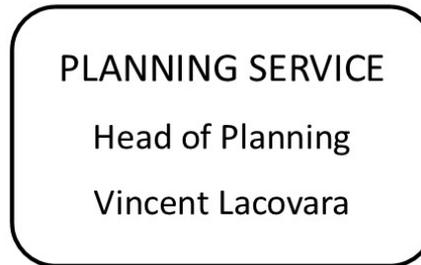
Striving for excellence



Introduction

- We are at an early stage of developing a Service Improvement Plan
- We welcome input from Regeneration and Economic Development Scrutiny Panel to feed in to the process
- We will be engaging team members in the process of developing the Improvement Plan
- Lots has been achieved since 2018
- However there is more to do to improve service and there are new challenges

The Planning Service



It's about Placemaking – from strategy to delivery



Progress since 2018

- Planning Service created in in 2018 bringing together planning functions
- Vacant posts significantly reduced (from approx. 50% in 2018 to a handful of posts now) and service capacity has been increased (e.g. design team)
- Reduction agency staff from over 20 in 2018 to around 9 in 2021
- Improvement in Development Management performance against statutory and corporate targets related to determination of applications.

March 2019. Major (79%); Minor (75%); Minor and Others (80%)

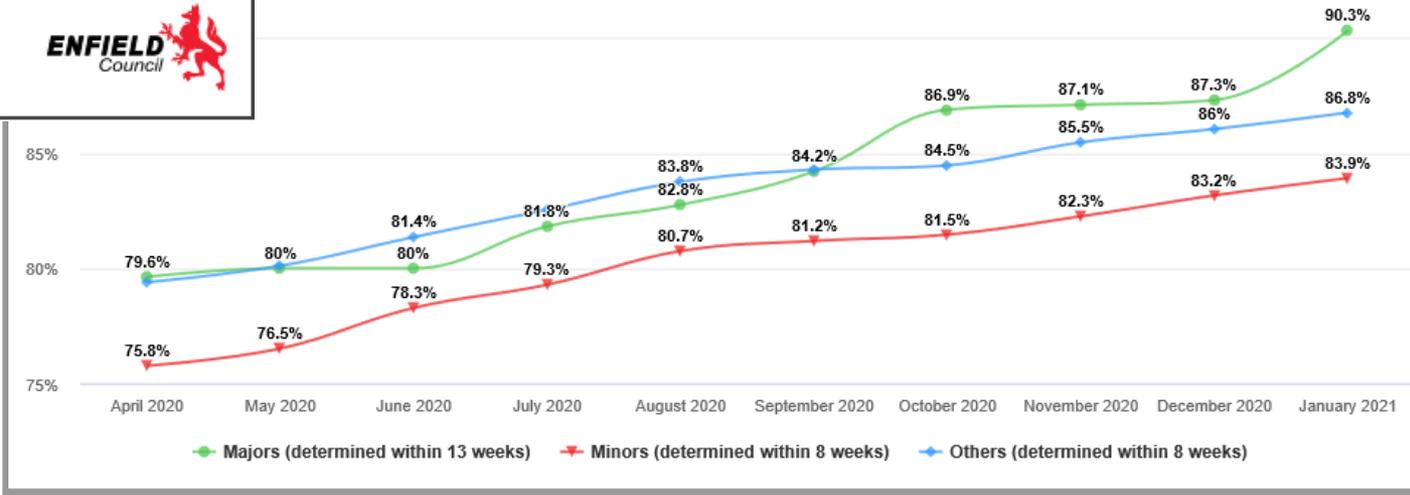
Jan 2021. Major (90.3%); Minor (83.9%); Minor and Others (86.8%)

- Some improvements to functioning of Planning Committee – clearer reports, presentations at pre-app stage
- Design Review Panel well established and well regarded
- Progress on Local Plan – now moving to Draft Local Plan summer 2021
- Good progress establishing CIL/S10 processes
- Heritage Strategy SPD adopted
- Green and Blue Infrastructure Strategy consulted
- Building Control team improving market share
- Balanced budget for past two years

Making Enfield



Enfield Heritage Strategy
2019 - 2024



Challenges

- Perception and image of the service
- Customer service and member engagement including communications, responsiveness and accessibility
- Government changes to the planning and building control systems
- Explaining the benefits of growth and development in Enfield
- Enforcement – performance issues
- Impact of COVID on team wellbeing, working practices, capacity and financial position
- Service culture – continues to need to be developed
- Recruitment and retention
- Budget pressures – continued pressure to reduce net budget to fund other services (£1.66 per resident compared to £4.90 in 2010)
- Supporting good design and outcomes through pre-application service
- Inconsistent delivery against adopted plan housing targets (Housing Delivery Test)



Ministry of Housing,
Communities &
Local Government

PLANNING FOR THE FUTURE

August 2020



Where we want to be

A service to be proud of

We want to be recognised as one of the best planning authorities in London; positively and proactively engaging with communities and stakeholders to enhance places and enable good growth.

We will have an up-to-date and joined up spatial planning framework; effective infrastructure planning; high performing development management, planning enforcement and building control functions and integrated specialist planning and design services

Improvement Plan – key themes

- Communications – outward looking, joined up, engaging and responsive
- Culture and morale – positive, proactive collaborative
- Resources and capacity – team strength
- Team structure – clear and consistent
- Policies and processes - efficient and effective
- Performance management – getting the best out of people
- Learning and development – investing in our teams
- Technology – making the best use of tools
- Customer journey – joined up and easy to access
- Commercialisation – reducing costs/ generating income

Areas of focus

- Team culture, wellbeing and development
- Member engagement and communications on casework
- Customer service
- Planning Committee training programme
- Pre-application and PPA service
- Planning Enforcement
- Ongoing recruitment
- Commercial plan

Discussion

- In your view have we identified the right challenges?
- Are the initial themes and areas of focus appropriate in your experience?
- What do you think a high performing planning service should look like?