

Cabinet – 14 September 2011

Black Country Business Friendly Planning Charter

Portfolio:	Councillor Adrian Andrew, Deputy Leader, Regeneration
Service:	Regeneration Development & Delivery
Wards:	All
Key decision:	No
Forward plan:	Yes

1. Summary

- 1.1 Developer and Business Friendly Planning is a key enabler of future investment and economic growth. The report sets out the process by which a recent review of the planning and development process has taken place across the Black Country led by Walsall Council and in partnership with the Local Enterprise Partnership (LEP). It sets out the reviews key findings and introduces the Black Country Planning and Development Charter. It identifies work activity being undertaken as part of the Black Country Planning and Development Implementation Plan to deliver change and improvements in the way customer's access, use and experience planning and developments services in the Black Country. The aim of the work is to ensure that each local authority has the tools and approaches to enable and facilitate new investment and development opportunities, and support the Black Country's economic recovery.
- 1.2 The results from the customer engagement work undertaken as part of the review identified that the Black Country authorities were starting from a reasonably good standard in terms of service delivery as customers believed that the planning and development services were either 'easy' or 'very easy' to access and cited many examples of good practice. In the case of Walsall our customers told us that compared to the other local authorities we scored higher percentages for our overall approach to pre-planning application advice and dealing with customers needs post decision; although areas for improvement during the determination period of applications was identified. Walsall's 'development team' approach to providing formal pre-application advice was also given as an example of best practice. In all this reflected the existing pro-active 'can-do' approach taken by Walsall and gave reason as to why Walsall was best placed to lead the review, and use its experiences and methods to support the overall Black Country approach to improvement.

2. Recommendations

- 2.1 That Cabinet endorse the Black Country Planning & Development Charter and its use to promote a business friendly planning service in Walsall
- 2.2 That Cabinet support the work activities as set out in the Black Country Planning and Development Charter and Implementation Plan and agree to receive further reports, if appropriate, to provide further details of the improvements being implemented at a Walsall and Black Country level.

3. Report detail

- 3.1 Following agreement to the establishment of the Black Country Local Enterprise Partnership (LEP) in January 2011, the LEP Board has worked with partners to set out their key objectives to support the economic recovery and growth of the Black Country. These objectives focus upon:
 - Planning
 - Access to Finance
 - Business Advice
 - Education & Skills
 - Transport
 - International Trade
 - Perception & Communication
- 3.2 The LEP Board under its priority work stream 'Planning' identified that one of the means to addressing the barriers to economic growth in the Black Country could be through an improved planning service. A Board Champion John McDonough the Chief Executive of Carillion plc was appointed, supported by a lead local authority director which in this case was Walsall's Executive Director of Regeneration. The Board called upon each of the four Black Country local authorities to undertake a review of the end-to-end planning and development process. The review has sought to engage with a host of customers to fully understand customer experiences, perceptions and suggested areas for improvement.
- 3.3 The LEP priority follows the current Government's proposed reforms to the planning system to aid economic growth, with many of the common areas of improvement found by the Review now seen in the draft National Planning Policy Framework (NPPF). Within the draft NPPF it sets one of the core principles to be that *"planning should proactively drive and support the development that this country needs. Every effort should be made to identify and meet the housing, business, and other development needs of an area, and respond positively to wider opportunities for growth"* (CLG 2011).
- 3.3 A series of methods were adopted to consult and engage customers to understand more about their experiences of working with the four Local Planning Authorities (LPAs), their ideas for improvement and suggested areas for change. An online customer survey was conducted in May 2011 with over 200 customers including; Black Country businesses; land and property agents; planning agents; and developers/ investors. Following analysis of the customer survey results it

has been possible to identify key areas where our customers would like to see improvement. From these themes the project team developed a draft planning and development charter (**Appendix A**) that includes a series of pledges that the LPAs will seek improve their approach to service delivery. The charter was used as the basis for detailed discussion at a customer focus group held 7 July 2011

- 3.4 From the online responses to the customer survey, 68 customers shared their experiences of developing in the Black Country. It found that over 70% of the Black Country LPA customers said that accessing planning services in the Black Country is either an easy or very easy task. Customers did however give an insight into how the planning services could be improved. Key areas for improvement identified included:
- LPAs need to be more commercially aware and business minded
 - Cultural change and staff development in LPAs is required to support the above
 - Being better informed about progress of applications
 - Clarity and assistance is needed to interpret planning policy
 - The LPAs websites are an important tool and may benefit from a review of information stored to inform customers in preparing their planning applications
 - Speed, flexibility and quality of pre-application advice - good practice was cited in each LPA; one such example was the 'development team approach' used by Walsall Council to engage customers and statutory consultees in pre-application advice.
- 3.5 Twenty five customers attended the customer focus group along with senior officers from each of the authorities. The customers identified that the priority pledges should be centred around the need for up-to-date planning policy and a commitment to providing a range of pre-application advice methods, as well as a commitment to thorough customer engagement. The customers also identified that new pledges were needed that centred on LPAs behaviours and values, and a commitment to: flexibility: enabling: working in partnership: and deliverability.
- 3.6 The engagement with customers has been critical to the review and has provided the LPAs with a baseline of information that has fully informed the planning and development charter. The baseline information can now be used to benchmark future improvement in service delivery and to evidence change.
- 3.7 The project team along with the customer reference group has developed an implementation plan (**Appendix B**); a 'work in progress' series of method statements as to how each LPA will promote existing best practice and incorporate changes to the way they work. The plan also contains a timeline for when further reviews/ tests will be concluded to inform how the changes might be brought forward and incorporated into the Black Country planning services. The charter pledges and implementation plan have direct correlations back to the key themes that emerged from the survey and priorities that were identified at the customer focus group. The Charter will be published and used to promote the good practice being adopted by each authority and available to download from the local authority and Black Country Consortium websites.

4. Council priorities

- 4.1 The Business Friendly Planning Review and its outcomes have links to the Working Smarter programme and Corporate Plan Priority for the 'Economy'. The Corporate Plan states that *"Planning services will be effective and responsive to the needs of businesses, providing the opportunities for our existing companies to thrive and grow on improved sites and premises. This will also allow the creation of new developments to attract businesses and sectors"* and that *"Our customers will be supported to thrive through difficult economic times*. The purpose of the Business Friendly Review and subsequent charter and implementation plan aims to deliver against these two objectives.
- 4.2 The customer engagement work builds upon work carried out already within the Regeneration Directorate to understand customer needs under the Working Smarter initiative. Having engaged with our customers the directorate has defined its purpose as: *'To create the conditions for sustained economic recovery and growth by supporting the growth of companies and jobs in Walsall, ensuring that people have the skills and the environment to make the most of these opportunities'*. This approach set out by the charter and the work specifically been undertaken by the directorate will aim to ensure an improved service to our customers as we will tailor how we manage the end-to-end planning and development process to their needs, and operate in ways that encourage and enable high quality sustainable developments that can in turn can create job opportunities, support business growth, and provide housing choice.

5. Risk management

- 5.1 As this is a cross authority initiative it relies upon each to adopt similar working practices to ensure a level of consistency in approach. If customers are to experience a 'business friendly planning service' in any one of the local authorities then these common approaches must be delivered through processes and protocol that follows those set in the implementation plan. It is acknowledged that each authority will be in different starting positions with regards to current ways of working and proposed level of change but there is a common understanding of the tools that can be used to meet the pledges set out in the charter and scope for each authority to adapt these tools to meet their individual needs whilst still meeting customer needs as identified in the charter pledges.
- 5.2 For this new approach to the planning and development process to be effective for Walsall Council customers it requires 'buy-in' from all officers within the Regeneration directorate. The delivery of the implementation plan relies upon staff adopting new ways of working and having consideration of their existing behaviours and values, and the ways these may need to change to support our customer needs. Therefore officers will be invited to shape the staff development programme and invited to consider how they believe the implementation plan can be embedded into their working practices and processes.
- 5.3 Along with the 'buy-in' required to improve 'behaviours and values', the review has also identified a need for the Council to become not only more 'business friendly' in terms of customer service delivery but also become more commercially aware and market-facing in understanding developer/ investor needs. This too will require staff development, possibly through training and

mentoring and a need to work in closer partnership with our customers to achieve a joint understanding of the financial and legislative parameters in which both parties have to work.

6. Financial implications

At this stage the impact on financial resources are not known; once a more detailed scope of work is undertaken by the project team from the four authorities then any budgetary needs or savings can be identified. An initial review of the implementation plan and what it means for the Council would suggest that many of the suggested changes can be accommodated through current resources.

7. Legal implications

There are no known legal implications at this stage but in the event that changes are sought to the Constitution to amend the scheme of delegation this would require a report to Council.

8. Property implications

At this stage there are no known property implications relating to this report.

9. Staffing implications

The Council is the lead local authority partner for the LEP on Business Friendly Planning and as such the project is managed by staff within the Regeneration directorate. As the roll out of the implementation plan takes place and change occurs, the Council's project team will continue to manage this work stream and will need to engage with the appropriate management teams across the directorate to imbed these changes. All staff within the Regeneration directorate and other directorates who are in some way linked with the planning and development process will need to be engaged, developed and supported to deliver the improvements to the service.

10. Equality implications

An Equality Impact Assessment has been carried out in relation to the Business Friendly Planning project and found no significant impacts on equality.

11. Consultation

- 11.1 As set out previously, the review has engaged with a range of customers from the development community through the online survey, customer focus group, and customer reference group. The LEP Board Project Sponsors- the Chief Executive and Managing Director for Carillion plc- have worked alongside the project team to provide a private sector developer perspective on all stages of the review; the project sponsors will continue to be a 'critical friend' along with the members of the customer reference group as pilots, tests and new ways of working are implemented.
- 11.2 The LEP Board and our customers have asked that the authorities identify ways to evidence improvement in our performance and as such our customers will be regularly engaged to provide feedback of their 'planning experience'. As contained in the implementation plan a new mechanism for gaining customer feedback will be devised and will be used to monitor progress against the charter pledges.

Background papers

Appendix A- Black Country Planning & Development Charter

Appendix B- Black Country Planning & Development Charter Implementation Plan

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Tim Johnson
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14 September 2011



Councillor Andrew
Deputy Leader
Portfolio holder – Regeneration

14 September 2011



The Black Country Planning and Development Charter

Developing in the Black Country; the Local Planning Authorities approach

- We work in partnership with our customers and stakeholders to achieve high quality sustainable development in the Black Country
- We work in a flexible way to meet our customer's needs and where possible, be adaptable in our approach to ensure a positive outcome for both our customers and other stakeholders
- We want to enable good quality development in the Black Country that supports economic growth, and the social and environmental well being of our communities

Values & Behaviours; the Local Planning Authorities approach

- We operate in businesslike manner and are business minded; working with our customers to understand their needs and constraints to bring forward their development proposals by adopting a businesslike approach to how we manage and deal with their planning application
- We are committed to communicating effectively with all our customers; we employ a number of accessible means for our customers to contact us regarding any development enquiry, and base our communication on a two-way open dialogue
- We work with our customers to work through challenges and constraints to ensure high quality development for all
- We adopt a 'can do' approach and willingness to explore ideas and options for development proposals with our customers
- Overall we employ a 'common sense' approach and 'customer friendly' approach to managing your development related enquiries and planning application

Charter Pledges

Policy Pledge

We develop and continue to update our development plan through the Black Country Core Strategy and other development plan documents to give clarity and certainty over development opportunities, and help inform investment decisions

Pre- Planning Advice Pledge

We provide you with suitable pre-planning application advice in accordance with customer's needs and commit to providing a holistic approach in providing advice

Partnership Pledge

We work in partnership with our customers and stakeholders to bring forward successful applications that facilitate high quality development projects across the Black Country

Scheme Deliverability and Viability

At the earliest opportunity we work with customers to understand their business needs and development proposals to mutually understand scheme viability and deliverability matters; giving assistance where possible to work through these matters to ensure the viability of development opportunities

Determining Planning Application Pledge

We work to ensure valid planning applications are determined in a comprehensive, accurate and timely manner in order to enable our customers and stakeholders to receive and be notified of the outcome of planning application decisions in the shortest period of time possible

Performance

We undertake regular reviews of the services we provide to customers; providing customers with an opportunity to provide feedback and influence the way in which the LPA works. We also conduct monitoring of our performance against indicators developed in partnership with our customers

Appendix A

DRAFT- Black Country Planning and Development Charter- Implementation Plan

Developing in the Black Country; the Local Planning Authorities approach

- We work in partnership with our customers and stakeholders to achieve high quality sustainable development in the Black Country
- We work in a flexible way to meet our customers needs and where possible, be adaptable in our approach to ensure a positive outcome for both our customers and other stakeholders
- We want to enable good quality development in the Black Country that supports economic growth, and the social and environmental well being of our communities

Values & Behaviours: the Local Planning Authorities approach

- We operate in businesslike manner and are business minded; working with our customers to understand their needs and constraints to bring forward their development proposals by adopting a businesslike approach to how we manage their planning application(s)
- We are committed to communicating effectively with all our customers; we employ a number of accessible means for our customers to contact us regarding any development enquiry, and base our communication on a two-way open dialogue
- We work with our customers to work through challenges and constraints to ensure high quality development for all
- We adopt a 'can do' approach and willingness to explore ideas and options for development proposals with our customers
- Overall we employ a 'common sense' approach and 'customer friendly' approach to managing your development related enquiries and planning application(s)

Through:

- Sitting alongside the Charter will be the 'Developing in the Black Country Guidance Note'- a step by step guide as to how a customer can first make contact with the LPA and what they might expect from the planning process end-to-end; supporting both small/ medium sized businesses who may be new to the end to end development and planning process.

The guidance note will be published on each LPA website and on the [Business Friendly Planning \(BFP\)](#)

Guidance Note scoped and developed by October 2011; website development from October 2011 and complete by December 2011

<p>pages of the BCC website; this will be an interactive service where customers will be directed and signposted to other relevant LPA web pages as well as other useful websites e.g. Planning Portal.</p> <ul style="list-style-type: none"> • Consideration will be given to consistency in terminology across the Black Country in terms of the names/ titles given to planning service areas and committees. • Recognising the importance of investing in our employees and the role they play in delivering a business friendly service; endorsement and support will be obtained from senior management and elected members to ensure there is a commitment to adopting the necessary business friendly approach throughout the organisation. A programme of employee development will also be drawn up. This could include staff secondment opportunities across disciplines and into private practice (and vice versa) to develop the 'business like'/ private sector approach to client management. 	<p>September 2011</p> <p>Programme of staff development identified by November 2011. Training opportunities ongoing but commence any formal training January 2012. Opportunities for BC wide training of officers and learning from best practice across the BC authorities.</p>
<p><u>Policy Pledge</u></p> <p>We develop and continue to update our development plan through the Black Country Core Strategy and other development plan documents to give clarity and certainty over development opportunities, and help inform investment decisions.</p>	
<p>Through:</p> <ul style="list-style-type: none"> • Developing further the planning policy framework that sits beneath the Black Country Core Strategy (BCCS) to provide detailed guidance on development opportunities and help achieve high quality sustainable development in the BC. For a number of the LPAs this will entail the preparation of detailed spatial plans including Land Allocation Documents and Area Action Plans- a suite of complementary planning documents. • Continual engagement with our customers through plan formulation to ensure development, business and economic needs are understood and can be considered in the round along with other environmental and social demands. Through formal consultation and by providing regular policy updates at Customer Forums/ Developer Forums and namely at the BC Business Customer Forum we can provide customers with the opportunity to engage in plan formulation. • Support will continue to be given to our customers to understand the policy changes arising from the BCCS and saved policies in existing plans; assistance will be available to help interpret planning policy and help customers understand how their proposals might be aligned to meet these policies. 	<p>By When:</p> <p>BCCS Launch September 2011 will launch and promote the BC development opportunities along with BFP.</p> <p>Regular review and monitoring of the BCCS. 2016 Review</p> <p>Plan formulation: On going, linking to each LPA Local Development Scheme (LDS)</p>

<p><u>Pre- Planning Application Advice Pledge</u></p> <p>We provide you with suitable pre-planning application advice in accordance with customer needs and we commit to providing a holistic approach in providing advice.</p>	
<p>Through;</p> <ul style="list-style-type: none"> • Each authority will explore adopting a 'development team approach' based upon the Walsall model to enable pre-application discussions; a '360' holistic approach to discussions with all relevant professionals available at a series of pre- published dates throughout the year. This process will be published and promoted to our customers as a tool for pre-app advice amongst customers. This will compliment and sit alongside other forms of pre-app advice tools/ methods and won't replace other forms of pre app; added value comes from having all relevant consultees and the applicant in the meeting to discuss and work through development proposals. • However it should be note that the 'development team' approach will not be the only form of pre-application advice available to our customers as we will tailor our advice to meet our customer's needs. <ul style="list-style-type: none"> - We shall make the 360 approach available, when practically possible, to our customers at other times outside of the 'development team' timetable. - Acknowledging that some customers will only wish to have an 'in principle' agreement to their development proposals before investing resources into their planning applications, we shall be flexible in our approach to providing the level of pre-application advice requested by our customers. • We shall ensure that all pre-application discussions start by understanding the scope of development proposals and the level of pre-app advice required by each customer at any given point in the pre-development stages. • Guidance as to the level of technical information that might accompany a valid planning application will be provided in the form of a Black Country Validation Checklist. The checklist will be a single document for use in the Black Country, and will be flexible enough to assist customers submitting all 	<p>Each authority will be asked to conclude their consideration of how they will implement a similar model by September 2011.</p> <p>Operational from end of August 2011</p>

<p>sizes of development proposals clearly setting out local arrangements (e.g. Local SPDs) and statutory requirements (e.g. National Policy and BCCS) that are required as a minimum to accompany a planning application. The checklist will provide a consistent approach to requirements, and will help the LPA and customers understand the appropriate and proportionate nature of supporting information required for planning applications. The BC Validation Checklist will be produced and consulted upon before formal adoption by each LPA.</p>	<p>Complete by end of September 2011</p>
<ul style="list-style-type: none"> Formalising the agenda for all pre-app meetings hosted through development team and the use of a standard template for pre-app discussions that can be used outside of this setting by each LPA will help to ensure consistency and allow prior preparation. Checklist will form part of the agenda and give customer certainty over information requirements specific to application(s). Another standard item on the agenda will be to seek customer feedback throughout the planning and development process. 	<p>Consultation on the draft BC LVC- October 2011 and Approval January/February 2012</p> <p>On going</p>
<ul style="list-style-type: none"> We will review fee charging for pre-application advice for all formal feedback e.g. attendance at a development team meeting or pre-app advice for any development that hits a particular development threshold. That is not to say that the review will look to abolish fees, indeed it may conclude that charging a nominal fee will improve the advice provided as it can be deemed as income to support the running of a good quality planning service; however this will be subject to gaining political endorsement. 	<p>On going</p>
<ul style="list-style-type: none"> Where appropriate and with the agreement of the applicant, Elected Members will be engaged at the pre-application stage in order to give greater insight into the scheme development and negotiations to help inform decision making. Dudley MBC is currently piloting a method of engaging ward members in pre-application advice and lessons will be learnt from this pilot. 	<p>On going</p>
<ul style="list-style-type: none"> Where appropriate the LPA will, with customers, work through issues during the life of an application with the aim to resolve prior to determination, rather than through planning condition(s). Whilst this may incur costs to the customer in providing detail behind proposals upfront it can lead to a reduced timeline and limit the need to discharge conditions before development can commence, and therefore may reduce other development related costs. 	<p>On going</p>
<ul style="list-style-type: none"> We will encourage our customers, as set out in each LPAs Statement of Community Involvement (SCI), where appropriate to undertake stakeholder/ community engagement as part of the pre-application process in order to reduce risks of adverse planning comments at statutory consultation stage, and help speed up determination. 	

<p><u>Partnership Pledge</u></p> <p>We work in partnership with our customers and stakeholders to bring forward successful applications that facilitate high quality development projects across the Black Country.</p>	
<p>Through:</p> <ul style="list-style-type: none"> We will wherever possible ensure continuity in the officers allocated to schemes from pre-application through to post determination. Where applicable officers from the Councils economic regeneration and/ or development teams will also be assigned to work alongside the LPA officer to help support our customers overall development needs; helping to support wider needs to such support towards land assembly, de-risking of development opportunities, help to investigate scheme viability and appraisal, help to identify funding and delivery models, promotion and marketing of development opportunities, procurement and supply chain matters (e.g. through 'find it in the BC') and skills and training opportunities for employees. To support this way of working Walsall Council and Sandwell MBC are reviewing their Client Management processes with a view to potentially further investing in a CMS that can work for planning/ development customers. An example of such a system already in operation is 'Tractivity'- a CMS system already used by LA officers in Walsall and Sandwell. Further feasibility work is currently taking place looking at options around this and will be fed back to each LPA. We will be establishing a BC wide Business Customer Forum; an annual event hosted by each of the 4 LAs on a rolling programme to receive customer feedback and dialogue on matters specifically identified in advance and to showcase successes, performance, changes in policy/ legislation and share new ways of working/ best practice across the sectors. 	<p>By When:</p> <p>On going</p> <p>On going</p> <p>Reporting on the use of a CMS system and pilot projects at Walsall and Sandwell November 2011</p> <p>List of dates and the rolling programme established November 2011. First meeting April 2012</p>

Scheme Deliverability and Viability

At the earliest opportunity we work with customers to understand their business needs and development proposals to mutually understand scheme viability and deliverability matters; giving assistance where possible to work through these matters to ensure the viability of development opportunities.

Through	By When:
<ul style="list-style-type: none"> At the earliest opportunity we will invite our customers to discuss scheme viability and namely the S106 requirements applicable to their development. Having a mutual understanding to the scheme viability will enable LPAs to identify where value engineering can benefit (i.e. the alterations to trigger points and payments dates) or where this is not possible negotiation of reduced s106 contributions. <p>In recent years, LPAs in the Black Country have adopted a flexible approach to the collection/level of S106 obligations where the need to reduce contributions or levels of other requirements e.g. affordable housing to assist with scheme viability is evidenced through financial appraisals and each LPA will continue this approach. S106 contributions and scheme viability will appear as a standard item on the BC pre-application agenda template.</p>	<p>Already operating</p> <p>Agenda template August 2011</p>
<ul style="list-style-type: none"> Where applicable customers will be signposted to support opportunities to assist with deliverability of their scheme. See 'partnership pledge' and reference to wider support to customer development process. 	<p>Already operating</p>

Determining Planning Application Pledge

We work to ensure valid planning applications are determined in a comprehensive, accurate and timely manner in order to enable our customers and stakeholders to receive and be notified of the outcome of planning application decisions in the shortest period of time possible.

Through	By When:
<ul style="list-style-type: none"> Regardless of whether pre-application advice has been provided or not, which may already cover some of the following, the BC LPAs aim to: We will continue to explore opportunities to improve the process for determining planning applications and thus help improve the speed of determination; we will continue to explore along with Wolverhampton their pilot projects operating within their 'Systems Thinking' approach to see whether any of the approaches that are adding 'value' to customers can be implemented in the other LPAs. 	<p>On going</p> <p>Roll out commencement of new ways of</p>

<ul style="list-style-type: none"> On receiving and validating applications in a timely manner a Case Officer will be assigned and will contact each customer to introduce themselves and discuss the customers requirements, and request any additional information that may be required to help determine the customer's application in the shortest period of time available. <p>We will endeavour to maintain regular contact with our customers by both making ourselves accessible by providing relevant contact details and offering various methods to contact case officers, and where possible we shall contact our customers following the statutory consultation periods to outline the likely determination timescales and any further requirements to enable the case officer to conclude the determination of the customers application.</p> <ul style="list-style-type: none"> A review of delegated approvals awarded within each LPA is currently underway; the purpose of which is to understand the level of applications that can be determined outside of the committee structure and whether any changes to the delegations could be introduced to add certainty to the process of determining applications. Continuity in approach across the BC LPA is also being explored through this process and where possible alignment will be requested to the relevant decision makers. 	<p>working from July 2011</p> <p>Review complete September 2011</p> <p>Amendments to delegations if required March 2012</p>
<p>Performance Pledge</p> <p>We undertake regular reviews of the services we provide to customers; providing customers with an opportunity to provide feedback and influence the way in which the LPA works. We also conduct monitoring of our performance against indicators developed in partnership with our customers.</p>	
<p>Through</p> <ul style="list-style-type: none"> Customer Feedback- a new system will be developed, based upon existing models used within each of the BC LPAs, to gain and receive customer feedback. A pilot project will be undertaken in the first instance to test whether a standardised template of questions can provide further opportunities to regularly enquire with our customers as to how well the BC Planning Service is working. <p>Questions likely to be asked through the survey include; was the customer happy with the time taken to be given advice, the quality of advice and the method of pre-application advice; was the customer happy with the timeframe for determining their application and was the customer satisfied with the way their case officer managed their application. Also asking customers to score overall experience will help the LPA to monitor their overall performance over a period of time to identify good and poor trends and take steps to improve that overall score where necessary; various methods for monitoring overall</p>	<p>When:</p> <p>Commence pilot for customer satisfaction in September 2011.</p> <p>Quarterly monitoring thereafter. Annual reporting of performance at BC developer forum.</p>

performance exist and ones of these tools (e.g. the NET Promoter Score) could be used by the LPAs to measure their performance.

The annual BC business customer forum will facilitate discussions around performance and developer feedback. The methodology for customer feedback and how this will be analysed, evaluated and reported will be worked up; it will be used to provide performance and developer feedback at the BC Business Customer Forum (which will also help to encourage customers to complete future surveys). The key will be for each LPA to gather learning and to review their working practices on an on-going basis and build upon the good work of the BFP Review. We will investigate the possibility of gaining feedback at any stage of the process but also at each key stages e.g. after pre-app, at determination, and at conditions discharge to encourage customers to give feedback whilst they are actively involved in the process.

- The purpose of monitoring performance is not only for us to learn lessons from our performance indicators and measures but to also challenge and change perceptions of the planning service across the BC. Therefore opportunities will be taken through the BCCS Launch and at the annual BC Business Customer Forum to publish and promote our successes. Helping with the overall 'inward investment' priority established by the LEP Board. One of the ways to achieve this priority will be to change the perception of planning as an enabler rather than an obstruction to economic development.