

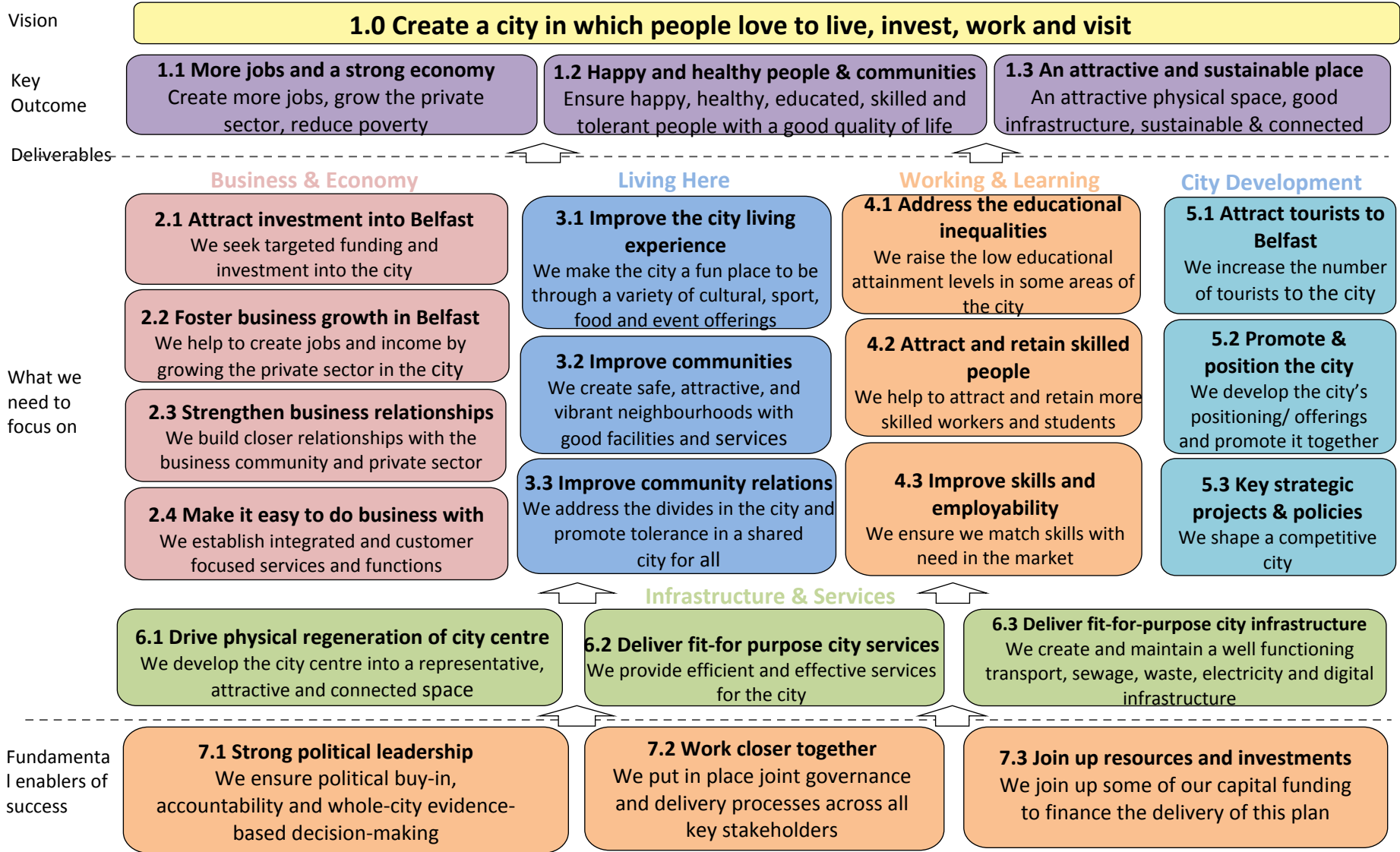


# Planning and Place

Business Plan 2016/17



**Belfast**  
City Council



**Belfast 'Plan on a Page'**

## Planning and Place Action Plan 2016-2017

Business and Economy							
2.4 Make it easy to do business with We establish integrated and customer focused services and functions		2016 -2017				Committee if relevant	
Ref	Activity	Q1	Q2	Q3	Q4		Responsible
2.4.1	Delivery of effective customer service						
.1	Establish joint reception (Planning and Building Control) as part of co-location including review of reception, plan intake and validation processes as required	*PP		X			Jane Hewitt/Laura Hillis
.2	Implement effective Planning Service call management system	*PS			X		Jane Hewitt/Helen Richmond
.3	Implement Customer Service Improvement Plan	*PS			X		Jane Hewitt/Helen Richmond
.4	Implement external communication plan to improve engagement with key stakeholders	PS					Ian Harper
.5	Continue our rolling programme of segmented customer surveys and investigate opportunities for joint surveys with Planning.	BC					Ian Harper/Roisin Adams
.6	Review/update Service Guidance notes, forms, website content due to move and consider joint communications with Planning	BC					Ian Harper/Laura Hillis
.7	Continue to utilise our customer panels and explore joint engagement activities with Planning	BC					Ian Harper/Roisin Adams
2.4.2	Maintain a high standard of professionalism	PS					
.1	Support training and development opportunities	PS					All managers
2.4.3	Delivery of effective Member engagement	PS					
.1	Policy workshops for members	PS					Keith Sutherland / Dermot O'Kane /Ian Harper
.2	Update and six month review of activity	PS					
.3	Undertake regular Party briefings on request	PS					
.4	Review Planning Committee Scheme of Delegation	*PS		X			Phil Williams
.5	Develop Development Management protocol for Officer and Member Engagement	*PS	X				Ian Harper
.6	Develop a Directorate-wide Member Engagement Protocol	PP					Ian Harper
2.4.4	Delivery of effective IT systems	PP					
.1	Develop a Directorate-wide IT strategy	PP					Ian Harper
.2	Actively engage in governance of Planning Portal	PS					Ian Harper
.3	Portal Options Project Paper with aim of delivering an effective Portal system	*PS	X				Ian Harper
.4	Develop an IT strategy in conjunction with Digital Services for Building Control (With the aim of improve efficiency of our IT for staff and our processes and our e-	*BC		X			Ian Harper

	enabled services to include on-line building regulation submissions as facilitated by eNgage)							
.5	Continue to work on GIS and addressing To match addresses in IGaz against Pointer data once interface between iGaz and the Pointer portal has been completed by LPS/Northgate, ensuring all addresses are accurate and temporary addresses cleansed regularly – making a business case for more resource if required	BC						Ian Harper / Michael Tolan/ Digital Services
2.4.5	Continue Better Regulation Work with DETI and the hospitality sector	BC						
.1	Contribute to any working groups arising therefrom to stream-line processes and reduce red-tape and reduce costs through closer engagement with the hospitality sector.	BC						Stephen Hewitt
<b>Living Here</b>								
<b>3.1 Improve the city living experience</b> We make the city a fun place to be through a variety of cultural, sport, food and event offerings			<b>2016 -2017</b>				Committee if relevant	
<b>Ref</b>	<b>Activity</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>		<b>Responsible</b>
3.1.1	Develop a student housing strategy	PS					P&C	In P&C Committee Plan
.1	Prepare best practice guide	PS	☑					Keith Sutherland
.2	Prepare supplementary guidance on PBMSA	PS	☑					
.3	Complete consultation on SPG (PBMSA) (contribute to delivery of City Centre Regeneration Plan)	*PS		x			PC	
.4	Adopt SPG – PBMSA Strategy	*PS				x	PC	
.5	Adopt Linen Quarter Public Realm Analysis and Vision	*PS			x		PC	
3.1.2	Introduce Pavement café licensing within Belfast	BC						
.1	Develop processes, policies and guidance (in conjunction with Licensing Forum) to enable administering new pavement café legislation on its introduction throughout NI in October 2016	*BC			x		LC	Stephen Hewitt
.2	Continue to assist DfC with the development of guidance for pavement cafes	BC					LC	
3.1.3	Contribute to ensuring safe entertainment events and night-time economy	BC						
.1	Contribute to the planning and management of outdoor concerts and major events such as Orangefest, St Patrick's Day	BC						Stephen Hewitt
.2	Carry out risk based during performance inspections of entertainment venues	BC						
.3	Continue the work of the Licensed Premises Group to increase compliance and contribute to the safer Belfast Group	BC						

<b>3.2 Improve communities</b> We create safe, attractive, and vibrant neighbourhoods with good housing, facilities and services			<b>2016 -2017</b>				Committee if relevant	
<b>Ref</b>	<b>Activity</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>		<b>Responsible</b>
3.2.1	Local Development Plan	PS						
.1	Project timetable adopted	PS	☑					Keith Sutherland
.2	Establish governance arrangements for LDP	*PS		X				
.3	Draft and complete consultation on Preferred Options Paper (POP)	*PS			X			
.4	Initial conformity with Community Plan	PS						
.5	Local Development Plan – draft and complete consultation on Plan Strategy	*PS				X		
3.2.2	Improve standards and consideration of design	PS						
.1	Recruit urban designer	PS						Keith Sutherland
.2	Investigate panel for design panel	*PS			X			
.3	Adopt Conservation Area guidance	*PS			X			
.4	Adopt Article 4 Directions	*PS		X				
.5	Complete review of TPOs	PS						
3.2.3	Ensure buildings are safe and energy efficient	BC						
.1	Respond to dangerous structures alerts/complaints	BC						Stephen Hewitt
.2	Continue proactive enforcement on the owners of ruinous or dilapidated buildings	BC						Stephen Hewitt
.3	Look for funding opportunities to assist in works to remove/upgrade properties	BC						Stephen Hewitt
.4	Continue delivery of Affordable Warmth or other schemes working with government departments/agencies to address fuel poverty	*BC						Ian Harper
.5	Continue to explore options to ensure that Belfast EPB enforcement is adequately resourced, and continue to build on the success of central EPB Team for which funding secured from DFP for 2016/17	BC						Stephen Hewitt
.6	Enforce the building regulations to make sure that buildings are designed, built and upgraded to meet the requirements	BC						Stephen Hewitt
.7	Implement the developed quality audit system for building regulation site inspections to provide further assurance of compliance / restart plan assessment quality check – resources permitting	BC						Stephen Hewitt
3.2.4	Respond to consultation on dangerous structures legislation & continue to lobby for modern, effective legislation to deal with dangerous structures and dilapidations	*BC	X					Stephen Hewitt
3.2.5	Continue to work on outworkings of Review of Licensing Legislation and associated technical standards, to ensure it is progressed in new Assembly	BC						Stephen Hewitt
<b>Infrastructure and Services</b>								

<b>6.1 Drive the physical regeneration of city centre</b>			<b>2016 -2017</b>				Committee if relevant	
We develop the city centre into a representative, attractive and connected space			<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>		<b>Responsible</b>
<b>Ref</b>	<b>Activity</b>							
6.1.1	Support the development of effective policies and plans to shape the development of the city and neighbourhoods	PS					CG&R Committee Plan	Phil Williams
6.1.2	Continue to engage with the Development Department and other partners, such as the Department for Communities (DfC) and Belfast Regeneration Office to access funding and use the skills and expertise of the Service, where resources permit, in place shaping projects throughout the City	*BC				X		Phil Williams Ian Harper/Stephen Hewitt
<b>6.2 Provide fit-for-purpose city services</b>			<b>2016 -2017</b>				Committee if relevant	
We provide efficient and effective services for the city			<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>		<b>Responsible</b>
<b>Ref</b>	<b>Activity</b>							
6.2.1	Prepare for and successfully co-locate in the new office building Dec 2016 working with Property and Projects/Facilities to make sure our needs are best met	*PP				X		Ian Harper Jane Hewitt/Laura Hillis
.1	Agree layout	PP		X				
.2	Successfully move both Services	PP				X		
6.2.2	Delivery of effective Development Management service	PS						
.1	Eliminate legacy applications (transferred from DOE)	*PS			X			Development Engagement Manager
.2	Process applications to meet the 3 statutory targets	*PS				X		Development Engagement Manager
.3	Develop and establish framework for developer contribution	*PS			X			Development Engagement Manager
.4	Review processes and support for dealing with local applications	PS						Development Engagement Manager
6.2.3	Delivery of an effective Planning Enforcement service	PS						
.1	Process cases effectively	PS						Phil Williams Development Engagement Manager
.2	Review enforcement procedures and system support	PS						Phil Williams Development Engagement Manager
.3	Implement an Enforcement Strategy	PS	☑					
6.2.4	Delivery of an effective Business Support service	PS						
.1	Monitor admin support team structures	PS						Jane Hewitt/Helen Richmond

.2	Implement continuous improvement projects in business support improvement plan	*PS						Jane Hewitt/Helen Richmond
.3	Deliver effective MIS reporting framework	PS						Ian Harper/Jane Hewitt/Helen Richmond
6.2.5	Effective financial management	PP						
.1	Comply with corporate timeframes for completing budgets, quarterly outturns, variance analysis and financial policies.	PP						Mattelle McCarten/Jane Hewitt/Helen Richmond
.2	Investigate all possibilities of income generation	PP						Phil Williams/Ian Harper
.3	Continually review income and expenditure to ensure that resources are sufficient to deal with the increasing workloads associated with increasing expenditure	BC						Stephen Hewitt/Ian Harper/Mattelle McCarten
.4	Develop a more robust debt recovery process in relation to works undertaken in default to dangerous structures and dilapidated buildings.	BC						Stephen Hewitt/Mattelle McCarten
6.2.6	Effective HR management							
.1	Adhere to HR and attendance policy and procedures	PP						Mattelle McCarten/Jane Hewitt/Helen Richmond
.2	Monitor average working days lost per staff member	PP						Mattelle McCarten/Jane Hewitt/Helen Richmond
.3	Adhere to the corporate approach to personal development planning and monitor number of PDPs completed	PP						Jane Hewitt/Helen Richmond/Ian Harper
.4	Ensure quality in house training is provided and aligned to PDPs & TNA	BC						Ian Harper
.5	Conduct annual staff survey and 6 monthly staff satisfaction rating survey and develop improvements from results	BC						Ian Harper
.6	Develop internal communication plan to improve engagement with staff	PS						Jane Hewitt/Helen Richmond
.7	Continue to hold monthly Service briefing meetings, Team meetings and maintain grapevine.	BC						Ian Harper
.8	Consider Building Control/Planning internal communication /teambuilding events	PP						Ian Harper
.9	Contribute to Council employment provision targets by providing job/work placement opportunities across the Service	BC						Ian Harper/Stephen Hewitt



6.2.7	Meet legislative requirements and best practice in relation to risk management, governance and independent assurance								Phil Williams <b>Team:</b> Ian Harper/Jane Hewitt/Mattelle McCarten
.1	Quarterly review of conflicts, and gifts and hospitality registers	PP							Stephen Hewitt/Jane Hewitt
.2	Quarterly formal review of risk registers	PP							Ian Harper/
.3	Carry out annual review of Service risk assessments	BC							Stephen Hewitt
.4	Annual review and update of Business Continuity Management Plan & BCM exercise	BC							Ian Harper
.6	Develop a Service records and information management policy and review of records retention and disposal schedule and processes, and ensure that the provision and storage of Service information is in compliance with DPA/FOIA/EIR	BC							Ian Harper
.7	Develop a P&P policy for how to store information	PP							Ian Harper
.8	Help establish data sharing agreement between Building Control and Planning	PP							Ian Harper
<b>6.3 Deliver fit-for-purpose city infrastructure</b> We create and maintain a well-functioning transport, sewage, waste, electricity and digital infrastructure		<b>2016 -2017</b>				Committee if relevant			
<b>Ref</b>	<b>Activity</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>			<b>Responsible</b>
6.3.1	Review of waste storage guidelines (specific to Belfast)						P&C	In P&C Committee Plan 6.3.4 <b>Director:</b> Siobhan Toland <b>Team:</b> Tim Walker	
.1	Participate in review when consulted (Building Control and Planning Service) and assist in development of new protocols	*PP				X	PS	Stephen Hewitt	
6.3.2	Develop a car parking and transport strategy	PS					CG&R Committee Plan 6.3.1	<b>Directors:</b> Phil Williams / Siobhan Toland Dermot O'Kane	
6.3.3	Support zero waste to landfill	BC							
.1	Enforce Building Regulations Part J for space for recycling containers and promote waste storage guide and guide for purpose built student accommodation – and continue to work closely with Planning and Waste Management on this issue	BC						Phil Williams <b>Team:</b> Stephen Hewitt <b>Team:</b>	
.2	Continue to comment on planning applications for HMO, apartment and student accommodation.	BC						Phil Williams <b>Team:</b> Stephen Hewitt <b>Team:</b>	
.3	Facilitate recycling of demolished construction material through dangerous structures and dilapidations contract/notices	BC							
<b>Fundamental enablers of success</b>									





# Planning and Place Performance Indicators

<b>Business &amp; economy</b>	
2.4 Make it easy to do business with	Number of formal complaints received % complaints that met response target <b>Building Control Service</b> % Aggregate level of customer satisfaction in all customer segments
<b>Living Here</b>	
3.1 Improve the city living experience	<b>Building Control Service</b> % of compliant entertainment licensed premises (target 90%)
3.2 Improve communities	<b>Building Control Service</b> % of category A dangerous structures responded to within 1 day
<b>Infrastructure and services</b>	
6.1 Drive the physical regeneration of the city centre	
6.2 Provide fit-for-purpose city services	Average number of working days per employee lost due to absence Variance between actual direct employee costs and budget Variance between actual staff number and agreed establishment % staff with an up to date PDP % variance between net expenditure and budget % Variation between forecast outturn at period 6 and actual outturn at period 12  <b>Planning Service</b> % Major applications processed within 30 weeks. % local applications processed within 15 weeks. % of enforcement cases concluded within 39 weeks  <b>Building Control Service</b> % applications input accurately first time % of all Bld. Reg. applications processed within agreed target times % non-domestic plans receiving first assessment within 25 working days % domestic plans receiving a first assessment within 15 working days % of resubmissions (amended plans/info) assessed within 14 days Ratio of site visits to work commenced Ratio of completions to commencements (Target 100%) % cost recovery for building regulations function % relevant applications brought to next Licensing Committee % overall staff satisfaction (Target - 75% staff satisfaction)%
6.3 Deliver fit-for-purpose city infrastructure	
<b>Fundamental enablers of success</b>	
7.1 Work closer together	<b>Building Control Service</b> Average return time for newbuild domestic LPS surveys Average return time for newbuild non-domestic LPS surveys