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# MOVING TOWARDS EXCELLENCE IN URBAN DESIGN AND CONSERVATION

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### **1. Purpose and scope**

This paper, together with its companion notes *Moving Towards Excellence in Planning Policy* and *Moving Towards Excellence in Development Control*, has been produced by the Planning Officers Society to set out what might constitute an excellent urban design and conservation service. It seeks to identify specific aspects of the urban design and conservation functions and associated management mechanisms that contribute to the achievement of excellence. It draws on current good practice and a wide range of guidance and professional practice reports and reflects the latest Government initiatives. It has been prepared in liaison with ALGAO, CABE, English Heritage and IHBC.

While linked to Best Value and performance management, this paper is designed for use by professional managers in the ongoing process of service improvement, whether or not as part of a Best Value Review. The Excellence Matrix in Section 4 provides a basis for any review of a planning service aimed at improving its quality of process and outcome. The Matrix does not presume any particular format for either local government or for the delivery of services. This is a matter for local discretion.

Urban design and conservation services focus on the following components of a local authority planning department's work:

- archaeology;
- conservation of historic buildings;
- conservation area designation, control and enhancement;
- conservation grant regimes;
- proactive elements of regulation including design briefings in pre-application discussions, design brief/are development framework preparation, and negotiating amendments to submitted schemes;
- public realm design and enhancement;
- masterplan development.

Conservation, archaeology and urban design can be viewed as separate disciplines. However they are linked by their common role in facilitating an effective way forward in instances where there is a conflict of ambition or view.

They are also linked by the common objective of delivering a high quality, locally distinct and valued built environment. The historic environment is a precious asset that must be conserved for future generations. However this is not to say that it should not change. Good conservation practice ensures that important buildings and spaces continue to have a contemporary relevance and vitality. Good urban design

learns from the past and respects it in policies and proposals for new building and refurbishment, and in the development of the public realm.

It is important to stress that urban design and conservation should not be seen as autonomous activities separate from development control and forward planning. They span the whole range of planning services – strategic to site specific, regulatory to advisory. There is an essential link between urban design and conservation, development control and the preparation, monitoring and review of planning policy, and it is unlikely that an excellent urban design and conservation service can be provided in the absence of a relevant or up-to-date plan. Consideration of urban design and conservation performance will need to be seen in the wider planning and development context within the authority, and this document should therefore be read in conjunction with the associated papers for planning policy and development control. The achievement of an excellent planning service will also rely on the effective engagement of other services such as transport planning, economic development and housing and be linked into the corporate agenda (especially the community strategy). However the quality of outcomes of the planning system – the attractiveness, distinctiveness, richness and vitality of the built environment – will be fundamentally influenced by the excellence (or otherwise) of a local planning authority's urban design and conservation service. In short, it is an essential component of all good planning work.

The planning system must provide effective mechanisms whereby the differing and sometimes conflicting objectives of stakeholders can be resolved in a way that is fair, open and accountable for all stakeholders. Conservation and urban design services are often (and need to be) at the hub of finding an effective way forward where there is tension between competing interests. They also need to provide authoritative advice on the protection and enhancement of the historic environment and on the quality of design. However these objectives need to be pursued hand in hand with the delivery of a high quality planning service which is fast and effective, and delivers the certainty and measurable quality outcomes that the community and businesses need and expect. It should be recognised that there is no fundamental reason why good decisions cannot be taken quickly. Nonetheless a good planning authority will not shirk from taking the time it needs to negotiate the right scheme and make the right decision. Members are a critical part of this process, as their approach to their responsibilities, their relationship to officers, and the quality of decision making underpins the effectiveness of the overall planning service.

An excellent service must be responsive to local needs but would make explicit and demonstrate in a practical way how it sets out and achieves the Government's national objectives. It would also seek to integrate at the point of delivery with other initiatives, especially those promoting sustainable development. Therefore the Excellence Table in section 4 makes reference to the wider agenda as set out more fully in reports by other parties, particularly the Audit Commission in relation to its inspection function and advice on best practice, and the DTLR and its wide range of guidance.

## **2. Key issues**

In developing a quality service for dealing with urban design and conservation issues, there are a number of key issues that need to be addressed.

### ***Sustainability***

An umbrella policy across all of a council's activities is crucial to success. Other matters, such as maximising energy and efficiency and solar gain will also be relevant. However the effective monitoring, enhancement and managing of the historic environment is also of critical importance in meeting sustainability objectives.

### ***Mixed use and density***

The national agenda promotes mixed use development to enhance the vitality (and sustainability) of urban areas. This generally means increasing density, and given the sensitivities this involves, quality design is essential. Effective interventions through area development frameworks, site specific briefs and the imaginative reuse of buildings and spaces are essential.

### ***Quality through design***

This extends beyond the standard of design of individual buildings to include respect for context and ensuring a positive relationship between new development and the area in which it is located.

### ***Recognising the every day***

The service should respond effectively to every day examples of urban design and conservation issues, not just to those perceived to be extraordinary through, for example, special designation. Indeed effective regeneration of rundown areas demands the highest quality design, not the mediocre. The historic environment and its assets can often provide a focus and theme for action.

### ***Proactive service***

Urban design and conservation services need to provide a positive force for change, rather than simply a regulatory function. They also need to be proactive in mediating the various regulatory regimes, for example where building control and historic environments objectives are in conflict.

### ***Integration***

Urban design and conservation needs to be integrated with other local authority policies, strategies and actions, with other legislation and regulation, and with outside agencies and partner organisations, to ensure integrated delivery. They are cross-cutting services and have a major role to play, for example in asset management, highways planning and maintenance, and the development of community strategies.

### ***Skills and resources***

Officers, members and others need to develop and maintain the requisite skills and expertise to deliver a well designed local area and a well maintained historic environment. The right balance of skills also needs to be found. An urban designer is not a conservation officer nor *vice versa*. However it is crucial that enough resources are provided, not only in terms of staff numbers and skills but also to exercise the powers available to ensure the right things happen at the right time.

### ***Speed and quality***

There is no fundamental reason why good decisions cannot be taken quickly. Nonetheless a good planning authority will not shirk from taking the time it needs to negotiate the right scheme and make the right decision.

***Creativity***

The historic environment is there to learn from and not to imitate. In some cases creative new design can enhance an area more than a standard copy. A good service needs to stimulate creativity, not stifle it.

***Outreach***

It is not enough to involve the 'usual suspects' in decisions about design and the historic environment. All stakeholders must be involved, and accessible information should be provided to raise their awareness of the issues.

***Leadership***

Issues concerning design and the built environment are often contentious. A delicate balancing act is required to act decisively and authoritatively while taking all views into account.

***Openness, transparency and probity***

While there are pressures on all authorities to speed up decision making processes, this cannot be at the expense of the quality or accountability of the process.

### **3. Towards an Excellent Service**

An excellent service is one that is demonstrably performing well across a number of Critical Factors. The Critical Factors may change in relation to the functions and objectives of the Planning Service, but those considered fundamental to the Design and Conservation aspects of an excellent planning service are outlined below. These Critical Factors seek to encapsulate clear objectives based on current thinking on key issues and best practice. Factors 1 - 4 focus on the inter-relationship of urban design and conservation within the planning process. Factors 5-8 identify how the service should be managed, and how it should relate to other parts of the council and outside organisations. Factors 9-10 highlight the importance of meeting user expectations.

#### ***1. Focus on quality outcomes – stewardship***

It is critical that authorities are seen to be proactive custodians of the quality of the local area, including the historic environment. This means looking to enhance the design quality of the existing environment (including vistas, parks etc as well as buildings), and leading by example when it comes to the design, maintenance and procurement of its own buildings and other assets. It also requires good information to monitor the quality of the state of the environment, and resources directed to those areas most in need of attention.

#### ***2. Focus on quality outcomes – clarity of expectations***

The service should adopt urban design and conservation policies that are consistent with national policy guidance, and make this clear to all stakeholders. The cascade from policy through to briefing, pre-application advice, the determination of applications, and ensuring compliance with approved plans to the completion of development should be clear and each stage in the process should 'nest' within the ones above it. It should also make it clear what stakeholders can expect of the urban design and conservation service, and equally what is required of them as users of the service.

#### ***3. Focus on quality outcomes – consistency of decisions***

The service should adopt a clear and transparent framework that sets out criteria and processes for decision making. It should be able to point to the quality of approved development as reflecting the logic of the decision making process.

#### ***4. Focus on quality – ensuring compliance***

It should be recognised that enforcement of compliance with permissions, conditions etc. is an integral part of the service, and this should be properly resourced.

#### ***5. Integrated service***

The aim of a 'quality environment' should be integrated across the organisation. Excellence in design and conservation should underpin strategies and actions, not only across the planning service but also all those whose work impacts on the built environment such as highway engineers and estate managers.

## **6. Resourced service**

The authority should commit to providing an effective service which ensures that a sufficient number of knowledgeable and committed staff are available to provide a quality service.

## **7. Managed service**

The service should proactively manage design and conservation within the planning process to meet public policy objectives while ensuring economic vitality. It should set out defined indicators and standards which identify how it will deliver and measure itself against these sometimes competing objectives.

## **8. Influential service**

Urban design and conservation should be promoted as a key aim in strategic documents, and these areas should be recognised by all stakeholders, including the general public, as important for enhancing the overall quality of the local area. An excellent service will also be engaged with decision makers at the regional and national level.

## **9. Accessible service**

The service should look to ensure that accessible services are provided in ways which minimise damage to the historic environment and which promote good design. Appropriate levels of access to information, advice, building and facilities must also be implemented. The social inclusion agenda also needs to be addressed by facilitating access to information and advice for traditionally hard to reach groups.

## **10. User focused service**

The service needs to engage the support of all stakeholders when addressing design and historic environment issues. It must also implement a culture that focuses on the service user.

#### 4. Excellence Matrix

For each of these Critical Factors there will be **essential features**, which, if achieved, will contribute to 'excellence', though they will apply to different processes and outcomes of urban design and conservation services. These have been broadly grouped into 5 areas:-

- **Policy**-clear objectives and strategies for the service
- **Customer Focus**- the service as seen from the user perspective
- **Process and Procedures**-internal mechanisms for achieving that element of the service
- **Performance measurement**- performance targets and monitoring systems
- **Outcomes**- what service is delivered in terms of clear and sustainable outcomes.

A summary table of the Critical Factors and associated Essential Features follows as an **Excellence Matrix**. The Essential Features have been set out in a condensed form for ease of reference, and are listed in 5 columns, one column for each of the 5 groupings identified above. The Matrix should be read in full, not in parts. Some elements of the Essential Features may appear in more than one cell where they relate to more than one heading or Critical Factor though every effort has been made to avoid repetition. For information, a list of useful publications and a model checklist for applications are provided at the end of the Matrix.

Whilst the Matrix is aspirational in tone, it aims to provide a useful frame of reference for identifying gaps in service provision and for making decisions on priorities and processes for the future. However the true measure of the excellence of urban design and conservation services will be the quality of the local environment they create and conserve, and the extent to which this environment is sustainable and valued by local people.

# EXCELLENCE MATRIX FOR URBAN DESIGN AND CONSERVATION

<b>CRITICAL FACTORS (Criteria)</b>	<i>ESSENTIAL FEATURE:</i> <b>POLICY</b>	<i>ESSENTIAL FEATURE:</i> <b>CUSTOMER FOCUS</b>	<i>ESSENTIAL FEATURE:</i> <b>PROCESS AND PROCEDURES</b>	<i>ESSENTIAL FEATURE:</i> <b>PERFORMANCE MEASUREMENT</b>	<i>ESSENTIAL FEATURE:</i> <b>OUTCOMES</b>
<p><b>1.</b></p> <p><b>Focus on quality outcomes – stewardship</b></p>	<p>(a) Identifies and protects assets of local urban design and conservation importance – including buildings, public spaces, vistas, parks, and settlement patterns.</p> <p>(b) Enables beneficial change to take place which conserves and learns lessons from the past in the creation of vital and viable schemes for refurbishment, new development and the enhancement of the public realm.</p>	<ul style="list-style-type: none"> <li>• Makes information on design and conservation issues accessible to all customers and other interested parties.</li> <li>• Makes grant aid (and advice on sources of grant aid) available to facilitate additional costs of complying with restrictions and to encourage conservation of historic environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly undertakes ‘buildings at risk’ surveys to influence resource allocation, including local authority Asset Management Plans.</li> <li>• Compiles list of buildings of local interest, and approves it as supplementary planning guidance (SPG).</li> <li>• Completes and regularly reviews character appraisals of all conservation areas.</li> <li>• Completes and regularly reviews urban design frameworks, masterplans, and development briefs.</li> <li>• Regularly monitors condition of historic environment.</li> <li>• Adopts standard processes and conditions including urban design statements and historic environment impact assessments, from inception through to implementation and completion.</li> </ul>	<ul style="list-style-type: none"> <li>• Characterisation of whole of local planning area is either planned, underway or complete.</li> <li>• Monitors at least 20% of all historic assets annually.</li> <li>• Sites and Monuments Record meets national standards, and is expanded to include historic building and other records.</li> <li>• All conservation areas are covered by Section 71 studies.</li> <li>• Reviews and assesses the influence and effect of policies and proposals on promoting, facilitating and achieving high quality development, refurbishment and public realm.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual ‘state of the environment’ report which illustrates effective progress.</li> <li>• Regime in place for monitoring changes affecting design character and historic features.</li> <li>• No local authority owned buildings on Buildings At Risk register for more than two years.</li> <li>• Article 4 Directions and Enhancement schemes implemented and monitored.</li> <li>• Increase in quality of urban design and conservation in public and private development.</li> </ul>

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	(c) Adopts exemplary standards of procurement, urban design, conservation and maintenance of public buildings and spaces.	<ul style="list-style-type: none"> <li>Promotes examples of success and innovation in the management the historic environment and new development to property owners and developers.</li> <li>Requires urban design studies as part of proposals for major land disposals from public bodies including local authorities, NHS Trusts, MoD.</li> </ul>	<ul style="list-style-type: none"> <li>Liaises with property and highways departments and other services to ensure quality of works on own property such as street furniture, signage, highway markings etc matches what service encourages from others.</li> <li>Appoints urban design and conservation champions at political and officer levels.</li> <li>Ensures that the need for conservation and high quality urban design is reflected in relevant community, including neighbourhood renewal programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of joint working arrangements, within set timescales.</li> <li>Number of owners and developers seeking advice from council.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in quality of urban design and conservation in public and private development.</li> </ul>

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	<p>(d) Focuses on achieving improvement through everyday decisions, not just those that are extraordinary.</p>	<ul style="list-style-type: none"> <li>• Makes information on and advice on urban design quality and conservation available and accessible, and promotes it to all developers, land owners etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes a multi-disciplinary approach to decisions.</li> <li>• Agrees and regularly reviews good practice protocols with highway authority, statutory undertakers, telecoms etc, and monitors compliance.</li> <li>• Uses site-based records to inform advice and decisions.</li> <li>• Refuses poor quality design rather than negotiate a mediocre outcome.</li> <li>• Agrees and regularly reviews management plans for sensitive areas and monitors compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of agreed protocols.</li> <li>• Level of compliance with protocols and plans.</li> <li>• Percentage of enquiries answered within 14 days.</li> </ul>	<ul style="list-style-type: none"> <li>• Up to date records are available to inform all decision-making, not just special cases.</li> <li>• Informed advice and decisions.</li> <li>• Increase in quality of urban design and conservation in public and private development</li> <li>• Incremental degradation avoided.</li> <li>• A greater understanding of buildings and their contexts by all stakeholders.</li> </ul>

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	(e) Actively promotes creative conservation and urban design, including successful examples in the local area.	<ul style="list-style-type: none"> <li>• Develops good relationships with regular clients.</li> <li>• Promotes a 'culture of quality' through exhibitions, lectures, architecture centres, Historic Environment Record Centres etc.</li> <li>• Provides education and outreach, particularly targeted at younger community, to ensure future generations appreciate local urban design features.</li> <li>• Encourages school involvement in planning and urban design workshops, conservation area assessments etc.</li> <li>• Promotes local urban design and conservation awards, perhaps in partnership with the local Civic Society.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures staff are skilled in briefing process and able to act as 'constructive critics'.</li> <li>• Identifies champions for urban design and/or historic environment who are responsible for delivering reform.</li> <li>• Ensures cultural strategy identifies and prioritises significance of sites of local urban design and conservation interest and significance.</li> <li>• Promotes examples of high quality urban design through publications and/or site visits.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of national awards.</li> <li>• Local awards scheme in place.</li> <li>• Includes awareness of urban design and historic environment in user satisfaction surveys.</li> <li>• Number of refusals on urban design grounds (and number of appeals dismissed).</li> <li>• Increase in quality of proposals.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved quality of local environment.</li> <li>• Increased performance of service in user satisfaction surveys.</li> <li>• Urban design and historic environment champions at officer and member level.</li> <li>• Greater and more effective public involvement.</li> <li>• Local pride in new development.</li> </ul>
	(f) Facilitates establishment of, and supports actions by complementary local, regional and national bodies, including Building Preservation Trusts, Civic Amenity Societies and architecture centres.	<ul style="list-style-type: none"> <li>• Provides grant aid, help in kind and advice.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that protocols for mutual support and advice are in place and regularly reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with protocols.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective partnerships with expert and voluntary sectors.</li> </ul>

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	(g) Ensures key urban design and conservation issues are understood by all those involved in the process.	<ul style="list-style-type: none"> <li>Provides advice at reasonable cost, or free where possible (including facilitating access to specialists as needed).</li> </ul>	<ul style="list-style-type: none"> <li>Holds staff training and member development to promote awareness of urban design and historic environment issues.</li> <li>Maintains close liaison with Civic Society and other relevant groups.</li> </ul>	<ul style="list-style-type: none"> <li>Number of staff/members who have undertaken urban design and conservation awareness training.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in quality of urban design and conservation in public and private development.</li> </ul>

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<p><b>2.</b></p> <p><b>Focus on quality outcomes – clarity of expectations</b></p>	<p>(a) Publishes generic guidance for different types of development (e.g. housing, mixed use) and different aspects of development e.g. community safety.</p>	<ul style="list-style-type: none"> <li>• Provides published advice, in a range of accessible formats, on best practice/technical matters relating to urban design aspirations, local building character, features etc.</li> <li>• Writes guidance in plain English and provides a glossary to explain any specialist terms.</li> <li>• Facilitates public consultation and stakeholder engagement in policy development.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopts integrated approach to controls and incentives (e.g. restrictions on owners such as Article 4 directions, combined with advice/grants.</li> <li>• Liaises with relevant stakeholders – such as police – when preparing and reviewing guidance.</li> <li>• Monitors the level of detail of SPG necessary to achieve successful outcomes through local partnerships and peer reviews.</li> <li>• Reviews outcomes with users of buildings and spaces and with other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews quality of planning applications, and assesses them against the guidance that has been issued.</li> <li>• Adopts SPG to best practice standards set out in national guidance.</li> <li>• Success rate at appeal.</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of advice/guidance.</li> <li>• Publication of clear application forms.</li> <li>• High quality development.</li> <li>• Respect for local planning policy at appeal.</li> </ul>

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	(b) Publishes site specific guidance where required.	<ul style="list-style-type: none"> <li>• Ensures briefs are clear in their advice and requirements and promote innovation and flexibility of choice within a practical framework for action.</li> <li>• Facilitates public consultation and stakeholder engagement in 'visioning' and design processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies all potentially significant sites where guidance is required.</li> <li>• Ensures development briefs communicate strong ideas and promote flexibility of choice.</li> <li>• Prepares and publishes development briefs prior to applications being received.</li> <li>• Records unexpected discoveries.</li> <li>• Includes photos and drawings in guidance and development briefs.</li> </ul>	<ul style="list-style-type: none"> <li>• Production of guidance for significant sites.</li> <li>• Ensures that stakeholders' comments on draft development briefs are assessed and responded to.</li> <li>• Number of briefs prepared.</li> <li>• Number of developments following agreed briefs.</li> <li>• Quality of outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Urban design and development briefs in place, with public support.</li> <li>• Quality of built environment and open space.</li> <li>• User surveys demonstrate satisfaction with process and output advice.</li> <li>• Clear audit trails for decisions contrary to national and local policy.</li> <li>• Effective quality assurance.</li> <li>• Failure to comply triggers enforcement or other action, as necessary, to ensure compliance.</li> </ul>

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	(c) Sets out clearly what is required from applicants.	<ul style="list-style-type: none"> <li>• Publishes expectations of information required from applicants (drawings, photos, conservation and design statements etc), plus statements of justification, method statements, and other information as necessary to show intended impact on historic buildings and how works will be implemented.</li> <li>• Makes applicants aware of local authority targets for decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses all applications (by a professional) prior to registration to ensure correct information has been submitted, and refuses to register those that are not accompanied by timely and correct information.</li> </ul>	<ul style="list-style-type: none"> <li>• No undue delay in processing applications.</li> <li>• Fall in number of applications returned for further information.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased speed in determining applications.</li> </ul>

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	<p>(d) Encourages pre-application advice that is tailored to specific sites, is formalised and standardised, and part of normal practice.</p>	<ul style="list-style-type: none"> <li>• Encourages applicants to seek competent professional advice.</li> <li>• Encourages applicants to submit in media that is best suited to presentation and understanding, particularly new technologies.</li> <li>• Encourages applicants to present schemes to the local Conservation Area Advisory Committee (CAAC) and/or design panel, as part of pre-application discussions.</li> <li>• Liaises with potential applicants via pre-application advice.</li> <li>• Provides information on design statements for potential applicants.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures conservation and design staff have sufficient expertise and detailed knowledge of the area and its buildings to be able to provide authoritative advice.</li> <li>• Incorporates implications of building control, environmental health and other regulatory functions into pre-application advice, and manages this through a development team approach.</li> <li>• Ensures resources are allocated to allow proper pre-application discussions.</li> <li>• Ensures staff understand and apply site specific guidance when assessing applications.</li> <li>• Adopts procedures that comply with guidance.</li> <li>• Involves CABE, English Heritage and other relevant bodies in discussions at pre-application stage.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of applications valid at first attempt.</li> <li>• Number of applications providing correct information and not requiring amendment.</li> <li>• A fall in the rates of appeals submitted.</li> <li>• Success rate at appeal.</li> </ul>	<ul style="list-style-type: none"> <li>• Applications include detailed understanding and treatment of urban design and conservation issues.</li> <li>• Increase in quality of applications.</li> <li>• Increase in quality of final developments.</li> </ul>

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<b>3.</b> <b>Focus on quality outcomes – consistency of decisions</b>	(a) Adopts a clear and transparent framework that sets out criteria for decision making.	<ul style="list-style-type: none"> <li>• Subjects criteria to customer consultation, and other stakeholders including community.</li> <li>• Promotes criteria for decision making to all stakeholders as early as possible in the process, via methods such as SPG.</li> <li>• Communicates technical and philosophical rationale for decisions in a clear and accessible way.</li> <li>• Makes clear reports with supporting plans and unambiguous officer recommendations available to relevant parties in advance of Member meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Involves councillors at an early stage, where appropriate.</li> <li>• Provides regular staff training and member development on criteria for decision-making.</li> <li>• Ensures that relevant SPG is in place.</li> <li>• Reviews outcomes with users of buildings and spaces and with other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions are peer reviewed.</li> <li>• Compares advice on application with final decision.</li> <li>• Success rate of appeals.</li> <li>• User surveys regularly undertaken to test perceptions of fairness and transparency in decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in user satisfaction.</li> <li>• Clear audit trails for decisions contrary to national and local policy.</li> <li>• Effective quality assurance.</li> <li>• Failure to comply triggers enforcement or other action, as necessary, to ensure compliance.</li> </ul>
	(b) Strives to ensure consistency is achieved not only when comparing applications, but also when comparing decisions by different officers within the service.	<ul style="list-style-type: none"> <li>• Sets out procedure for making decisions in an accessible way for users.</li> <li>• Produces and disseminates information on what stakeholders can expect and their role in the decision making process.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures staff are aware of probity issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Undertakes post-completion evaluations of applications.</li> <li>• Tests recommendations against national planning guidance, BS7913:1998, and other national and/or international best practice criteria as appropriate to the specific case.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with national planning guidance and BS7913:1998.</li> <li>• The percentage of decisions in accordance with officer recommendations is higher than the national average.</li> </ul>

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	(c) Ensures a Code of Conduct for officers/members is implemented.	<ul style="list-style-type: none"> <li>• Makes Code of Conduct available to service users.</li> </ul>	<ul style="list-style-type: none"> <li>• Defines and clarifies relationships between cabinet, executive /scrutiny committees and the planning committee and officers within the context of the new local government decision making arrangements.</li> <li>• Includes information in Code of Conduct on processes and procedures, such as dealing with correspondence, lobbying, meetings with applicants, overturning officer recommendations and committee site visits.</li> </ul>	<ul style="list-style-type: none"> <li>• Review systems in place to evaluate the outcome of decisions made by officers and Committee, including those not according with recommendation.</li> </ul>	<ul style="list-style-type: none"> <li>• There are no challenges or cases referred to the standards committee.</li> </ul>
	(d) Establishes a complaints procedure.	<ul style="list-style-type: none"> <li>• Publishes complaints procedures.</li> <li>• Reports outcomes of investigations to complainants.</li> </ul>	<ul style="list-style-type: none"> <li>• Defines what a 'complaint' is.</li> <li>• Establishes clear targets for acknowledging, investigating and reporting on complaints.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in the number of complaints over time.</li> <li>• Reduction in the number of cases referred to and upheld by Ombudsman.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in customer satisfaction.</li> </ul>

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<b>4.</b> <b>Focus on quality – ensuring compliance</b>	(a) Promotes outcome-based view of service (quality based on outcome, not just the decision), and public awareness of quality assurance procedures.	<ul style="list-style-type: none"> <li>• Encourages customers to engage appropriate expertise for both design and supervision of works.</li> <li>• Provides a quick response advice service to deal with onsite problems and/or discoveries with published targets.</li> <li>• Provides site-specific advice when listed buildings are a factor to be considered, including when listed building consent is or is not required.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides training for officers on procedure for dealing with non-compliance.</li> <li>• Agrees procedures for liaison between conservation and design, enforcement, and building control staff on works in progress.</li> <li>• Provides proactive, onsite problem solving resolution of conditions/amendments/unauthorised works relating to listed buildings.</li> </ul>	<ul style="list-style-type: none"> <li>• Uses an accredited process, especially in respect of site monitoring and discharge of conditions.</li> <li>• Achieves target response rate to requests for on-site advice.</li> </ul>	<ul style="list-style-type: none"> <li>• All development accords with approved plans and legislative requirements.</li> <li>• Effective quality assurance.</li> <li>• Time and resources invested in decision process are justified by final outcome.</li> <li>• Applications/enforcement notices/prosecutions avoided by negotiating acceptable outcomes.</li> </ul>
	(b) Sets out a clear process for assessing and ensuring compliance, including timetable and penalties.	<ul style="list-style-type: none"> <li>• Raises customer awareness of the need to comply with requirements, and the risks of non-compliance.</li> <li>• Ensures pre-application advice address compliance and implications of non-compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes appropriate use of Sn215 ('tidy up') notices.</li> <li>• Regular site inspections to assess quality, promote compliance, and identify non-compliance.</li> <li>• Issues urgent works/repair notices and/or enforcement notices, or prosecution when expedient.</li> <li>• Provides authoritative expert witness/es as necessary to support formal action.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieves target response rate to complaint.</li> </ul>	<ul style="list-style-type: none"> <li>• A high percentage of breaches of control are resolved within a set timescale.</li> <li>• Unacceptable works are remedied on site, and appropriate action taken against miscreants.</li> </ul>

CRITICAL FACTORS	POLICY	CUSTOMER FOCUS	PROCESS AND PROCEDURES	PERFORMANCE MEASUREMENT	OUTCOMES
<p><b>5. Integrated service provision</b></p>	<p>(a) Integrates design and conservation policies with relevant overarching policies such as sustainable development, and advice on other regulatory requirements.</p>	<ul style="list-style-type: none"> <li>• Raises awareness of the links between issues and provides information for potential applicants so they can address this in their applications.</li> <li>• Integrates a problem solving approach, which is underpinned by BS7913:1998, and reconciles different regulators' requirements to provide clear guidance to owner.</li> <li>• Adopts a forward-looking approach to ensure integrated delivery for customers, which complies with the Disability Discrimination Act.</li> <li>• Provides a single point of contact for enquiries to development teams etc.</li> <li>• Ensures conservation issues and breaches of conservation control are covered by Land Charges Searches.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures multi-disciplinary approach to informing planning decisions.</li> <li>• Provides a key role for conservation and urban design staff within a context of interdisciplinary working.</li> <li>• Makes use of urban design guidance to ensure an integrated approach.</li> <li>• Provides urban design and conservation advice when relevant as part of any 'one stop shop' development team or area-based service provision.</li> <li>• Ensures effective links in place between different service inputs e.g. building control, conservation, planning, environmental health, fire officers etc.</li> <li>• Promotes a willingness by all involved to adopt flexible approaches in the interest of historic buildings and a high quality built environment, and facilitates finding an effective way forward through taking a proactive role in conflict resolution.</li> <li>• Implements a 'development team approach' for pre-application involvement by all relevant officers.</li> <li>• Ensures effective links in place between all stakeholders involved in</li> </ul>	<ul style="list-style-type: none"> <li>• Extent to which management processes and performance management within all relevant departments work together to provide integrated service delivery (e.g. for Part L of Building Regulations).</li> <li>• Quality/clarity of advice provided.</li> <li>• Successful implementation of 'joined up' approach.</li> <li>• Successful development of key partnerships within and outside the local authority.</li> <li>• All relevant information available to prospective purchasers prior to exchange of contract.</li> <li>• All relevant information available to prospective purchasers prior to exchange of contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• High satisfaction of owners/users.</li> <li>• Perception of 'seamless' service.</li> <li>• Appropriate solutions developed for buildings.</li> <li>• High percentage of complex applications handled by a development team approach including conservation and urban design staff.</li> <li>• 'Insoluble' problems identified early and addressed.</li> <li>• Effective working process provided to facilitate joined up thinking across the whole set of conservation and design interests.</li> <li>• Reduction in the number of enquiries from property owners.</li> <li>• Reduction in the level of enforcement action taken.</li> </ul>

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	<p>(b) Integrates the aim of raising environmental standards across departments and through the organisation, and from the strategic to the operational level.</p>	<ul style="list-style-type: none"> <li>• Provides integrated and problem solving pre-application advice service (including building regs., environmental health and/or other regulators as applicable), balancing customers' and regulators' requirements and the interests of the historic environment.</li> <li>• Ensures that all customers and stakeholders are aware of national policy and practice advice.</li> </ul>	<ul style="list-style-type: none"> <li>• Puts procedures in place to promote importance of urban design and conservation across all council activities.</li> <li>• Ensures accounting officer is aware of the role of urban design quality in delivering Best Value.</li> <li>• Links advice on historic environment (including archaeology, building conservation, historic landscapes etc), with advice on design and construction of building and spaces (architecture, landscape architecture and highway engineering), with advice on green issues (energy efficiency, ecology), with advice standards for housing/ environmental health etc.</li> <li>• Prepares urban design guidance, masterplans and/or Village Design Statements for all significant settlements and areas.</li> <li>• Provides a single point of contact/development team as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Whether different parts of the council provide contradictory advice.</li> </ul>	<ul style="list-style-type: none"> <li>• Current standards are not applied unthinkingly, and all regulators have agreed mechanisms and policies to allow flexible and/or case specific approaches to be adopted when dealing with the historic environment.</li> </ul>

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	(c) Adopts exemplary standards of procurement and maintenance of public buildings and spaces.	<ul style="list-style-type: none"> <li>Promotes examples of local public innovation in design and conservation of the historic environment to developers, possibly via design awards.</li> </ul>	<ul style="list-style-type: none"> <li>Liaises with property and highways departments and other services to ensure quality of works on own property matches what service encourages from others.</li> <li>Ensures resources for continued maintenance and long term management are in place.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of arrangements/ protocols, within set timescales.</li> <li>Number of owners and developers seeking advice from council expertise.</li> <li>High levels of maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in quality of urban design and conservation in public and private development.</li> <li>Increased levels of maintenance.</li> <li>Design and historic environment champions at officer and member levels.</li> </ul>
	(d) Promotes integrated delivery of services across the public and voluntary sectors.	<ul style="list-style-type: none"> <li>Liaises with other public bodies and the voluntary sector to ensure estates strategies work together to promote delivery of relevant services from the same site.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews all forthcoming major public sector capital investment in the area.</li> <li>Ensures estates strategies are integrated into community strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Level of integration of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in user satisfaction ratings.</li> </ul>

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<p><b>6.</b></p> <p><b>Resourced service provision</b></p>	<p>(a) Commits to providing an effective service.</p>	<ul style="list-style-type: none"> <li>• Ensures enough staff are available and able to provide service to the level specified, and able to respond to enquiries with easy access to all relevant data and information.</li> <li>• Publishes list of key contacts and expertise.</li> <li>• Develops strong links with relevant local regional and national stakeholders.</li> <li>• Makes grant aid (and advice on sources of grant aid) available to facilitate additional costs of complying with restrictions and to encourage conservation of historic environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides a critical mass of design and conservation expertise, which is not dissipated between various parts of the local authority or amongst various agencies.</li> <li>• Makes expertise available direct to decision makers and other interests.</li> <li>• Commits to staff training and member development to understand and deliver policy and practice agenda.</li> <li>• Ensures conservation and design staff have sufficient expertise and detailed knowledge of the area and its buildings to be able to provide authoritative advice.</li> <li>• Ensures that CPD relating to design and historic environment service objectives, and to sources of funding, is provided for all staff.</li> </ul>	<ul style="list-style-type: none"> <li>• A process is in place for regular assessment of additional value and the quality of outcome achieved, using a range of measures e.g. internal quality audits, peer group reviews, end-user surveys and design award schemes.</li> <li>• Monitors compliance with staff CPD requirements.</li> <li>• Systems in place to evaluate the effectiveness of recruitment and training.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders perceive that a 'seamless service' is provided.</li> <li>• Service is within top 25% for the BVPI for customer satisfaction.</li> </ul>

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<p><b>7.</b></p> <p><b>Managed service</b></p>	<p>(a) Proactively manages planning and development process to meet public policy objectives and ensure economic vitality.</p>	<ul style="list-style-type: none"> <li>• Provides pro-active problem solving service to developers, owners and to managers of historic buildings.</li> <li>• Helps applicants and potential applicants to work their way through the planning and development process, and ensures they are in contact with all relevant officers.</li> <li>• Provides integrated management of different control regimes and systems.</li> <li>• Works collaboratively and proactively to resolve as many potential conflicts as possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans, organises and coordinates the development briefing process.</li> <li>• Uses project management tools to manage activities such as major planning applications, conservation area Character Appraisals, development briefs etc.</li> <li>• Ensures continuity of service through a single case officer for the duration of the application, including pre-application stages.</li> <li>• Ensures continuity of service through a nominated officer advising owners of historic buildings (particularly those of historic complexes making regular applications).</li> <li>• Operates an effective case management system.</li> <li>• Operates an effective liaison system with owners of major listed properties, covering applications and minor works.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures performance against the pace of the development process, rather than independent of it.</li> <li>• Measures performance against annual 'state of the environment' report.</li> <li>• Measure performance of conservation and urban design through user and other stakeholder satisfaction surveys.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual statement of policy and priorities including a review of practice from the previous year.</li> <li>• Annual 'state of the environment' report.</li> <li>• Customer surveys show high levels of satisfaction.</li> </ul>

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	(b) Sets out clearly defined local indicators, standards and performance indicators that relate to urban design and conservation.	<ul style="list-style-type: none"> <li>Makes key performance criteria and results readily accessible by all interested parties (including local press) e.g. current performance against service entitlements identified in the customer charter.</li> </ul>		<ul style="list-style-type: none"> <li>Objectives and priorities have clear targets/milestones, which reflect the policy on speed versus quality, and are monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Service in top 25% for average processing time.</li> <li>Planning costs per head of population meet local targets.</li> </ul>
	(c) Ensures that Health and Safety at Work policy and risk assessment is tailored to the specific needs of urban design and conservation.	<ul style="list-style-type: none"> <li>Provides for specific safety requirements e.g. preliminary assessments of buildings at risk, grant applications prior to scaffolding etc.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures staff are made aware of procedures.</li> </ul>	<ul style="list-style-type: none"> <li>A safety conscious workforce.</li> <li>Number of risks minimised.</li> </ul>	<ul style="list-style-type: none"> <li>Accidents are avoided.</li> </ul>

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<b>8. Influential service</b>	(a) Promotes urban design and the historic environment as a key aim in strategic and corporate documents.	<ul style="list-style-type: none"> <li>• Consults with stakeholders to determine which issues relating to urban design and conservation are of most concern.</li> </ul>	<ul style="list-style-type: none"> <li>• Includes urban design and conservation issues as part of wider consultation for key strategic documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Extent to which urban design and conservation is included in goals and objectives of strategic and corporate plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Urban design and conservation champions at officer and member level.</li> </ul>
	(b) Adopts standards of procurement and maintenance of public buildings and spaces that set an example to other developers.	<ul style="list-style-type: none"> <li>• Promotes examples of local public innovation in design and management of the historic environment to property owners and developers.</li> </ul>	<ul style="list-style-type: none"> <li>• Liaises with property, parks and highways departments and other services to ensure quality of works on own property matches what service encourages from others.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of joint working arrangements within set timescales.</li> <li>• Number of developers seeking advice from council expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in quality of urban design and conservation in public and private development</li> <li>• Urban design and conservation champions at officer and member level.</li> </ul>
	(c) Ensures design and conservation has a direct influence on decision making at a senior level, and is an expected part of the decision making processes at both technical and political levels.	<ul style="list-style-type: none"> <li>• Ensures that consultee input is fed into local and regional decision making processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Engages with policy makers in government, regional bodies and the voluntary sector.</li> <li>• Adopts relevant SPG.</li> <li>• Develops urban design guidance for key centres and sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrable inputs to evolving national and local policy and strategies etc.</li> <li>• Satisfaction surveys of customers and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Service is well respected in the government office, and by other key partners.</li> <li>• Design and conservation is reflected in the policies and practices of all council services that influence built environment.</li> <li>• High customer and stakeholder satisfaction.</li> </ul>

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	(d) Informs and influences local media and the community.	<ul style="list-style-type: none"> <li>• Engages and involves the community.</li> <li>• Raises awareness of the service among all stakeholders in local community.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes constructive relationship with local media representatives.</li> <li>• Promotes service to local media.</li> <li>• Provides opportunities for community to interact with historic environment and other local sites of urban design interest.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly reviews performance in user satisfaction surveys.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased performance of service in user satisfaction surveys.</li> </ul>

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<p><b>9.</b> <b>Accessible service</b></p>	<p>(a) Aims to provide accessible services (and to promote the accessible provision of services by others) in ways that minimise damage to the historic environment, and promote good urban design.</p>	<ul style="list-style-type: none"> <li>• All facilities are attractive, inviting, legible and well maintained.</li> <li>• Promotes management measures and an integrated approach (e.g. access to shops in listed buildings).</li> <li>• Seeks alternative solutions in situations where reasonable access cannot be provided without damage to historic environment.</li> <li>• Encourages applicants to provide improved access at earliest possible stage.</li> <li>• Resolves applications where proposals (e.g. for changes of use of listed buildings) involve increasing levels of access at the earliest possible stage.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides staff training on accessibility issues, as part of overall development programme on design and conservation.</li> <li>• Ensures that access, building control, and conservation staff work together to find solutions, and (with planning) identify and resolve issues involved in proposed changes of use.</li> <li>• Encourages major service providers and institutions to undertake access audits linked to conservation plans.</li> </ul>		<ul style="list-style-type: none"> <li>• Buildings are made reasonably accessible by all potential users, where possible, without damaging significance.</li> <li>• High quality and well-integrated solutions (matching design and materials of the building).</li> <li>• Undertakes access audits by staff with specialist expertise.</li> </ul>

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	<p>(b) Ensures appropriate levels of access to information, advice, buildings and facilities.</p>	<ul style="list-style-type: none"> <li>Disseminates information via a variety of mediums and forms including ITS.</li> <li>Provides information in a form that is easy to understand.</li> <li>Consults with existing and potential user groups on design, layout, and signage of facilities, office opening times, and the availability of professional advice.**</li> <li>Ensures that service is easily accessible by both public and private transport.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporates current legislation, guidance and best practice e.g. Audit Commission and DTLR information.</li> <li>Prepares and implements action plans to be compliant with Disability Discrimination Act by 2004.</li> <li>Recognises that balances have to be struck between access and the historic environment, and provides guidance accordingly (using BS 7913:1998 as a framework for balancing competing interests).</li> </ul>	<ul style="list-style-type: none"> <li>Regularly reviews policies, practices and procedures in consultation with users and revises them to increase access to services and information.</li> <li>Regularly reviews facilities, office opening times and availability of professional advice to meet customer expectations.</li> </ul>	<ul style="list-style-type: none"> <li>An equally open and accessible service is provided to all stakeholders in terms of procedures, standards and participation.</li> <li>Undertakes access audits by staff with specialist expertise.</li> </ul>
	<p>(c) Ensures that relevant stakeholders are consulted on applications, and involved in preparation of development briefs or other supplementary guidance.</p>	<ul style="list-style-type: none"> <li>Ensures that local populations are made aware of applications and proposed area improvements via publicity appropriate to size of scheme.</li> <li>Writes guidance in plain English and provides a glossary to explain any specialist terms.</li> <li>Provides sensory aids and facilities for the visually and hearing impaired where appropriate, following consultation with users with special needs.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures translation services and signing facilities are available by request or appointment.</li> </ul>	<ul style="list-style-type: none"> <li>Collects evidence to confirm that policies are being applied consistently.</li> <li>Regularly monitors staff awareness of policies and processes and identifies appropriate levels of training.</li> </ul>	<ul style="list-style-type: none"> <li>There is evidence of high user satisfaction across all stakeholder and ethnic groups</li> </ul>

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	(d) Engages and involves traditionally hard to reach groups.	<ul style="list-style-type: none"> <li>• Seeks suggestions for policies and improving accessibility from traditionally hard to reach groups.</li> <li>• Informs users about additional facilities, such as interpretation service or signers, home visits, ICT etc. and how to gain access to these.</li> </ul>	<ul style="list-style-type: none"> <li>• Pursues proactive approaches to involving traditionally hard to reach groups.</li> <li>• Trains staff to assist people with disabilities and communicate with people who do not speak English well.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors participation levels (e.g. attendance at meetings) by hard-to reach groups (in relation to proportion in population and needs indices).</li> <li>• Regularly monitors customer satisfaction levels of any target* or hard to reach groups.</li> </ul>	<ul style="list-style-type: none"> <li>• There is real evidence of positive engagement by hard to reach groups.</li> </ul>

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<b>10.</b> <b>User focused service</b>	(a) Engages support of all stakeholders when addressing urban design and historic environment issues.	<ul style="list-style-type: none"> <li>• Undertakes effective public participation and collaboration where relevant at an early stage in the urban design process, to identify potential conflicts and opportunities.</li> <li>• Provides advice at reasonable cost, or free where possible.</li> <li>• Provides information to all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Uses expert facilitation to involve all stakeholders, from outside organisations if necessary, and makes use of innovative techniques such as design workshops, Planning for Real, Future Search and Open Space.</li> <li>• Uses conflict mediation in an attempt to resolve issues before applications are submitted.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly monitors involvement and participation of all sectors of the community in issues affecting local urban design and the historic environment.</li> </ul>	<ul style="list-style-type: none"> <li>• High levels of participation and involvement.</li> </ul>
	(b) Implements a culture that focuses on service user, including a 'compliments and complaints' procedure, and a system for reviewing and acting on customer comments.	<ul style="list-style-type: none"> <li>• Ensures that staff employ a customer care approach i.e. are friendly, competent and helpful, and make visitors feel welcome and valued.</li> <li>• Makes compliments and complaints procedures readily available to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes ongoing user groups/forums representing a wide range of stakeholder interests to feed back on service performance and influence service design.</li> <li>• Routinely carries out surveys and reports back to customers the results of surveys and any corresponding action taken to improve services.</li> <li>• Provides Customer Care training for all staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly monitors progress against locally agreed targets based on user experience of the service.</li> </ul>	<ul style="list-style-type: none"> <li>• User surveys provide evidence of high levels of satisfaction across all stakeholder groups.</li> </ul>

<b>CRITICAL FACTORS</b>	<b>POLICY</b>	<b>CUSTOMER FOCUS</b>	<b>PROCESS AND PROCEDURES</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>OUTCOMES</b>
	<p>(c) Deals openly and with probity with applicants, third parties, special interest groups and the wider community.</p>	<ul style="list-style-type: none"> <li>Communicates process through which decisions are made in a clear and accessible way.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that pre-application discussions are inclusive, especially in regards to expert organisations such as CABE, English Heritage etc.</li> <li>Uses advisory panels to inform decision-making process.</li> <li>Holds regular stakeholder meetings to inform generic and site-specific decisions.</li> <li>Reviews consultation procedures in light of the Human Rights Act and Disability Act, and other legislation as appropriate.</li> <li>Ensures that consultation procedures are consistently applied.</li> <li>Implements procedures to ensure that consultation is taken into account and consultees and complainants are given constructive feedback as to how their comments have been addressed.</li> </ul>	<ul style="list-style-type: none"> <li>Maintains audit trails from initial advice through to decision and outcome.</li> <li>Post completion reviews of new development by members, peers/outside experts, amenity/resident groups and users.</li> </ul>	<ul style="list-style-type: none"> <li>Low level of complaints.</li> </ul>

## **Appendix 1 – Information requirements for a planning application**

Adequate plans and drawings must be submitted as part of a planning application, so that the design can be properly assessed. They will be required for the benefit of planners, councillors (on planning and other committees), residents and amenity groups, among others. The checklist sets out what is likely to be required for full (as opposed to outline) applications. Models and computer-based representations are particularly useful in the case of large scale or complex development proposals.

### **Location plan**

- Scale 1:1250 preferably, and no smaller than 1:2500. Metric scales only.
- North point, date and number.
- Outline the application property, and indicate any adjoining property owned or controlled by the applicant.
- Show the application property in relation to all adjoining properties and the immediate surrounding area, including roads.
- Show vehicular access to a highway if the site does not adjoin a highway.

### **Details of existing site layout**

- Scale, typically 1:200.
- North point, date and number on plans.
- Show the whole property, including all buildings, gardens, open spaces and car parking.
- Tree survey, where appropriate.

### **Details of proposed site layout**

- Scale, typically 1:200.
- North point, date and number on plans.
- Show the siting of any new building or extension, vehicular/pedestrian access, changes in levels, landscape proposals, including trees to be removed, new planting, new or altered boundary walls and fences, and new hard-surfaced open spaces.
- Show proposals in the context of adjacent buildings.

### **Floor plans**

- Scale 1:50 or 1:100.
- In the case of an extension, show the floor layout of the existing building to indicate the relationship between the two, clearly indicating what is new work.
- Show floor plans in the context of adjacent buildings, where appropriate.
- In the case of minor applications it may be appropriate to combine the layout and floor plan (unless any demolition is involved).
- Include a roof plan where necessary to show a complex roof or alterations to one.

### **Elevations**

- Scale 1:50 or 1:100 (consistent with floor plans).
- Show every elevation of a new building or extension.
- For an extension or alteration, clearly distinguish existing and proposed elevations.
- Include details of materials and external appearance.
- Show elevations in the context of adjacent buildings, where appropriate.

### **Cross sections**

- Scale 1:50 or 1:100 (consistent with floor plans).
- Provide these if appropriate.

### **Design statement**

- Design statements submitted with planning applications should:
  - Explain the design principles and design concept.
  - Explain how the design relates to its wide context (through a full context appraisal where appropriate).

The written design statement should be illustrated, as appropriate, by:

- Plans and elevations.
- Photographs of the site and its surroundings.
- Other illustrations, such as perspectives.

### **Other supporting material**

For example, retail, environmental or transport assessments.

### **Acknowledgement**

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### **Additional information required for listed buildings consent applications**

- Photographs and other material, as appropriate to show the character of the building and how the proposal will impact on it.
- Detailed survey of area affected, identifying historic and other significant fabric.
- Statement of justification – cross referenced to PPG15 and BS7913:1998, including other regulators' requirements affecting the brief (where relevant), and justification for the chosen solution.
- Impact statement.
- Extract from Conservation Plan, Services Strategy, Management Agreement etc. (where applicable).
- Method statement(s) to show how work is to be carried out and/or historic fabric is to be safeguarded, as relevant.
- Details of location of site compound, storage of materials etc (where relevant).

## Appendix 2: Key references

**By Design**: is published by the Commission for Architecture and the Built Environment (CABE) and the Department of Transport, Local Government and the Regions (DTLR). It is available to download at [www.planning.dtlr.gov.uk/bydesign/index.htm](http://www.planning.dtlr.gov.uk/bydesign/index.htm), or contact 020 7665 2464 to purchase a copy.

**By Design: Better Places to Live** is published by CABE and DTLR, contact 020 7665 2464 to purchase a copy.

**Building in Context** is published by CABE and English Heritage, and can be obtained by contacting 0870 3331181.

Other useful references include:

- *Better Public Buildings* (CABE)
- *BS 7913:1998 - A Guide to the Conservation of Historic Buildings* (BSI)
- *Building in Quality* (Audit Commission)
- *Conservation of the Historic Environment Good Practice Guidance* (RTPI)
- *Enabling Development and the Conservation of Heritage Assets* (English Heritage)
- *Force for the Future – Government Heritage Strategy* (DCMS)
- *A Guide to Best Value and Planning* (DTLR/POS)
- *Guidance to Local Authorities on Conservation of the Historic Environment* (DCMS)
- *Listed Building Repairs Notices* (IHBC)
- *Places, Streets & movement, A companion guide to design bulletin 32* (DTLR)
- *Planning and Design Best Practice Note* (POS)
- *Planning and Design: Achieving Good Design Through the Planning Process* (POS)
- PPG 1, 2, 3,15 and 16
- *Power of Place* (English Heritage and others)
- *Stopping the Rot* (English Heritage)
- *Sustaining the Historic Environment* (English Heritage)
- *Towards an Urban Renaissance* (Urban Task Force)
- *Urban Design Compendium*

## Notes

**Stakeholders:** a stakeholder is anyone with an interest in the service. The breadth of impact of the planning service means that this term covers a broad range of individuals and collectives and can include the local resident or business community, visitors, neighbours, applicants, local amenity or community groups, individual businesses etc.

Therefore in designing consultation & engagement processes it is important to distinguish between at least the following groups:

- a. Individuals
- b. Groups of users or groups with a common interest.
- c. Applicants
- d. Commentators/ objectors
- e. Agents and other representatives of parties involved in the process
- f. 'target users' i.e. those for whom a service or aspect of a service is designed.
- g. 'Hard to reach' groups are defined as the young, the elderly, those whose first language is not English, the homeless and those with disabilities. There may be other 'hard to reach' groups that can be defined in a locality.

An excellent authority will understand, and their practices reflect, that different groups and individuals have different agendas in the development process.