

Enquiries to: Kelly Baxter
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member.services@nuneatonandbedworth.gov.uk
Date: 13th February 2024

Dear Sir/Madam,

A meeting of the **CABINET** will be held in the Council Chamber, Town Hall, Nuneaton, on **Wednesday, 21st February 2024** at **4.30 p.m.**

The public can follow the decision making online:-
www.nuneatonandbedworth.gov.uk/virtual-meeting.

Please note that meetings are recorded for future broadcast.

Yours faithfully,

BRENT DAVIS

Chief Executive

To: Members of Cabinet

Councillor K. Wilson (Leader of the Council and Business and Regeneration)
Councillor C. Golby (Deputy Leader and Housing and Communities)
Councillor S. Croft (Finance and Corporate)
Councillor S. Markham (Public Services)
Councillor R. Smith (Planning and Regulation)
Councillor J. Gutteridge (Health and Environment)

Also invited:

Councillor C. Watkins (Leader of the Main Opposition Group and Observer)

AGENDA

PART I

PUBLIC BUSINESS

1. EVACUATION PROCEDURE

A fire drill is not expected, so if the alarm sounds, please evacuate the building quickly and calmly. Please use the stairs and do not use the lifts. Once out of the building, please gather outside the Lloyds Bank on the opposite side of the road.

Exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also make sure all your mobile phones are turned off or set to silent.

I would also advise that all or part of the meeting will be live streamed and recorded for future broadcast.

2. APOLOGIES - To receive apologies for absence from the meeting.

3. DECLARATIONS OF INTEREST

To receive declarations of Disclosable Pecuniary and Other Interests, in accordance with the Members' Code of Conduct.

Declaring interests at meetings

If there is any item of business to be discussed at the meeting in which you have a disclosable pecuniary interest or non-pecuniary interest (Other Interests), you must declare the interest appropriately at the start of the meeting or as soon as you become aware that you have an interest.

Arrangements have been made for interests that are declared regularly by members to be appended to the agenda (**Page 6**). Any interest noted in the Schedule at the back of the agenda papers will be deemed to have been declared and will be minuted as such by the Committee Services Officer. As a general rule, there will, therefore, be no need for those Members to declare those interests as set out in the schedule.

There are, however, TWO EXCEPTIONS to the general rule:

1. When the interest amounts to a Disclosable Pecuniary Interest that is engaged in connection with any item on the agenda and the member feels that the interest is such that they must leave the room. Prior to leaving the room, the member must inform the meeting that they are doing so, to ensure that it is recorded in the minutes.

2. Where a dispensation has been granted to vote and/or speak on an item where there is a Disclosable Pecuniary Interest, but it is not referred to in the Schedule (where for example, the dispensation was granted by the Monitoring Officer immediately prior to the meeting). The existence and nature of the dispensation needs to be recorded in the minutes and will, therefore, have to be disclosed at an appropriate time to the meeting.

Note: Following the adoption of the new Code of Conduct, Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a Disclosable Pecuniary or a Deemed Disclosable Pecuniary Interest, the Member must withdraw from the room.

Where a Member has a Disclosable Pecuniary Interest but has received a dispensation from Audit and Standards Committee, that Member may vote and/or speak on the matter (as the case may be) and must disclose the existence of the dispensation and any restrictions placed on it at the time the interest is declared.

Where a Member has a Deemed Disclosable Interest as defined in the Code of Conduct, the Member may address the meeting as a member of the public as set out in the Code.

Note: Council Procedure Rules require Members with Disclosable Pecuniary Interests to withdraw from the meeting unless a dispensation allows them to remain to vote and/or speak on the business giving rise to the interest.

Where a Member has a Deemed Disclosable Interest, the Council's Code of Conduct permits public speaking on the item, after which the Member is required by Council Procedure Rules to withdraw from the meeting.

4. MINUTES - To confirm the minutes of the Cabinet meeting held on the 31st January 2024 **(Page 9)**

5. PUBLIC CONSULTATION – Members of the Public will be given the opportunity to speak on specific agenda items, if notice has been received.

Members of the public will be given three minutes to speak on a particular item and this is strictly timed. The Chair will inform all public speakers that: their comments must be limited to addressing issues raised in the agenda item under consideration: and that any departure from the item will not be tolerated.

The Chair may interrupt the speaker if they start discussing other matters which are not related to the item, or the speaker uses threatening or inappropriate language towards Councillors or officers and if after a warning issued by the Chair, the speaker persists, they will be asked to stop speaking by the Chair.

The Chair will advise the speaker that, having ignored the warning, the speaker's opportunity to speak to the current or other items on the agenda may not be allowed. In this eventuality, the Chair has discretion to exclude the speaker from speaking further on the item under consideration or other items of the agenda.

6. PLANNING PROCUREMENT SOFTWARE – report of the Assistant Director – Planning attached (**Page 15**)
7. DOG CONTROL – PUBLIC SPACE PROTECTION ORDER EXTENSION – report of the Assistant Director – Enforcement and Environment to follow
8. GENERAL FUND BUDGET 2024/25 – report of the Strategic Director – Finance and Governance to follow
9. HOUSING REVENUE ACCOUNT (HRA) BUDGET 2024/25 – report of the Strategic Director - Finance and Governance to follow
10. CAPITAL BUDGET 2024/25 – report of the Strategic Director – Finance and Governance to follow
11. TREASURY STRATEGY 2024/25 – report of the Strategic Director – Finance and Governance to follow
12. RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY PANELS
None
13. ANY OTHER ITEMS - which in the opinion of the Chair of the meeting should be considered as a matter of urgency because of special circumstances (which must be specified)
14. EXCLUSION OF PUBLIC AND PRESS
RECOMMENDED that under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item, it being likely that there would be disclosure of exempt information of the description specified in paragraph 3 and 5 of Part I of Schedule 12A to the Act.
15. REGENERATION PROJECTS UPDATE – report of the Strategic Director – Economy and Transformation to follow

Nuneaton and Bedworth Borough Council

Building A Better Borough

Nuneaton and Bedworth 2032: working in partnership, restoring pride in our borough

AIM 1: LIVE

We want to make our borough a place where our residents enjoy living and in which others choose to make their home.

Priority 1: Promote residents' health and wellbeing

Priority 2: Enable appropriate housing development

Priority 3: Sponsor a sustainable green approach

Priority 4: Prioritise community safety and empowerment

AIM 2: WORK

Using our prime location within the national road and rail networks and responding to the needs of private companies, we want to make our borough a place in which businesses choose to locate and where our residents enjoy a range of employment options.

Priority 1: Grow a strong and inclusive economy

Priority 2: Champion education and skills

Priority 3: Embrace new and emerging technology

Priority 4: Support local businesses

AIM 3: VISIT

Taking advantage of our open green spaces, our heritage, and our location within the West Midlands, we want our borough to be a vibrant destination for residents and visitors alike. A place where people and families want to spend time relaxing, socialising and taking part in leisure and cultural activities.

Priority 1: Create vibrant and diverse town centres

Priority 2: Stimulate regeneration

Priority 3: Celebrate and promote our heritage

Priority 4: Improve the physical environment

Cabinet - Schedule of Declarations of Interests – 2023/2024

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	General dispensations granted to all members under s.33 of the Localism Act 2011			Granted to all members of the Council in the areas of: <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	S. Croft	Employed at Holland & Barrett Retail Ltd	Treasurer of the Conservative Association Member of the following Outside Bodies: <ul style="list-style-type: none"> • Champion for Safeguarding (Children and Adults) • Local Government Superannuation Scheme Consultative Board West Midlands Employers	
	C. Golby		Member of Warwickshire County Council Membership of Other Bodies: <ul style="list-style-type: none"> • Nuneaton and Bedworth Safer and Stronger Communities Partnership • Nuneaton and Bedworth Community Enterprises Ltd. • Nuneaton and Bedworth Home Improvement Agency • Safer Warwickshire Partnership Board • Warwickshire Housing and Support Partnership • Warwickshire Police and Crime Panel • George Eliot Hospital 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			<p>NHS Trust – Public/User Board</p> <ul style="list-style-type: none"> • George Eliot Hospital NHS Foundation Trust Governors • District Leaders (substitute) • Local Enterprise Partnership (substitute) • Coventry, Warwickshire and Hinckley and Bosworth Joint Committee (substitute) 	
	J. Gutteridge		<p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> • Warwickshire Health and Wellbeing Board • Age UK (Warwickshire Branch) • Committee of Management of Hartshill and Nuneaton Recreation Ground • West Midlands Combined Authority Wellbeing Board <p>Member of NABCEL</p>	
	S. Markham	County Councillor – WCC (Portfolio Holder for Children’s Services)	<p>Governor at Ash Green School</p> <p>Member of the following Outside Bodies:</p> <ul style="list-style-type: none"> • Nuneaton and Bedworth Sports Forum • Warwickshire Direct Partnership • Warwickshire Waste Partnership • Sherbourne Asset Co Shareholder Committee • Hammersley, Smith and Orton Charities • Trustee for Abbey Theatre 	
	R. Smith		<p>Chairman of Volunteer Friends, Bulkington;</p> <p>Trustee of Bulkington Sports and Social Club;</p> <p>Director of NABCEL;</p> <p>Member of the following Outside Bodies:</p> <ul style="list-style-type: none"> • A5 Member Partnership; • PATROL (Parking and Traffic Regulation Outside of London) Joint Committee; • Building Control Partnership Steering Group • Bulkington Village Community and Conference Centre 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			<ul style="list-style-type: none"> • West Midlands Combined Authority and Land Delivery Board 	
	K.D. Wilson	Acting Delivery Manager, Nuneaton and Warwick County Courts, HMCTS, Warwickshire Justice Centre, Nuneaton	<p>Deputy Chairman – Nuneaton Conservative Association</p> <p>Corporate Tenancies: properties are leased by NBBC to Nuneaton and Bedworth Community Enterprises Ltd, of which I am a Council appointed Director.</p> <p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> • Director of Nuneaton and Bedworth Community Enterprises Ltd (NABCEL) • Coventry, Warwickshire and Hinckley & Bosworth Joint Committee • District Council Network • Local Government Association • LGA People & Places Board (Member) • West Midlands Combined Authority 	

NUNEATON AND BEDWORTH BOROUGH COUNCIL**CABINET****31st January 2024**

A meeting of Cabinet was held on Wednesday 31st January, 2024 in the Council Chamber which was recorded and uploaded onto the Council's website.

Present

Councillor K. Wilson (Leader and Business and Regeneration)
 Councillor C. Golby (Deputy Leader and Housing and Communities)
 Councillor S. Croft (Finance and Corporate)
 Councillor J. Gutteridge (Health and Environment)
 Councillor S. Markham (Public Services)
 Councillor R. Smith (Planning and Regulation)

CB89 **Apologies**

None

CB90 **Declarations of Interest**

RESOLVED that the Declarations of Interest for this meeting are as set out in the Schedule attached to these minutes.

CB91 **Minutes**

RESOLVED that the minutes of the Cabinet meeting held on 10th January 2024, be approved, and signed by the Chair.

CB92 **Civic Honours Awards**

RESOLVED that, thanks be expressed to all officers involved in the Civic Honours Awards Ceremony held on Monday 29th January 2024 highlighting the good work happening behind the scenes by the people of the Borough.

CB93 **Provision of Enforcement Agency services for NBBC & NWBC to include Council Tax, NNDR and Sundry Debtors**

The Assistant Director – Finance submitted a report to Cabinet seeking authority to undertake a procurement process and award contract to two external contractors in supporting the collection of unpaid debts to Nuneaton and Bedworth Council and North Warwickshire Borough Council, principally in relation to Council Tax, Business Rates and Sundry Debtors.

RESOLVED that

- a) the procurement of 2 suppliers, (one primary and one secondary), to provide collection and enforcement services for Council Tax, National Non-Domestic Rates and Sundry Debts (including Housing Benefit Overpayments), for a period of three (3) years with an optional twelve (12) month period and a further five (5) month extension period with a final end date 13th December 2028 for the Council in collaboration with North Warwickshire Borough Council be approved; and
- b) delegated authority be given to the Assistant Director – Finance / Strategic Director – Finance & Governance to award two contracts (one primary and one secondary), following the procurement exercise.

Speakers:

Mr Peter Smith
Councillor Keith Kondakor

Options

There is no in-house option available.

Reasons

The existing contract agreements for Enforcement Agent services expire in July 2024. Currently two suppliers deliver a contracted service based with one as primary and one as secondary that encompass the collection of Council income, where the Council has been unable to collect it directly.

CB94 **Recommendations From Overview and Scrutiny Panels**

None

CB95 **Any Other Items**

None

CB96 **Exclusion of Public and Press**

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item, it being likely that there would be disclosure of exempt information of the description specified in paragraph 3 of Part I of Schedule 12A to the Act.

SPEAKER: Councillor Keith Kondakor

CB97 **Nuneaton Business Improvement District (BID)**

The Assistant Director – Economy and Regeneration submitted a report to Cabinet on the Nuneaton Business Improvement District.

RESOLVED that

- a) the development of Nuneaton Business Improvement District and BID Business plan as per attached Appendix 1 of the report, be supported and signed off, recognising the associated cost to NBBC in doing so, and recognising the benefits to businesses and the community of having a BID;
- b) NBBC are confident that the BID arrangements and projects complement and enhance the local authority's existing offer;
- c) delegated authority be given to the Leader of the Council to vote on behalf of NBBC in the forthcoming BID ballot;
- d) NBBC are happy with the ballot arrangement be outsourced to Civica on behalf of the BID; and
- e) while to date no approach has been made by either an individual or business group for the development of a BID in Bedworth, should an approach be made in the future NBBC will recommend that this option be explored.

Speakers:

Councillor Keith Kondakor

Options

1. To support the Nuneaton BID proposal
2. Right to Veto

The local authority can veto the BID arrangements within 14 working days from the ballot. To do this, it needs to be satisfied that the arrangements;

- are likely to conflict to a significant extent with an existing policy;
- place a significant financial burden on any individual or class of ratepayers because of manipulation of the area or the structure of the levy

Reasons

Business Improvement Districts can be beneficial in promoting economic growth and localism. The local authority needs to be satisfied that the BID proposal does not conflict with any existing local authority policy nor propose a disproportionate burden on local businesses by way of an unfair levy charge.

It is considered that the business plan and levy proposal of 2% meets these criteria and that the Council should support the move to ballot for the implementation of the proposal.

Chair

PUBLICATION DATE: 7TH FEBRUARY 2024

DECISIONS COME INTO FORCE: 15TH FEBRUARY 2024

Cabinet - Schedule of Declarations of Interests – 2023/2024

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	General dispensations granted to all members under s.33 of the Localism Act 2011			Granted to all members of the Council in the areas of: <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	S. Croft	Employed at Holland & Barrett Retail Ltd	Treasurer of the Conservative Association Member of the following Outside Bodies: <ul style="list-style-type: none"> • Champion for Safeguarding (Children and Adults) • Local Government Superannuation Scheme Consultative Board West Midlands Employers	
	C. Golby		Member of Warwickshire County Council Membership of Other Bodies: <ul style="list-style-type: none"> • Nuneaton and Bedworth Safer and Stronger Communities Partnership • Nuneaton and Bedworth Community Enterprises Ltd. • Nuneaton and Bedworth Home Improvement Agency • Safer Warwickshire Partnership Board • Warwickshire Housing and Support Partnership • Warwickshire Police and Crime Panel • George Eliot Hospital 	

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	J. Gutteridge		<p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> • Warwickshire Health and Wellbeing Board • Age UK (Warwickshire Branch) • Committee of Management of Hartshill and Nuneaton Recreation Ground • West Midlands Combined Authority Wellbeing Board <p>Member of NABCEL</p>	
	S. Markham	County Councillor – WCC (Portfolio Holder for Children’s Services)	<p>Governor at Ash Green School</p> <p>Member of the following Outside Bodies:</p> <ul style="list-style-type: none"> • Nuneaton and Bedworth Sports Forum • Warwickshire Direct Partnership • Warwickshire Waste Partnership • Sherbourne Asset Co Shareholder Committee • Hammersley, Smith and Orton Charities 	
	R. Smith		<p>Chairman of Volunteer Friends, Bulkington;</p> <p>Trustee of Bulkington Sports and Social Club;</p> <p>Director of NABCEL;</p> <p>Member of the following Outside Bodies:</p> <ul style="list-style-type: none"> • A5 Member Partnership; • PATROL (Parking and Traffic Regulation Outside of London) Joint Committee; • Building Control Partnership Steering Group • Bulkington Village Community and Conference Centre • West Midlands Combined 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			Authority and Land Delivery Board	
	K.D. Wilson	Acting Delivery Manager, Nuneaton and Warwick County Courts, HMCTS, Warwickshire Justice Centre, Nuneaton	Deputy Chairman – Nuneaton Conservative Association Corporate Tenancies: properties are leased by NBBC to Nuneaton and Bedworth Community Enterprises Ltd, of which I am a Council appointed Director. Representative on the following Outside Bodies: <ul style="list-style-type: none"> • Director of Nuneaton and Bedworth Community Enterprises Ltd (NABCEL) • Coventry, Warwickshire and Hinckley & Bosworth Joint Committee • District Council Network • Local Government Association • LGA People & Places Board (Member) • West Midlands Combined Authority 	

Cabinet Report Summary Sheet

Date: 14th February 2024

Subject:

Consideration of the proposal to procure new software for Planning and Land Charges

Portfolio:

Planning and Regulation - (Cllr Richard Smith)

From:

Assistant Director - Planning

Summary:

To present to Members the case for the procurement of new software for Planning and Land Charges to enable the modernisation and commercialisation of the Planning Service.

Recommendations:

Cabinet approve the procurement of new software for Planning and Land Charges to enable the modernisation and commercialisation of the Planning Service.

To provide delegated authority to the Assistant Director – Planning / Strategic Director – Public Services to award the contract following the procurement exercise by the appropriate tender.

Options:

Not to endorse the recommendation but recommend an alternative.

Reasons:

The Council currently use Civica Flare (App) for administering all Planning services and for Land Charges. It is a relatively old piece of software having been procured for Planning in 2004, and is very manual in its setup with only some automation. It results in inefficient use of officer time by requiring a lot of manual input, and training times for

officers to become familiar with an old software platform outweigh the effectiveness of this software.

Modern planning systems have been specifically designed from the ground up to be user-friendly and intuitive. Whilst also being responsive to the needs of today's Planning and Land Charges departments and related functions.

Consultation undertaken with Members/Officers/Stakeholders

Strategic Directors for Public Services and Economy and Transformation and Assistant Director for Planning and Central Operations. Portfolio Holder for Planning and Regulation.

ICT Client Manager: Megan Beach
Finance Business Partner: Abby Stocker

Subject to call-in:

Yes.

Ward relevance:

All.

Forward plan:

Yes.

Building a Better Borough Aim:

AIM 2: WORK Priority 3: Embrace new and emerging technology.

Building a Better Borough Priority:

All.

Relevant statutes or policy:

Equalities Implications:

None.

Human resources implications:

Support to deliver the project will be managed internally with support from procurement, finance and IT&C teams along with Planning team leading.

Financial implications:

The costs associated with the Business Case for new Software for Planning and Land Charges is circa £115,000 for implementation and the first 2 years Licensing (SAAS)

Health Inequalities Implications:

None.

Section 17 Crime & Disorder Implications:

None.

Risk management implications:

The use of the existing Civica Flare software will have a future end date and could leave NBBC with no alternative to manage the service. The existing software provider has detailed they have no confirmed date to invest in a new planning application at this time.

As part of the procurement process NBBC will be investigating with other Local Authorities software they use and how that supports there process and risk management implications.

Environmental implications:

None.

Legal implications:

The Council financial standing orders and procurement processes will be followed in undertaking this software purchase and implementation.

Contact details:

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Darren Grant
Principal Planning Policy Officer
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NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet - 14th February 2024

From: Assistant Director - Planning

Subject: Consideration of the proposal to procure new software for Planning and Land Charges

Portfolio: Planning and Regulation - (Cllr Richard Smith)

Building a Better Borough Aim: 2

Building a Better Borough Priority: 3

1. Purpose of Report

1.1 To seek approval for the procurement of a new software system for Planning and Land Charges.

2. Recommendations

2.1 Cabinet approve the procurement of new software for Planning and Land Charges to enable the modernisation and commercialisation of the Planning Service.

2.2 To provide delegated authority to the Assistant Director – Planning / Strategic Director – Public Services to award the contract following the procurement exercise by the appropriate tender.

3. Background

3.1 The Council currently use Civica Flare (App) for administering all Planning services and for Land Charges. It is a relatively old piece of software having been procured for Planning in 2004, and is very manual in its setup with only some automation. It results in inefficient use of officer time by requiring a lot of manual input, and training times for officers to become familiar with an old software platform outweigh the effectiveness of this software.

3.2 Modern planning systems have been specifically designed from the ground up to be user-friendly and intuitive. Whilst also being responsive to the needs of today's Planning and Land Charges departments and related functions.

4. Body of Report

- 4.1 Civica Flare has become a piece of legacy software; it does meet the purpose it was originally designed for, but it does not allow for growth, commercialisation or take advantage of the massive leaps in software production made in the last 20 years.
- 4.2 Although there is no set deadline, Civica have planned to stop support for Civica Flare at some point in the future, at which time the software *may* become unreliable, unstable and have security issues. Civica is also relatively incompatible with newer software and technologies which have become contemporary over the past 20 years. For example, there is no integration with; GGP (the Council's mapping software), or the NBBC website (or any web tools).
- 4.3 For Civica Flare support we currently rely more on support from Civica directly, although we do have some expertise either in IT or in the Business Support Team. With newer, more intuitive, software and better support and training this will help to increase productivity and ease frustrations. To have more than one point of failure will again be very valuable to the Authority.
- 4.4 It has previously been mentioned that the replacement for Civica Flare is Civica CX, which is still emerging and there are no clear timescales for delivery (or even inception) of the planning module which could stretch its supply/implementation to 2026 or beyond.
- 4.5 Any new system should take an informative and user-definable interface as its basis, in order to manage the priority areas of a professional officer's daily workload. The software should contain consistent tools, widgets and views for both managers and administrative staff, as appropriate to their responsibilities within the Team. Ideally a new system should extend beyond just core planning functions to cover all necessary areas, including Land Charges, but also allowing for more automation and less manual Officer input.
- 4.6 A new planning system will allow for the existing process to be more automated, it will ideally free up professional officer time to spend more time on their case load and other professional functions. It will also allow for our Planning Team to invite applicants to enter in to Planning Performance Agreements (PPAs), something which we have had limited use of, or ability to offer, in the past. This is due to the current software system being too manual and not offering automation of many tasks that Officers have to carry out. Many Local Planning Authorities routinely use PPAs, which are essentially where an applicant pays an additional fee for an enhanced service.
- 4.7 A new planning software would enable us to have a fully commercialised planning service capable of not only meeting and exceeding our current standards, but also pushing on to create an exceptional and regionally

successful planning service which is self-funding, and income generating.

5. Conclusion

- 5.1 A newer and more up-to-date software system for Planning and Land Charges would allow for an enhanced and modern planning service which can use the software to enhance customer experience, staff attraction and retention and officer time efficiencies. It would also allow for the Planning and Land Charges Team to push for a fully commercialised service where income generation becomes a normal part of the process.

6. Appendices (if none, state none)

- 6.1 None.

7. Background Papers (if none, state none)

- 7.1 None.