

*R1 Ensure the service has the necessary short, medium and long term capacity by:*

- undertaking regular reviews of the skills available and those required;*
- reducing reliance on external or short term funding to support key posts;*
- exploring alternative approaches to service delivery that build capacity and increase value for money; and*
- ensuring there is appropriate capacity at senior management level to undertake strategic, long term planning associated with the growth agenda.*

*R2 Improve user focus by:*

- establishing regular and ongoing engagement with service users to inform service delivery;*
- ensure service standards reflect the needs of users, that they include all key elements of the service; and are monitored to ensure delivery;*
- make available written advice and guidance specifically on householder and other minor forms of development;*
- ensure service and information is available to those who do not have access to IT; and*
- review committee arrangements to increase opportunity to for public engagement in decision-making.*

*R3 Ensure resources are directed in accordance with priorities and areas of greatest need by:*

- identifying service activities, outcomes delivered and resources used against local and national priorities; and*
- producing clear, outcome focussed targets linked to local and national priorities.*

*R4 That a systematic approach be taken to improving value for money by:*

- managers and councillors using cost information alongside performance information to challenge and drive up performance;*
- using the comparative data to identify areas in which performance is low compared to that achieved in other councils; and*
- using benchmarking with other high performing councils and councils that have significantly improved their performance, by April 2007.*

*R5 Improve effectiveness and capacity of committees and councillors by:*

- further regular reviewing the delegation agreement;*
- providing ongoing, regular and mandatory training for all councillors involved in making decisions on planning matters; and*
- clarification of officer and councillor roles to ensure appropriate separation of strategic and operational functions.*