



Planning Services

Development Control & Building Control Service Improvement Skills and capacity building pilot

Outline for today

Introduction

Original objectives

Building Control

- review of current process
- improved process

Development Control

- review of current system
- Improved process

Performance Management

Implementation

Risk

Help required

Questions

Why are we doing this ?

ISSUES WE FACE:

National recruitment issue
Increasing customer demand
Tighter resources
Increased legislation

WHAT WE WANT TO DO:

To be more customer focussed
Develop the capability for sustained continuous improvement
To redirect resources to our priorities

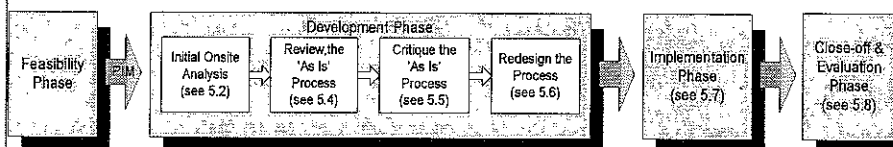
How are we approaching this?

The team

The external support

The scope – BC & DC systems

The methodology



Start with the end in mind

The challenge.....to redesign the process for BC and DC so that it:

- Allows a faster determination of an application without affecting the quality of the decision
- Identifies low risk applications that can be fast tracked
- Frees up time to proactively monitor conditions and enforcement
- Makes best use of the Customer 1st
- Has measurable milestones with clear standards for officers to follow
- Has flexibility to allow cover for holidays and absenteeism
- Keeps customers informed about progress.

Some of tools used....

Process mapping – as is and redesign
Data analysis – performance reporting software
PETS – procedures equipment training standards
Service Blue Printing
Cycle of service
(MOTs) relations of operations to customer
Kaizen 5S
Cost benefit analysis – before & after comparison

Building control

"As Is" process

Main Points (Pets Analysis)

- 1 – Receipt to validation process**
- 2 – Plan check process**
- 3 – Site inspections**
- 4 – Completion process**

Receipt To Validation Process

Procedures	Equipment	Training	Standards
Clarification Needed Written Divide Too much handling of applications	Printers IT Problems Photocopiers File Design	BC System GIS Crystal	Clear KPI's

Plan Checking

Procedures	Equipment	Training	Standards
Update	Quiet Area	BC Software GIS mapping Crystal	Improve Times

Site Inspections

Procedures	Equipment	Training	Standards
Clear Process	Identify Site Map/Sat Nav	Prioritise Negotiation	Consistency

Completion Process

Procedures	Equipment	Training	Standards
Clear process	Tablet PC Software	Policies/proc.	Review

New System & Documentation

New revised system (see chart)

Documentation Updated

- **Customer guidance e.g. fees**
- **Forms used/received by customer e.g. application forms**
- **Policies & Procedures e.g. data input**
- **Internal control documents e.g. data input**

Building Control - Applications Desired Time Line

ACTIVITY	Current	New (Day)
Receipt to case officer	3	2
Plan vet complete – approval or letter to applicant	21	16
Time for agent to reply		30
Case officer to review/determine		33
Decision produced	60	34

Building Control – Site inspection Desired Time Line

ACTIVITY	Regular (Day)
Up to 09.30 Visit to case officer After 09.30 Visit scheduled for following day	1
Inspection period 10.00 to 13.30	1
Record inspection	1
Return file to system	1
Completed & issued certificate	5

Cost/Benefit Analysis

TOTAL			
Building Control			
Time Savings			
Element	Times		Hours/yr
			Admin 266
File travel	266		
Retyping applications	42		BCO 42
			Admin 59
SOP work practice	118		BCO 59
			Admin 120
Missing files	240		BCO 120
30% Postage vs email	260		Admin 13
			£260
Delays on 2 second payment	£10,500		Finance re charge
Plan check in triplicate	50		BCO 50
Routine calls	204		BCO 204
			Admin 39
Structural engineers inspections - tablet pc	39		Admin 600
	600		
		Total Time Saving	1081 475

**REINVEST INTO IMPROVING THE QUALITY & EFFECTIVENES OF
THE SERVICE**

Summary

Main Areas For Improvement

- Customer guidance
- Policies and procedures
- Transfer calls to customer first
- Enhance performance management software
- Review file management system
- Establish key performance indicators
- Introduce I.T. system for inspection requests and recording

Process Implementation

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
presenting findings of review to colleagues													
office housekeeping blitz													
customer first take % of telephone calls													
office set up & arrangements to facilitate new system													
review standard documentations - customer interface													
review customer guidance notes													
procedure/policy guidance													
revisit & redesign internal control sheets													
upgrade I.T. system for new process													
performance reports													
validation													
reporting													
performance indicators													
standard letters - new and revise existing													
links for generating automatic certificates													
inspection notification / central electronic diary													
internal training of IT systems/policies and procedures													
set up new structural engineers procedure													
review web site for customer interface													
generate standard database for conditions and rejections													
REVIEW AT MONTHLY MEETINGS													
EXTERNAL CONSULTANT VISIT TO BE DETERMINED													

Development control

“As Is” process

DC – problems with existing process

Problems

Interruptions - calls

Too much checking and fragmented registration

Inadequate use of new technology

Too much post not enough email

Inadequate use of website – scanning of documents

Planning History on cards

Old technology – agenda

Copy & printing

Problems

Notify customer of progress

Case officer key stages and site visit
Inadequate consultation between case officer and DCM

Conservation case load delays

Simple Household applications take too long

Poor knowledge of customer requirements

Site notice – post incorrect details

DC – solutions to existing process

Problems	Solutions	Savings PA
Interruptions	Customer 1 st to handle calls Duty officer or similar Improve website	?
Too much checking and fragmented registration	New checklists SOPS, IT solution & single process	500hrs to DC by technicians not vetting
Inadequate use of new technology Too much post not enough email Inadequate use of website – scanning of documents Planning History on cards Old technology – agenda Copy & printing	Making the most of GIS, Databases, PM software, Scanning, Emailing, Website Copy/printing	45hrs to admin 520hrs emailing 20 hrs agenda 125 hrs record cards
Notify customer of progress	Contact applicant at 4 weeks – email, post, text Update website	?

DC – solutions to existing process

Problems	Solutions	Savings PA
Case officer key stages and site visit Inadequate consultation between case officer and DCM	New key stage Consultation with DCM New SOPS Risk assessed site visits	125 hrs
Conservation case load delays	Review conservation advice system	?
Simple Household applications take too long	Fast track	?
Poor knowledge of customer requirements	Customer research – survey, phone, forum?	?
Site notice – post incorrect details	Better descriptions	10 hrs

DC - desired time line

ACTIVITY	Current (Day)	Regular (Day)	Fast Track (Day)
REGISTRATION	2	1	1
CASE OFFICER IN POSSESSION	3	2	2
SITE NOTICE POSTED	6	5/7	3/5
PRELIMINARY ASSESSMENT			
CASE OFFICER SITE VISIT	Max 45	14	14
CASE OFFICER CONFERENCE WITH DCM (ALL APPLICANTS)		15/17	15/17
SEEK AMMENDMENTS (14 DAYS)	Max 54	21	
CONTACT WITH CONSULTEES		35	
ASSESS AMENDED PLANS			
CASE OFFICER REPORT TO DCM		40	32
DECISION NOTICE DESPACHED	55	45	35

D C - Process Implementation

Activity/ Month	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Fast Track																			
Staff Consult																			
New Doc's&SOP																			
Office Clearout																			
Training																			
New I.T.																			
Changes In Reg																			
ChangeValidation																			
DCM Case Consult																			
New Case Process																			
Management Meeting																			
Dept Feedback																			
Site Histories																			
Customer Survey																			
Status Monitor Letter																			
Web Improvements																			
Duty Officer Arrangements																			
Email Consultees																			
Performance Manage Sys																			

So what do we need to do ?

Data to collect

Calls – type & duration
Incomplete files
Time taken with applications
Visitors – type & duration
Customer survey
Benchmarking data
New KPIs
Workloads

Monthly Reports, KPI's & Meetings

Management meeting – performance management

KPIs

1 % validated in 2 days

2 % vetted within 16 days

3 % determined in 34 days

4 % inspected within 2 days of request

5 % registered/validated in 1 day

6 % applications reviewed at case conference in 15days

7 % recommendations made in 45 days (35 days FT)

8 % BVPI

RISKS	Likely H/M/L	Impact H/M/L	HOW TO OVERCOME
Admin responsible for full registration & validation process	H	H	Resource implications Training & robust IT. Selecting right staff. Clear checklists and SOPs
Move calls to Customer 1st	M (short term)	L	Training & clear scripts
Maximising reliance on IT	H	H	Full IT support for selection of software & implementation
Re – structure time lines (case officer) & site visit procedure	L	L	Clear SOPs & KPIs. Performance management
Review conservation advice system	M	M	Clear guidance developed with Conservation officer
Admin to compile agenda and email to print room	L	L	Training
Fast track house hold applications	L	L	Clear SOP Monitoring
Status letter/email to applicant to notify of progress	L	L	No risk/ negligible

Blue Printing/Moment Of Truth - Review Of Reception I

- **New joint directional sign in corporate style off main reception for planning, building control & strategic planning**
- **Relocate and revamp closer to reception**
- **Provide adequate lighting and ventilation**
- **Display only frequently used/essential information in and around reception area**

Review Of Reception II

- **Provide additional meeting room, area for tabling drawings (inc suitable tables and chairs)**
- **Back up staff to monitor for development of queue's**
- **Remove or lessen feeling of physical barrier between staff and customers**
- **Review I.T. system for viewing planning history in reception**

House Keeping I

- Devise performance indicators, policy documents, operating procedures
- Monitor implementation/application of 'standard' procedures etc
- Carry out chase up inspections to remove dead files from the system
- Keep in trays clear as possible
- Register Type Approvals on computer & file in system
- Files to be in filing system unless they are being worked on

House Keeping II

- Record when files are removed from filing system
- Remove clutter from corner of office
- De clutter working spaces/clear out desks
- Remove out of date information/product information inc wall posters etc.
- Store telephone directories neatly
- Review power cable/computer cable layout
- Decorate
- Schedule time to be set aside to review

Support required

- Self discipline and time management of all officers and supervisors as integral to process
- Full staff support and commitment to change
- IT support
- HR – Training
- Finance – invoicing system
- Time
- Management & member commitment and support
- Customer 1st

IT help required

Performance Management Software

Upgrade of web site

Improve GIS capture of neighbours/plotting

Tablet PCs ?

Printer ?

Copier ?

Scanner – A0

Training

ILAP
Agresso
GIS mapping
Crystal Reports
Customer 1st – how to transfer
New process training

Customer 1st – call analysis

		Type of call	%	% move
Development		Preliminary Enquiries	30	15
		Neighbour queries	25	15
Control		Application progress	20	15
		Trees	10	5
Incoming calls = 20 hours per month		Parish Clerks	3	1.5
		Agent negotiations	3	0
		Applicant aggrieved	3	0
		Enforcement complaints	2	2
		Customer chasing letters	2	1
		3 rd party enquiries	1	.75
		Consultees	1	0
		Total	100	55.25

Customer 1st – call analysis

Administration
Incoming calls
= 38 hours
per month

Type of call	%	% move
BC Site inspection	15	
Need for PP	10	
Need for B/Regs	7	
Completion certificates	10	
Progress application	10	
Request form	5	
Request DN - solicitors queries	15	
Misdirected calls	8	
Neighbour disputes	9	
Policy	1	
Enforcement	3	
Valuation/file search/ request	2	
Is property listed within CA,TPO	5	
Total	100	83

Customer 1st – call analysis

Building
Control
Incoming calls
= 38 hours
per month

Type of call	%	% move
Inspection requests	30	30
Progress on applications	14	14
Tech/professional advice	24	0
Solicitors enquiries	2	2
Ground conditions	2	0
Pre app arrangements	4	0
Discussions on defects letters	14	0
Fee queries	2	2
Amended plans	6	0
Street name & numbers	1	0
Advice on submitting	3	3
Misdirected calls	3	0
Total	100	51

Start with the end in mind

The challenge.....to redesign the process

- Allows a faster determination of an application without affecting the quality of the decision
- Identifies low risk applications that can be fast tracked
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- Makes best use of the Customer 1st
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Planning Services

**Development Control & Building Control
Service Improvement
Skills and capacity building pilot**

Development Control Cycle of Service - South Derbyshire District Council

MOMENT OF TRUTH	BASIC	PERFORMANCE	DELIGHTER	FAILSAFE
Parking	Some provision	Adequate/poor	Specific customer parking. Reserved parking	Notification Book space
Finding Reception	Some provision	Tatty poorly signed	Attractive well lit & well signed	Clear signs and directions
Wait to be served	On demand	Difficult configuration of counter. Not suitable for disabled	No waiting /private confidential	Remove wall .Clear sign for bell
Request service (see officer forms, files)	Always available	Specific person not always available	Specific person available. Electronic self service	Officer Rota. FAQ
Read forms/notes	Available	Not always in plain English/BC jargon	Completed and filled in by staff & signed by customer (charge for it?)	Checklists & FAQ
Submission of application	Initial check & advice	Register next day at latest Contact within 24 hrs for reason of failure	Reception staff able to complete forms	Checklists & FAQ
Progress on an application	Available on demand	Not offered freely - relies on customer chasing us	Update on website. We contact by email, text, or phone to inform progress	Auto update, SOP
Amendments required	Notify as early as possible 3 days	4 weeks	Full explanation by officer of what & why needed	Pre application advice. Time limit
Invite to Committee	Notify of committee date	nothing	Notify all interested parties 7 days prior. Copy of committee report on internet	SOP

Building Control Cycle of Service - South Derbyshire District Council

MOMENT OF TRUTH	BASIC	PERFORMANCE	DELIGHTER	FAILSAFE
1st Contact	greeted	questions answered & friendly	Cheerful BCS available	Duty officer , FAQ & info
Phone	answered promptly or answer phone	helpful & courteous		Duty officer cover & ring back
Provide info	Website leaflets & guidance are available	Easy to understand	Assistance to complete	Customer checklist. Rate your chances. Officer cover
Applying	straightforward & options	right first time	no hassle fast approval	Correct documents & charges - checklists FAQ Ready reconer
Process applications	acknowledge	early notification	approval	SOP contact in 3 days
Case officer	Applicant knows officer	Alternative means of contact made known	prompt response	Hols & sickness cover
Site Visit	Same/next day	Timed window	Set appointment	Telephone prior to arrival
Inspection	Within 5 days	within 3 days	Arranged visit cc in 24 hrs	Issue when work complete

A duty officer

Time	Monday	Tuesday	Wednesday	Thursday	Friday
9					
10			DUTY OFFICERS		
11					
12		Not available for general enquiries	Available for general enquiries	Not available for general enquiries	
13					
14		Site visits & home working	Technician acting as a sub	Site visits & home working	
15					
16					
17					
18	Collect data to see if post 17.00 cover required by customer				
19					

RISKS	HOW TO OVERCOME
Non-implementation – If performance improvement process does not occur the situation will not change	By implementing the process Discipline, commitment, communication
Process Improvement team – may lose focus and commitment to change	Regular meetings to push process onwards
Lack of management commitment to process	By regular re-enforcement of gains both financial and customer satisfaction KPI reports
Lack of staff commitment to process	<ul style="list-style-type: none"> • Early involvement and explanation of process (ownership) • By regular re-enforcement of gains both financial and customer satisfaction • On going education and training • Open communication channels, regular updates and Q and A
Lack of support from other departments	<ul style="list-style-type: none"> • Early involvement • Updates on improvement to service • Management intervention
Staff absence	<ul style="list-style-type: none"> • Inductions • Standard operating procedures • Shadowing / deputies
If continuous improvements are not made, all of this work in vain	Continuous analysis of data, customer satisfaction surveys. Discipline & proof of worth

Bench marking- stolen with glee

	Reception	Reg.n.	Case officer	Decision
BEST PRACTICE (INTERNAL)	Main reception area (quality of experience and consistent treatment)	Sue (vast experience of system & incisive approach)	A Burdett (Time management, home working, risk assessment)	A Sylvester (Continuous enduring process)
BENCHMARK (EXTERNAL)	Car dealership Service reception Library Hospital	Building society/ Bank (Lots of paperwork/details, corporate uniform, badges)	Social Services (Under great scrutiny) RAC Pest Control	PINS

