

Briefing not for informal Scrutiny Committee - 14th August 2006

BVPI 109 - what is it?

To ensure that the determination of planning applications takes place as speedily as possible the government sets targets for the time it should take to process three types of application and the percentage of applications determined accordingly. The Council has set its own targets higher than the national ones.

	Government Target	SDDC Target	SDDC actual April- June 06
Major	60% within 13 weeks	61%	84%
Minor	65% within 8 weeks	71%	77%
Other	80% within 8 weeks	82%	87%

The statistics are gathered by DCLG quarterly and the figures relate to the point in time that an application is actually determined. For the purposes of determining Planning Delivery Grant the DCLG does not use a full financial year - hence the figures quoted above were the equivalent of the last quarter used to generate DCLG PS2 returns.

What can affect the speed of determination?

In the case of major applications many of them require an Environmental Impact Assessment under which the regulations gives LPAs 16 weeks to determine applications due to the additional information that has to be gathered and consulted on. Regulation 19 of the EIA legislation also enables the clock to stop ticking if further information is required. Unfortunately, DCLG does not take this into account in its monitoring statistics i.e. it still uses 13 weeks as the monitoring target. Major applications also often require legal agreements, which is an added complication.

It is difficult to predict when applications will be submitted. At present due to the lack of an up to date Local Plan we have several large housing applications that required an EIA and which have gone out of time and are therefore likely to impact on the overall figure for 2006/7.

The quality of development to be implemented is as important if not more important than the speed of determining the application. Design is a critical issue that may require several amendments to be made to plans before they

are considered acceptable. Officers in general give considerable weight to the quality of the proposal at the expense of getting the application determined in 8 or 13 weeks. From this month DCLG has introduced the need for certain applications to be accompanied by a Design & Access Statement. BVPI 205 scores the LPA against what is known as the Quality of Service Checklist. The Council is unable at present to attain 100% due to the fact that it does not have the full time permanent services of a qualified Urban Designer.

What are we doing to help achieve the BVPIs?

We managed to avoid becoming a Standards Authority last year by directing resources at major applications towards the end of the year to ensure that they did not go out of time. However, such a practice is not sustainable and was at the expense of other applications. Current staffing levels means that there is no slack to cover for holidays, sickness, maternity and other leave.

The service is committed to maximising Customer First to deal with basic inquiries. We recently used a facilitator to enable staff to review procedures so that the application can reach the case officer sooner in the process to enable more time to identify and deal with key issues. There is also the opportunity to fast track some applications particularly householder ones. The exercise resulted in an implementation plan, which is likely to take 12-18 months to deliver.



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

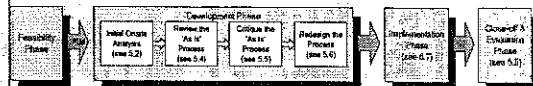
How are we approaching this?

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	Printers	BC System	Clear
Written	IT Problems	GIS	KPI's
Divide	Photocopiers	Crystal	
Too much handling of applications	File Design		

Plan Checking

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

Site Inspections

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

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	1
After 09.30 Visit scheduled for following day	
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	Monthly
File review	208	Admin 266
Receipts applications	45	BCO 42
BCP work process	118	Admin 59 BCO 59
Interviews	240	Admin 120 BCO 120
100% Postage re-charge	280	Admin 12 BCO 268
Case work 2 records	110,000	Finance re-charge
Plan-check in	50	BCO 50
Reclaim calls	204	BCO 204
Structural engineers	38	Admin 38
Penetration - cables	824	Admin 800
	Total Time Saved	1281
		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

Implementing package of rules to colleagues
 Office restructuring (12)
 Customer hot line 24/7 telephone call
 Office set up & management to facilitate case system
 Review standard document preparation - customer interface
 Case management - documents review
 Performance management software
 Introduce I.T. system for case process
 Introduce I.T. system for case process
 Performance reports
 Website
 Website
 Performance indicators
 Implementation - user and system training
 Site for generating electronic certificate
 Inspection submission (online electronic day)
 Internal training of IT system operation and procedure
 Set up new structure management procedure
 Review and site to customer interface
 Generate required database for customer and registers

REVIEW AT MONTHLY MEETINGS
EXTERNAL CONSULTANT VISIT TO BE DETERMINED

Development control

"As Is" process

DC – problems with existing process

Problems	Problems
Interruptions - calls	Notify customer of progress
Too much checking and fragmented registration	Case officer key stages and site visit
Inadequate use of new technology	Inadequate consultation between case officer and DCM
Too much post not enough email	Conservation case load delays
Inadequate use of website – scanning of documents	Simple Household applications take too long
Planning History on cards	Poor knowledge of customer requirements
Old technology – agenda	Site notice – post incorrect details
Copy & printing	

DC – solutions to existing process

Problems	Solutions	Savings PA
Interruptions	Customer 1 st to handle calls Duty officer or similar Improve website	7
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 320hrs 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/Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Fast Track																					
Staff Consult																					
New Doc's & SOP																					
Office Clearout																					
Training																					
New I.T.																					
Changes in Reg																					
Change/Validation																					
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 15 days
- 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 case 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

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MOMENT OF TRUTH	BASIC	PERFORMANCE	DELIGHTER	FAILSAFE
Waiting	Some provision	Adequate/poor	Specific customer parking, Reserved parking	Notification Book space
Priority/visibility	Some visibility	Very poor/signage	Highly visible sign & clear signage	Clear signage and direction
What to be received	On demand	Difficult comprehension of content, app available for download	No waiting (private confidential)	Remove wall, clear sign for use
Required 'quality' (time taken) (cost, risk)	Customer's location	Response (time) not always available	Response (time) within 10 minutes	Clear/Visible, PAID
Real time/notice	Available	Not always in plan, Explain/SC program	Completed and filed in by staff & signed by customer (charge for RT)	Checklists & FAQ
Submission of application	Public street & online	Helped to ease any of below, Check/submit to the service of public	Preparation: meet with staff & completed forms	Clear/Visible & PAID
Progress on an application	Available on demand	Not offered easily - relies on customer checking in	Update on website, via contact by email, text, or phone to inform progress	Auto updates, SCP
Approved/submit to committee	Ready to enter on progress & CP system	Ready	Pre-approval/submit to committee, what is next, ready	Pre-approval/submit to committee, what is next, ready
Made to Committee	Ready of committee date	Missing	Notify all interested parties? SCP ready only, Copy of committee report on internet	Pre-approval/submit to committee, what is next, ready

MOMENT OF TRUTH	BASIC	PERFORMANCE	DELIGHTER	FAILSAFE
1st Contact	Greeted	Questions answered, Officers GCD available	Clear & friendly	Clear officer, FAQ & info
Provide info	Presented details of 'what's possible'	Website leads & guidance are available	Easy to understand	Assistance to complete your queries, Officer cover
Apply for	Highly visible & online	App available	App available	Clear/Visible & PAID, Pre-approval/submit to committee, what is next, ready
Process application	Screened/charge	Early notification	Approval	SCP contact in 3 days
Case closed	Approved/submit to committee	Approved/submit to committee	Approved/submit to committee	Pre-approval/submit to committee, what is next, ready
Site visit	Submitted only	Timed window	Set appointment	Telephone prior to arrival
Inspection	Visible & sign	Visible & sign	Approved/submit to committee, what is next, ready	Pre-approval/submit to committee, what is next, ready

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	Site visits & home working		Technician acting as a sub	Site visits & home working	
14					
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 is 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 & inclusive approach)	A Burdett (Time management, home working, risk assessment)	A Sylvester (Continuous auditing 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