

# AGENDA SUPPLEMENT (2)

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**Meeting:** Environment Select Committee  
**Place:** Council Chamber - Council Offices, Monkton Park, Chippenham,  
SN15 1ER  
**Date:** Thursday 1 March 2012  
**Time:** 10.30 am

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The Agenda for the above meeting was published on Wednesday 22 February and indicated that the report/s detailed below would be to follow. This is/These are now available and is/are attached to this Agenda Supplement. Agenda Supplement (1) was circulated to those with a private pack only.

Please direct any enquiries on this Agenda to Kieran Elliott, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718504 or email [kieran.elliott@wiltshire.gov.uk](mailto:kieran.elliott@wiltshire.gov.uk)

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This Agenda and all the documents referred to within it are available on the Council's website at [www.wiltshire.gov.uk](http://www.wiltshire.gov.uk)

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8. **Development Services Transformation Programme PID** (Pages 1 - 26)

Following the Planning Peer Challenge carried out in September 2011 a significant number of issues were raised highlighting opportunities for change and improvements in a number of areas of development services.

The Service Director for Development Control will be in attendance to present a report on the Transformation Programme which is being conducted during 2012.

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DATE OF PUBLICATION: 24 February 2012

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# **Development Services Transformation Programme PID (Jan-Dec 2012)**



## Development Services Transformation Programme PID

<b>RECOMMENDATIONS</b>	
Project Initiation Document to be presented for approval to Cabinet before 31st January 2011	Approve
A Development Services Transformation Programme using a systems thinking approach to be established and activities managed within the Corporate Programme	Approve
Deliver priorities outlined in Section 7	Approve
On completion of the scoping exercise the detailed programme of work, the resourcing requirements and work-stream priorities to be reviewed and agreed	Approve

<b>CIRCULATION LIST</b>	<b>CIRCULATE BY</b>
<b>Corporate Director</b> – Dr Carlton Brand	26/01/12
<b>CLT/Cabinet Liaison</b> - TBD	26/01/12
<b>Cabinet Member</b> – Cllr Toby Sturgis	26/01/12
<b>Chair of Environment Select Committee</b> - Cllr Nigel Carter	23/02/12
<b>Strategic Planning Committee Chair</b> – Andrew Davis	23/02/12
<b>Programme Board</b>	Following 01/03/12
<b>Eastern Area Committee Chair</b> - Charles Howard	Following 01/03/12
<b>Northern Area Committee Chair</b> - Anthony Trotman	Following 01/03/12
<b>Southern Area Committee Chair</b> - Fred Westmoreland	Following 01/03/12
<b>Western Area Committee Chair</b> - Peter Fuller	Following 01/03/12
<b>Development Service Staff</b>	Prior to 10/02/12

# Development Services Transformation Programme PID

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## 1. Purpose of paper

1.1. The purpose of this paper is to outline the Development Services Transformation Programme to be conducted during 2012. Specifically to:

- Define a Development Services Transformation Programme which builds on the recommendations outlined in the Development Management Peer Challenge Report
- Identify what changes are required
- Identify how the changes will be implemented
- Identify key milestones and critical time constraints
- Identify resources required, risks and mitigation activities
- Seek Cabinet Liaison approval for the recommendations



## 2. Context

### 2.1. The Development Service includes:

- Development Management including Planning Enforcement
- Local Land Charges
- Minerals & Waste Planning
- Building Control
- Heritage and Design
- The underpinning Admin & Technical Support Team



**Councillor Toby Sturgis is the Cabinet member for Waste, Property, Environment and Development Services including**

- Performance of waste management including collection and disposal
- Recycling
- Climate change and carbon trading
- Development management services including planning, enforcement and conservation
- Property Asset management including county farms



**Brad Fleet is the Service Director for Development Services with overall responsibility for**

- Development Management including planning enforcement
- Local Land Charges
- Minerals and Waste planning
- Building control
- Heritage and design (dealing with listed buildings, conservation areas, protected trees, landscape impact and sensitive urban design issues)

2.2. The Service budget for 2012-13 is £6.6m.

2.3. The Service consists of 153 full time equivalent posts.

2.4. The table below shows the performance of the ten largest authorities (by applications determined in the year to 31/03/2011) to provide a comparison of Wiltshire performance.

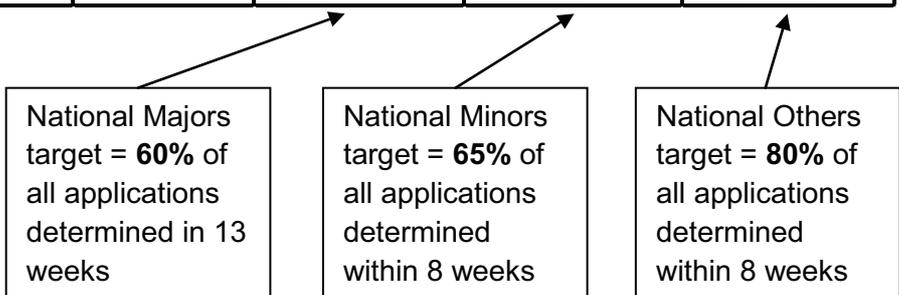
2.5. Wiltshire Development Services is the third largest authority by number of applications determined and achieved a comparable performance other authorities of a similar size.

2.6. The table below shows the percentage of applications determined within the target deadlines for each of the three application types (i.e. Majors, Minors and Others). These percentages are also represented as blue bars, to help make a visual comparison with other Authorities.

2.7. The targets for the determination of each type of application are as follows:

- Majors within 13 weeks
- Minors within 8 weeks
- Others within 8 weeks

Ranking	Authority	No. of applications determined	% Majors determined within target	% Minors determined within target	% Others determined within target
1	Cornwall	7514	62	75	89
2	Westminster	6668	58	67	79
<b>3</b>	<b>Wiltshire</b>	<b>5794</b>	<b>47</b>	<b>67</b>	<b>79</b>
4	Birmingham	4911	69	71	83
5	Leeds	4196	48	81	80
6	Bradford	3923	70	79	80
7	Richmond on Thames	3576	29	57	76
8	Cheshire East	3400	43	59	79
9	Shropshire	3379	32	63	74
10	Camden	3323	55	75	83



### 3. Background

- 3.1. This paper primarily relates to Development Management but includes all parts of the Service when addressing improvement issues.
- 3.2. Following the Planning Peer Challenge carried out in September 2011 a significant number of issues were raised highlighting opportunities for change and improvements in a number of areas of the service. A number of recommendations were made which are included within this Project Initiation Document (PID). Furthermore a number of additional issues have been raised by the service and Senior Management which also need to be addressed.
- 3.3. The focus of managers in the service has been to reduce costs and keep the service running through a period of substantial change, whilst maintaining performance standards. Consequently there has been little, if any time available to consider service development, achieving wider corporate objectives or delivering customer led improvement. The current exercise to increase the team's capacity, by recruiting six planners, will enable managers to rebalance their focus back to addressing these strategic and organisational issues and operational improvement, rather than being personally involved in casework.
- 3.4. However, as a general theme it has been stated that the service is more focused on completing tasks and generating outputs, rather than achieving the required outcomes as laid out in the Council's vision. An holistic, whole system transformation programme is required to improve the service to ensure that it meets the needs of our customers and members.
- 3.5. The following papers have been used to inform this PID:
  - *"Planning Peer Challenge Report – Wiltshire Council"*, Local Government Group, September 2011 – Observations and recommendations following a peer review of planning services in September 2011.
  - *"Planning Improvement Programme – Initial Thoughts for Discussion"* PowerPoint, Dr Carlton Brand, 4 January 2012 – High level overview of the main issues pertaining to Planning Services and the proposed changes.
  - The Wiltshire Council *"Business Plan 2011-2015"* – This sets out how the Authority intends to meet the challenges whilst delivering the Councils vision to create stronger more resilience communities – this provides the context within which the objectives of the service have been formulated.
  - *"Development Services, Service Delivery Plan, 2010-14"* – High level priorities, action plan and success measures for the service – this provides the service development direction for the period 2010-14.
  - Emerging *"Wiltshire Core Strategy"* Alistair Cunningham 2012. Due to come into effect in autumn 2012.

- 3.6. It is important to recognise that Development Services have a significant number of strengths as listed in the box below.

**Developmental Services strengths as identified by the Peer Review**

- Development Services has committed and professional staff with an appetite for innovation and change, including better customer interface and streamlining processes
- There is a strong, clear and consistent political vision for Development Services
- The emerging core strategy sets a vision for Wiltshire Council and embraces the council's priorities and its focus on localism.
- There has been engagement from Cabinet and partners in the preparation of the Core Strategy through a range of mechanisms.
- Engagement with people and communities is strong through the effective use of Area Boards and this is nationally recognised
- A significant performance improvement resulting from system redesign has been achieved in the Eastern hub.
- Across the County the performance against the indicator that measures the percentage of planning applications dealt with in a timely manner: major, minor and other (i.e. National Performance Indicator 157), has been maintained, inspite of budget and management cuts
- Development Services have built strong internal networks with other services and a positive relationship with participating Parish and Town Councils
- The presence on the Council's website is clear, informative and easy to use
- The Service engages in National Benchmarking
- Development Services are delivering high quality developments in an historic context.

#### **4. Business drivers for change**

4.1. The following drivers for change have been identified:

- Exploit the opportunities afforded the delivery of the Councils vision, especially building resilient communities
- How we manage our relationship with our customers and become more customer focused
- The officer-stated desire to be the best planning service in the UK includes customer satisfaction as well as effective planning process
- Exploit the opportunities afforded by the delivery Transformation Programme and Campus Developments to include a reassessment of service locations
- The Peer review and its recommendations
- New ICT Platform (Northgate Planning and Public Protection System) to replace the four separate legacy planning systems
- The requirement for continuous improvement using a Systems Thinking approach
- The reliance on the rollout of a single ICT system has delayed the ability for further process integration, following the establishment of the unitary Authority between the North (Chippenham), South (Salisbury) and Central (Trowbridge) hubs, leading to a separate approach and inconsistent outcomes across the Service
- Poor Staff Survey results
- The perceptions of some elected members
- The need for cost reduction
- The need for a change in Culture throughout the Service

## **5. Key Issues with the current Planning Service (The “Whats”)**

A significant number of issues have been identified in the outcome of the Planning Peer Challenge by the Local Government Group. These issues are summarised below:

### **5.1. Leadership and Management Development**

- Development Services lacks a clearly articulated purpose and vision for the future which can inspire and capture the imagination of staff.
- The service appears to be process rather than outcome driven.
- Management needs to be more visible within the service and within all office localities.
- Leadership capacity needs to be built at all levels by refocusing the resource to a more strategic role.

### **5.2. New ICT implementation**

- There is a perception among some staff that project management arrangements for the transition phase and the introduction of the new planning system are unclear.

### **5.3. Systems Review & Process Change**

- Managerial capacity and working styles need to be increased to allow time for reflection and for officers to step back from casework to ensure that necessary changes and improvements can be delivered, and that staff have ownership of these.
- There is clear potential to develop the skill set of existing managers so they look beyond technical competence and realise that their roles include making sure they develop both their own and their staff's full career/professional potential (task-team-individual model of management and leadership).
- There is limited evidence of a learning culture within Development Services and limited opportunity for staff to contribute to the development of their service.
- Decision making is perceived to be inconsistent by members and officers in the application of the current confusing policy framework with the perception that planning decisions are not based on policies but depend on the planning officer who makes it.
- The arrangements, charging and standards of pre-application advice are not sufficiently clear or consistent.
- There is still a five council cultural mentality within Development Services influenced by the operational structure (three area hubs), different IT systems, and four Area Planning Committees.
- Culturally, the challenge team observed a reactive, rather than pro-active approach to managing development.

- Some managers were of the opinion that the emerging Core Strategy had no weight in decision-making – this is incorrect - Development Services staff have not had a detailed briefing on the relative weight and the planning policies in the emerging Core Strategy.
- There is a lack of consistency and adherence to procedures across the four Area Planning Committees.
- There is an urgent need to ensure that members and Chairs of Area Committees are committed to and fully conversant with the emerging Core Strategy.
- There is a requirement to review internal consultation processes and address the cause of their deadlines not being met.
- It is important to consider the downstream impact of planning decisions on other Council services in particular local highways and Streetscene and waste collection.
- Address recommendations in Develop Service Audit 2012.

#### **5.4. Customer focus and engagement**

- There is not a systematic approach to collecting, analysing and acting on customer feedback, with the exception of the Council's website for feedback collection.
- At Area Planning Committee, presentations were not always clear for the target audience.
- There was no opportunity to capture feedback from the public on their experience of the committee.

#### **5.5. Communication**

- Staff are not clear about the vision for Development Services and the role it plays in achieving the council's priorities.
- Communication between the Spatial Planning Policy and Development Services Teams is poor.
- Whilst comprehensive, the structure of some reports at Area Planning Committees (APC) can be inconsistent and could be more user-friendly.
- There is a requirement to improve the communications between stakeholders involved in the planning and committee process.
- There is a need to hear technical explanations behind some of the decisions which are made at the APCs, e.g. Highways.

#### **5.6. Community and Partnership Engagement**

- Partners and individuals are unclear about the implications of the proposals in the Localism Bill in practice.

- At the planning application stage, there is limited focus and capacity among partners to solve problems jointly.
- Partners are not always seen as a purposeful resource to deliver the business better and faster.

#### 5.7. **Vision, Performance outcomes and measures**

- To date the focus of performance monitoring has been skewed towards outputs, rather than that of the added value provided by the work of Development Services.
- There is an absence of a longer-term outcome related vision for the service which prevents Development Services from defining what 'success' means and how it can be measured.

#### 5.8. **Political Management & Organisation**

- Area Planning Committees are not being managed consistently across the Service.
- Members of Area Planning Committees need to be provided with appropriate training on planning matters.

#### 5.9. **Celebrate Success**

- The service does not sufficiently showcase and celebrate its success.



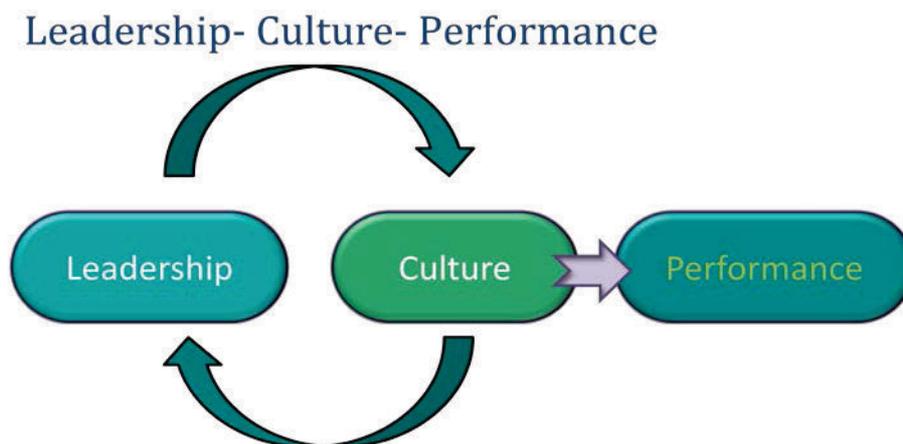
## 6. Change Programme Overview (The “Hows”)

### 6.1. Introduction

6.1.1. This section describes the work to be undertaken during 2012 to address the improvement actions identified and described in the previous section. The work has been grouped together into the six themes or work streams shown below. Each work stream will be co-led by the Service Director for Development Services and the persons indicated. This dual lead is to ensure sufficient capacity for success as well as broadening the learning throughout the organisation for such an important service undergoing a significant programme of change.

### 6.2. Culture, values & behaviour – Carlton Brand

6.2.1. Culture is well known to have a direct impact on service performance and in turn is shaped and influenced by leadership. Because of this, it is imperative that there is a cultural change element to the overall programme in Development Services.



6.2.2. It is proposed to conduct a full cultural development programme using the Humansynergistics International Organisation Cultural Inventory (OCI) and Organisation Effectiveness Inventory (OEI).

6.2.3. OCI is used to measure the current “actual” culture and the intended “ideal” culture from the staff and management perspective. Every member of staff, all managers and those members involved with planning will be involved with this work, thus ensuring full engagement in acknowledging the current reality and shaping the future culture of the team.

6.2.4. OEI is a diagnostic tool that identifies the causal factors associated with the current culture, compares these to other organisations who perform well culturally and supports managers to identify and define action plans to address the causal factors and required improvement.

6.2.5. The strength of these instruments is that they provide a platform of robust and reliable information leading to knowledge and understanding on which to base a cultural change programme. If these instruments were not used then managers and leaders would be guessing as to where to deploy resources and where to target their activity. This is expensive and ultimately unreliable in the short and long term.

### **6.3. People, management & leadership, communications – Barry Pirie**

6.3.1. In conjunction with the outcomes from the Organisation Cultural Inventory (OCI), Organisation Effectiveness Inventory (OEI) and a full training needs analysis a leadership, management and staff engagement and development programme will be designed and developed.

6.3.2. A customised programme of staff, manager and group development, using Management Matters as a core and other bespoke support, for example coaching and mentoring will be delivered over a 12 – 18 month period.

6.3.3. The focus of the programme will be on acquiring practical tools, developing effective cross service relationships and sharing best practice, supporting managers drive forward the change and transformation required to achieve the outcomes of the Transformation Programme.

6.3.4. The success of the development programme is reliant on the full, visible support from the Planning Leadership team.

### **6.4. Communications & Customer – Jacqui White**

6.4.1. One of the council's goals is to provide 'high quality, low cost customer focused services. It is important to articulate and have a clear and agreed vision of how the service will deliver this goal. Development Services is an enabling authority as well as an enforcing authority and there has to be a strong customer perspective on how the service is delivered. A homeowner's 'dream conservatory' or the development of a supermarket in a community can drive equal emotional responses, expectations and views. It is important that the service delivers honest, clear, timely and transparent communications and decisions to its customers and the wider public.

6.4.2. Customer feedback will help to inform and evidence the stated desire to 'be the best planning service in the country'. Feedback from customers and stakeholders form a key assessment towards achieving this goal. This can be achieved through feedback forms, face to face, group discussions and discussions with key stakeholders.

6.4.3. Understanding the customer demand into the service and measuring how we are meeting that demand will enable us to identify where we can improve the service and the customer experience. Understanding and agreeing how the service can be taken to the customer in line with the Customer Access Strategy will enable consideration of a different model of customer interaction. Using the principles of systems thinking (valuable and preventative customer contact and understanding the frequency and type of demand the service receives from its customers) will help us to have a greater

customer insight and enable the service to measure its performance in customer terms.

## 6.5. Performance & Process Improvement – John Rogers

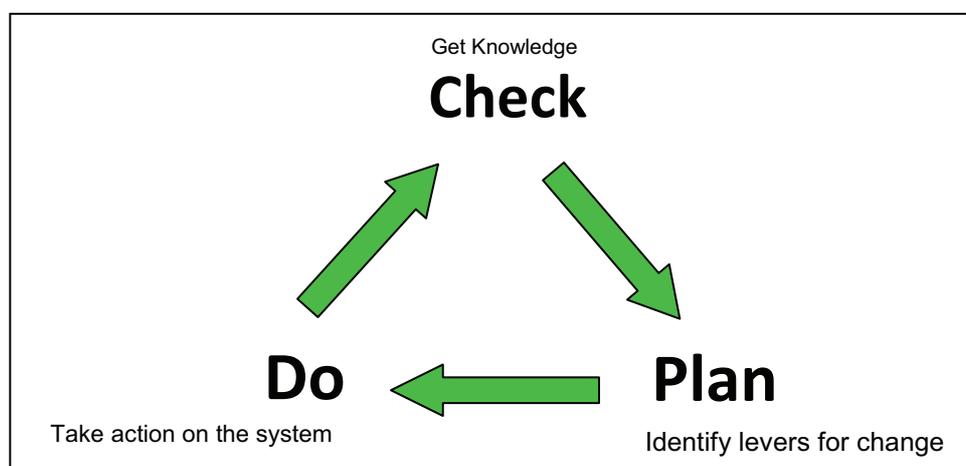
6.5.1. It is important to design the services around the customers' perception of what is important to them and their communities, and what makes the most difference to their lives. Central to the provision of a high quality customer facing service will be adoption of the Systems Thinking review approach across the Service. A new review will be conducted to reflect the wider and changed context within which the Service operates now, and how it will operate in the future. This review will be able to fully exploit the experience, skills and learning generated by previous system reviews. The outcome of this exercise will not only be a culture of continuous improvement, but also a service which is better for customers and provided at a reduced cost, but not at the expense of service quality.

6.5.2. The project needs to consider how the structure and location of the service should be adapted to take advantage of the efficiencies uniformity can potentially offer. This aspect of the project must be undertaken in the context of the wider transformation programme affecting all services of the Council.

6.5.3. The project must consider both the advantages and disadvantages of structural and locational change. Relevant variables include the expectations of customers, the political will, the ability of staff to adapt to change, and the 'real' financial costs and benefits. The analysis must also have regard to any short term disruption to the service resulting from change, and the cumulative impacts of other potentially disruptive influences such as the new IT product.

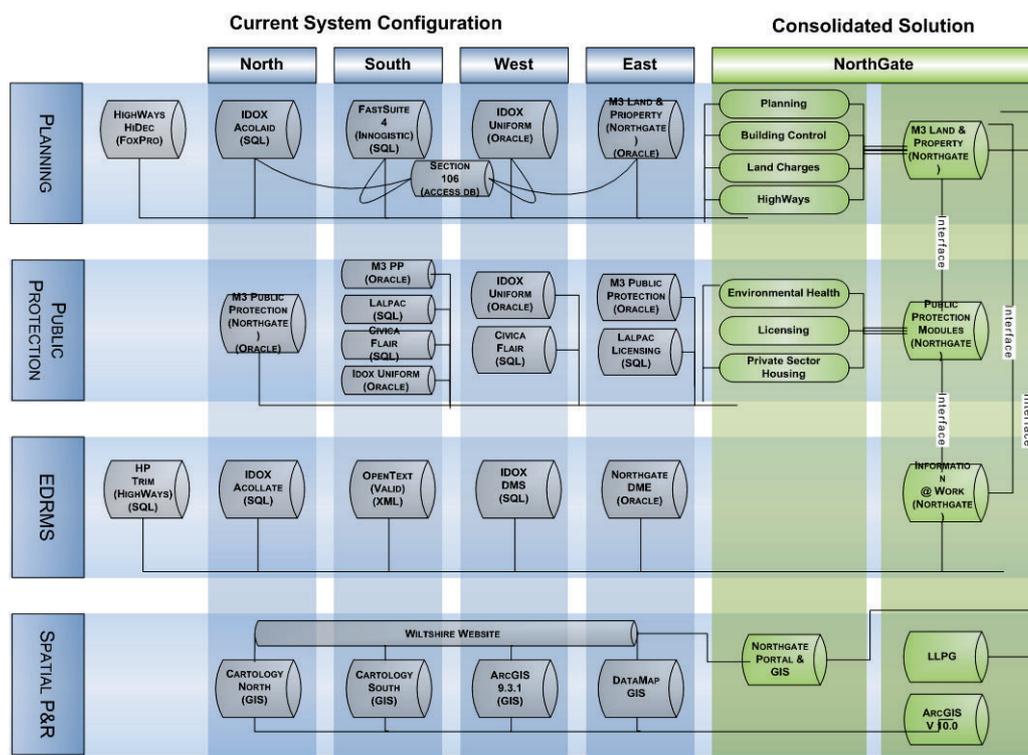
6.5.4. The outcome of the Programme will be a leaner, more focused organisation, but one capable of adapting to new or unforeseen challenges in the future.

6.5.5. In addition, new measures of performance need to be established, in conjunction with the existing National Indicators, that reflect the customer and community purpose.



## 6.6. ICT, telephony, systems – Karen Perrett

6.6.1. Wiltshire Council procured a fully integrated Planning and Public Protection IT system including document management, from Northgate in September 2011. The fully integrated solution is scheduled to go live in August 2012, the following diagram illustrates the current and future ICT estate for Planning and Public Protection Services:



6.6.2. The Northgate system will:

- Provide a system that is capable of meeting the needs of the Planning and Public Protection Services and their customers
- Support the operational needs of the Planning and Public Protection services
- Be compatible with both the Council's business outlook and IT strategy
- Provide management information that is timely, accurate and relevant to the business needs of the Council
- Provide operational benefits towards running an efficient service
- Be flexible and able to respond to the changing requirements of the organisation and its customers
- There is a significant data migration exercise currently being undertaken. This could put back the go-live date; steps are being taken to minimise any delay
- Be secure and comply with Government Connect protocols
- Comply with all relevant legal requirements for accessibility, for example, the Disability Discrimination Act

## **6.7. Member development & committee structure – Cllr Toby Sturgis**

- 6.7.1. Committee structure and boundaries are obviously a matter for Members and the need to review these was flagged up by the Peer Challenge Team. This will form part of the programme, but with any changes likely to come into effect after the May 2013 local elections. There are also issues of consistency in the way the five committees operate and a specific question was posed by the Peer Challenge Team on the need for five committees, at a time when the service has already moved to a three hub model as part of the Workplace Transformation programme.
- 6.7.2. Members are a key and integral part of the planning process, operating in an arena where decisions and actions come under close scrutiny from the communities they work in, and in some cases, the Planning Inspectorate.
- 6.7.3. Decisions made impact on the well-being of the community, as well as the reputation of the Council, and it is therefore important that the Members are given the right tools and training to enable them to carry out their planning duties effectively and professionally.
- 6.7.1. Although the Service already provides a training programme for Members who sit on Planning Committees, there is still scope to improve training on committee protocol and both local and national planning policy frameworks. Both of the latter are in a period of substantial change and Members need to be kept abreast of developments to enable them to make informed decisions. There is therefore scope to review the training, frequency and content which are delivered and to examine how to ensure all Members benefit.

## **7. Timeframes and Costs**

7.1. As part of the next stage a detailed roadmap needs to be developed, here are some of the critical milestones that have already been identified.

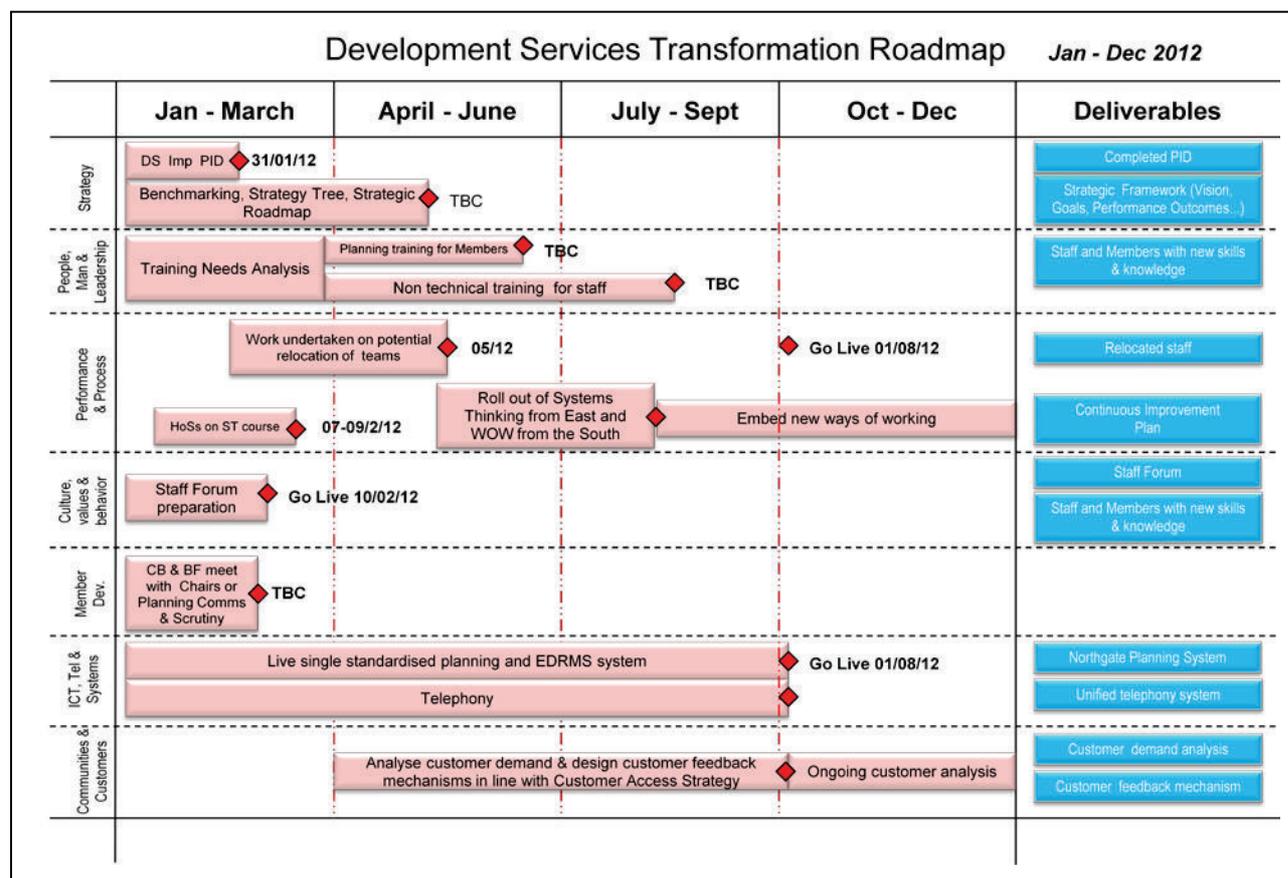
7.2. Immediate priorities

- Request to Cabinet Liaison for approval of the Development Services Programme Improvement PID on 31<sup>st</sup> January 2012
- Corporate and Service Director to meet with Chairs of Planning committees and scrutiny chair to secure their understanding and buy-in at earliest opportunity.
- Develop strategic framework taking account of the Core Strategy and performance outcomes (February 2012).
- Staff to attend an event on 10<sup>th</sup> February 2012 at the Trowbridge Civic Hall, to communicate the approach being taken and seek their buy-in.
- Involve the staff in further developing the improved ways of working across the whole service identified in the systems thinking review.
- Scoping and planning relationship development with Members, staff, customers, partners and key stakeholders/interested parties going forward.
- Development Management Heads of Service to attend systems thinking course at earliest opportunity.
- Environmental Select Committee consider PID on 1 March 2012.

7.3. **Key programme milestones**

- Programme scoping and planning exercise to be completed by end of March 2012. This will identify the detailed roadmap resource requirements.
- Training needs analysis to be completed by the end of March 2012. This will identify the training programme going forward.
- Agreed plans for the Technical teams structure and location by May 2012.
- New integrated Planning and Public Services ICT system live in August 2012.
- The committee structure and new boundaries will be considered by the new council in 2013 at the Annual Meeting

7.3.1.A high level plan of the Transformation Programme is shown below, with outputs against each activity:



#### 7.4. Costs and Resources of the Programme

7.4.1. The following costs attributable to the programme have been identified, all funded from existing 2011-12 and 2012-13 budgets:

- Six planning posts - £210,000 from existing budgets held against the vacant posts
- Culture Change programme audit and recommendations – Estimated £12,000
- 0.75 X FTE Project Manager from the Corporate Programme Team (Peter McSweeney)
- Time devoted by staff from the Service to implement the Transformation Programme.

## 8. Risks

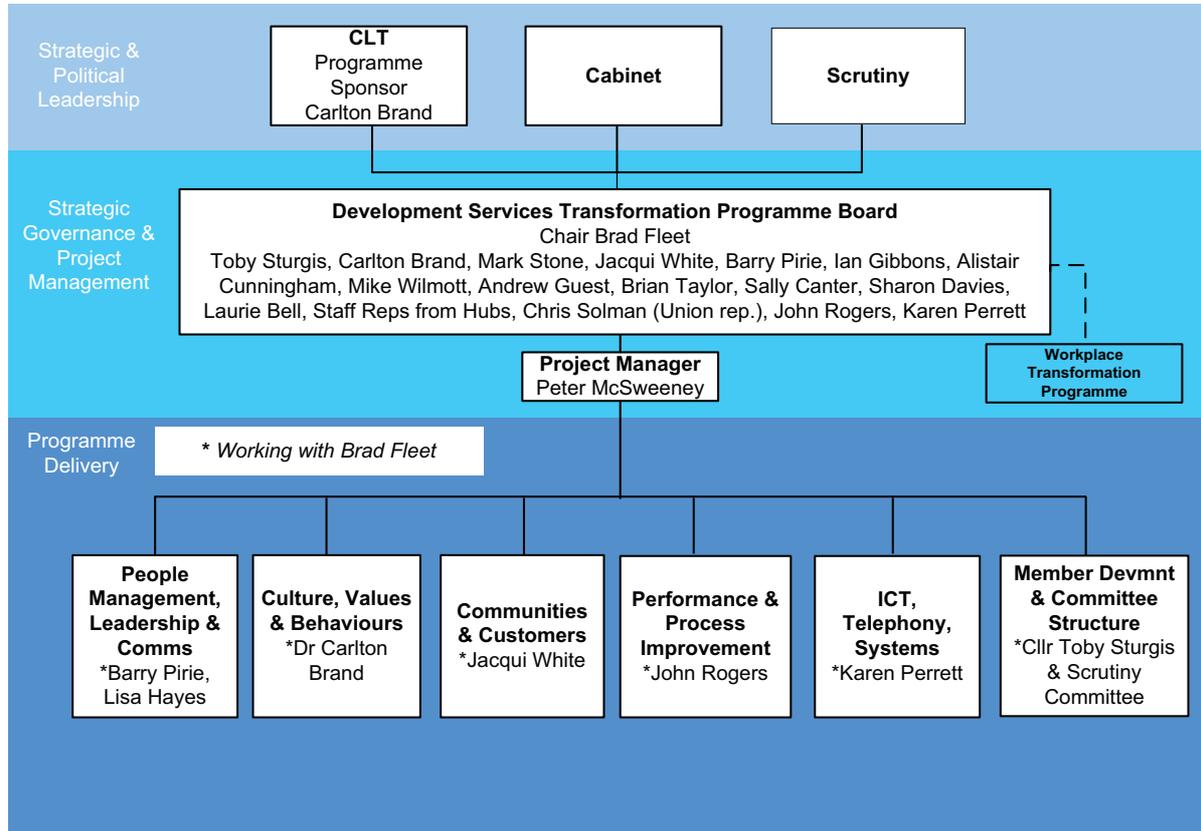
8.1. The following list documents the potential risks involved in this review which could have a bearing on the success of the project. The risks are as outlined in the risk action plan attached at Appendix A with proposals on how to mitigate the risks.

- Performance may dip before it increases
- Potential loss of key staff, e.g. through relocation of the service and the Admin Review
- Negative impact on reputation of service
- Expectation that all benefits may be achieved in the short term
- Continued use of work-arounds with resulting inefficiencies
- Capacity issues with running two major change projects simultaneously – Northgate ICT roll out and Development Service Transformation Programme
- Unknown implications of new Localism Act
- Uncertainty over future budget pressures
- Requirement for staff to change their personal working practices as well as accept unified working processes (e.g. Transparent diaries and working to an agreed set of county processes)
- Requirement for some traditional job role boundaries to be blurred (e.g. tasks previously done by admin staff may need to be done by planners and vice versa to enable the service to deliver in a different way.

## 9. Programme Governance

9.1. The figure below represents the Development Services Transformation Programme Governance arrangements:

**Development Services Transformation Programme Governance**



9.2. The Project Board is made up of the following members and officers:

<b>Name</b>	<b>Role</b>
Cllr Toby Sturgis	Cabinet member for Waste, Property, Environment and Development Services
Dr Carlton Brand	Programme Sponsor
Brad Fleet	Chair
Mark Stone	Service Director, Transformation
Jacqui White	Service Director, Business Services
Mike Wilmott	Area Development Manager (Central)
Andrew Guest	Area Development Manager (South)
Brian Taylor	Area Development Manager (North)
Sally Canter	Head of Customer & Technical Support for Development Services
Sharon Davis	Service Director, Children & Families
Laurie Bell	Service Director, Communications
John Rogers	Customer Access Strategy and Systems Thinking Lead
Karen Perrett	Head of Corporate Programme
Chris Solman	Nominated Union representative
Peter McSweeney	Project Manager

## 10. Recommendations

10.1. The following recommendations are proposed:

- Project Initiation Document to be presented for approval to Cabinet on 31<sup>st</sup> January 2012.
- A Development Service Transformation programme using a systems thinking approach to be established and activities managed within the Corporate Programme
- Deliver priorities outlined in Section 7.
- On completion of the scoping exercise the detailed programme of work, the resourcing requirements and work stream priorities to be reviewed and agreed by the Programme Board.
- Cabinet Liaison to be provided with a quarterly update report and by exception.



**Appendix A. Risk Register & Action Plan**

<b>Risk</b>	<b>Impact</b>	<b>Remedial Action</b>	<b>Timeframe</b>	<b>Ownership</b>
Drop in performance	Failure to maintain existing performance targets and speed of application/appeal/enforcement processing will result in low customer satisfaction and generate complaint letters to officers and Members. Given the size of Wiltshire the restructuring of the service (teams and work locations) may make it difficult for some staff to work from new locations and the Admin Review puts a number of staff at risk.	Increase capacity of service so staff have ability to become involved. Authority already given to recruit additional staff using existing budgetary provision. Try to ensure that work locations are kept as flexible as possible and home working etc. is embraced and trialled (where practical) by the staff most likely to be affected. Remove the key staff from the scope of the Admin Review.	Jan - Feb 2012	Director of Service and recruiting managers
Potential loss of key staff	The reputation of the service will be affected if performance levels drop as resources are drawn into the project. This is likely to happen already as a result of work on the new ICT programme. Perceived failure of Project Board if there is no immediate and visible improvement in service. This will be almost impossible to avoid if service has to dip before it improves.	Put in place a communication plan which explains to customers and Members what is happening, why, and that it is a short term issue. Communication plan as above.	Feb 2012	Development Service Management Team
Negative impact on reputation of service - despite the fact it works well	Benefits of Systems Thinking, Workplace Transformation, new ICT and Core Strategy will not be	Training and communication with staff to ensure this does not happen. Ensure the new	Feb 2012	Development Service Management Team
Expectation that all benefits may be achieved in the short term	Continued use of work-arounds with resulting inefficiencies	As changes are made to practices and systems.		All managers in the Service

	maximised.	ICT is intuitive and prevents workarounds.		
Capacity issues with running two major change projects simultaneously – Northgate ICT roll out and Development Service Transformation Programme	It will often be the same staff working on both projects and lack of capacity will mean some work cannot be completed as swiftly as possible which may delay implementation of either project.	Put good project management into place	Feb 2012	To be determined
Unknown implications of new Localism Act	This is really a generic risk as any new legislation can impact on service delivery. It is anticipated that the various sections of the Localism Act will require the service to work differently and undertake new tasks. Until the actual wording of the legislation is known it is impossible to accurately quantify that impact.  It is usually the case, however, that additional responsibilities cascaded from central Government without additional or adequate funding.	Keep abreast of the legislation as it is unveiled.	As and when	All managers in the service
Uncertainty over future budget pressures	The service has no control over the state of the economy which directly affects fee income. As mentioned above, new legislation or political priorities may impact on any service and the resources required or provided.  The service has also committed to a further £90k of technical support savings in 2012 and it	Revise programme if and when conditions change.  Review staffing levels after the new IT system has become operational rather than in advance when these same staff are needed to roll out the system and provide capacity.	As and when.  Sept 2012.	Development Service Management Team

	was anticipated these would be realised early in 2012 when the new IT system was expected to go live. This date has been pushed back and releasing staff prior to September would be premature.				
Resistance to change when staff are asked to revise their personal working practices as well as accept unified working processes (e.g. Transparent diaries and working to an agreed set of council processes	Lower morale and performance	Communicate benefits of changes and ensure system thinking improvements are rolled out consistently with no work arounds.	Feb 2010 and then ongoing.	All Managers in the service.	
Failure of some staff to adapt to changing working environment, e.g. some traditional job role boundaries to be blurred as tasks previously done by admin staff may need to be done by planners and vice versa	Lower morale and performance.	Provide adequate training and support and ensure staff understand the need to change to improve service delivery.	Feb 2010 and then ongoing.	All Managers in the service.	