

Development Services Transformation Programme - Progress Report for September 2012

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October 2012

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1 Introduction

1.1 Background

- 1.1.1. This report provides an update on the progress of the Development Services Transformation Programme (DSTP) for the period from 1st February 2012 to September 2012. The DSTP was established to address issues identified from a number of sources, but primarily the Planning Peer Challenge Wiltshire Council Report 6-8 September 2011.
- 1.1.2. The DSTP was approved by Cabinet on 31 January 2012 based upon the Development Services Transformation Programme Project Initiation Document.
- 1.1.3. The Programme was started immediately following approval and the expected completion date for the majority of its elements is March 2013 although there will be ongoing workstreams. The Programme is supported by the Corporate Programme Office which has provided the Programme Management and support resource.

1.2 Executive summary of progress to date

- 1.2.1 The programme was broken down into seven broad, interrelated workstreams and progress on each is summarised below.
- **Strategy:** Overall programme, overseen by Corporate Programme Office using Prince 2, fully reported and scrutinised, progress documented and managed.
 - **Culture, Values and Behaviour:** Cultural survey completed and action plan for change drafted and with staff for input. This will then be actioned in October.
 - **People, Management and Leadership:** In service communication enhanced, managers engaged and training/leadership needs identified.
 - **Performance and Process:** System thinking review in final phase with new ways of working about to be rolled out.
 - **Communities and Customers:** Customer surveys completed and learning fed into the design of new ways of working.
 - **ICT, Telephony, Systems:** New IT platform progressing with majority of systems due to go live in December with remainder phased to go live by end of March 2013.
 - **Member Development:** Meetings with members ongoing about service improvements and liaison with officers and training programme being developed.

1.3 The Programme's Key Objectives

- 1.3.1 The key objectives of the DSTP are to:

- Support the Service's purpose, i.e.:
 - **'Helping to enable good development through: -**
 - Shaping the environment for future generations
 - Facilitating appropriate economic and housing growth
 - Protecting and enhancing the built, historic and natural environment

- Helping communities participate in making the right decisions for their areas
 - Achieving transparent, consistent and timely decision making'
- Establish one of the best development services in the Country,
 - Improve customer focus, including clarity of communications, better provision of advice and earlier resolution of issues, with proactive approach to responding to customer concerns and feedback,
 - Move from a reactive to a pro-active approach to managing development,
 - Ensure consistent processes and decision making across the County,
 - Develop a culture with a focus on outcomes rather than the outputs,
 - Improve staff competencies and encourage a learning culture, where continuous improvement of service provision is the norm,
 - Work more closely and effectively with partners to lead to more effective joint resolution of issues,
 - Roll out a new consolidated ICT system which supports the planning process and a consistent approach,
 - Ensure that the Service optimises use of the new flexible working opportunities,
 - Rebalance the managers' role and develop them to be more effective leaders,
 - Establish a Service with a clear purpose and long term vision for the future,
 - Ensure staff feel empowered and fulfilled within their roles,
 - Establish a more productive relationship between officers and members,
 - Enable members to access appropriate training to enable them to fulfil their roles and ensure that they understand the impacts of their decisions,
 - Showcase and celebrate successes of the Service.

The success of the DSTP will be measured against these objectives.

1.4 Projects within the Programme

1.4.1 The Programme consists of a number of interrelated projects:

- Strategy (Lead: Brad Fleet)
- Culture, Values and Behaviour (Lead: Carlton Brand)
- People, Management and Leadership (Lead: Barry Pirie)
- Systems Thinking, Performance and Process (Lead: John Rogers)
- Communities and Customers (Lead: Jacqui White)
- ICT, Telephony, Systems (Lead: Karen Perrett)
- Member Development (Lead: Cllr Toby Sturgis and Brad Fleet)

1.4.2 The first year roadmap, with key milestones, is shown below:

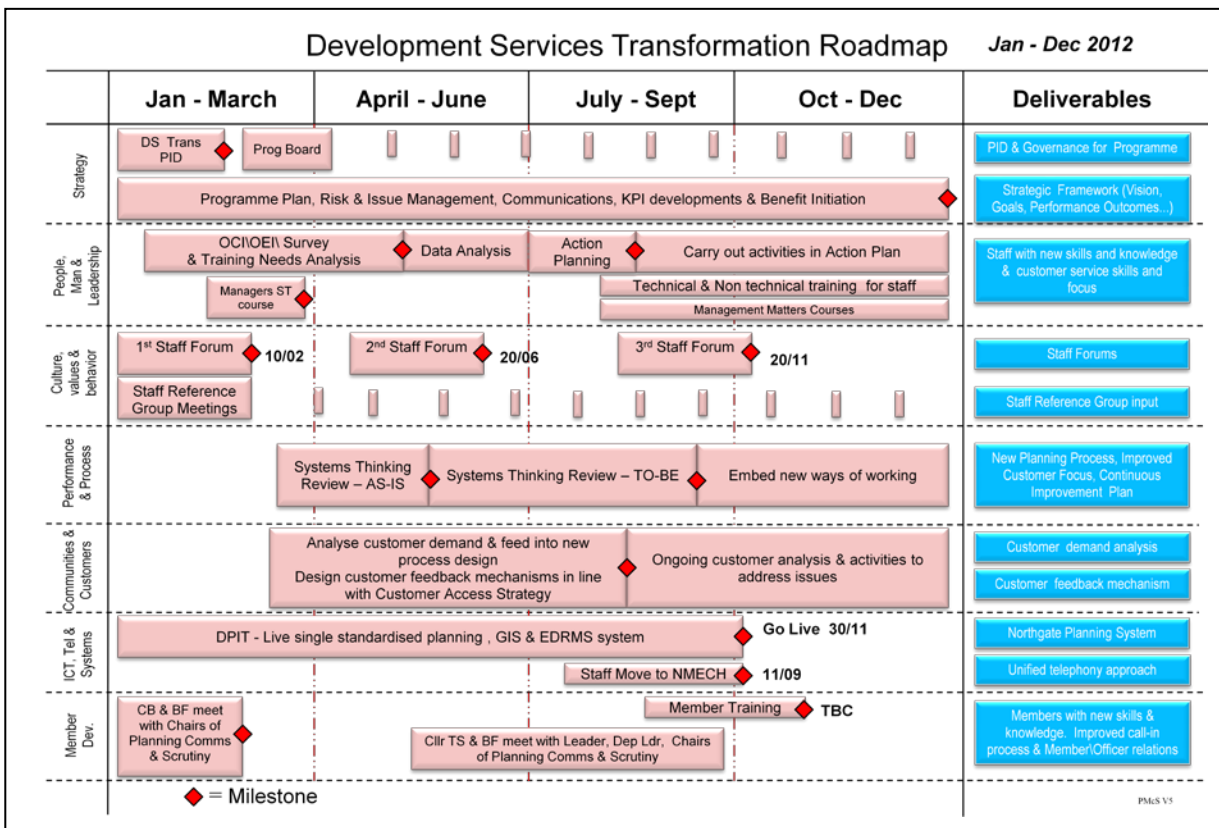


Figure 1. DSTP Roadmap

1.5 DSTP Governance

1.5.1 The Programme Manager (Peter McSweeney of the Corporate Programme Office) and Project leads report to the Programme Board. Progress reports have been provided to CLT-Cabinet liaison on an adhoc basis.

1.5.2 Regular scrutiny has taken place through meetings with the Environment Select Committee's nominated Scrutiny Task Group. The members of the group are Cllr Chris Humphries [chair], Cllr Trevor Carbin, Cllr Peter Fuller, Cllr Leo Randall and Cllr Tony Trotman.

1.5.3 The following diagram illustrates the Programme governance.

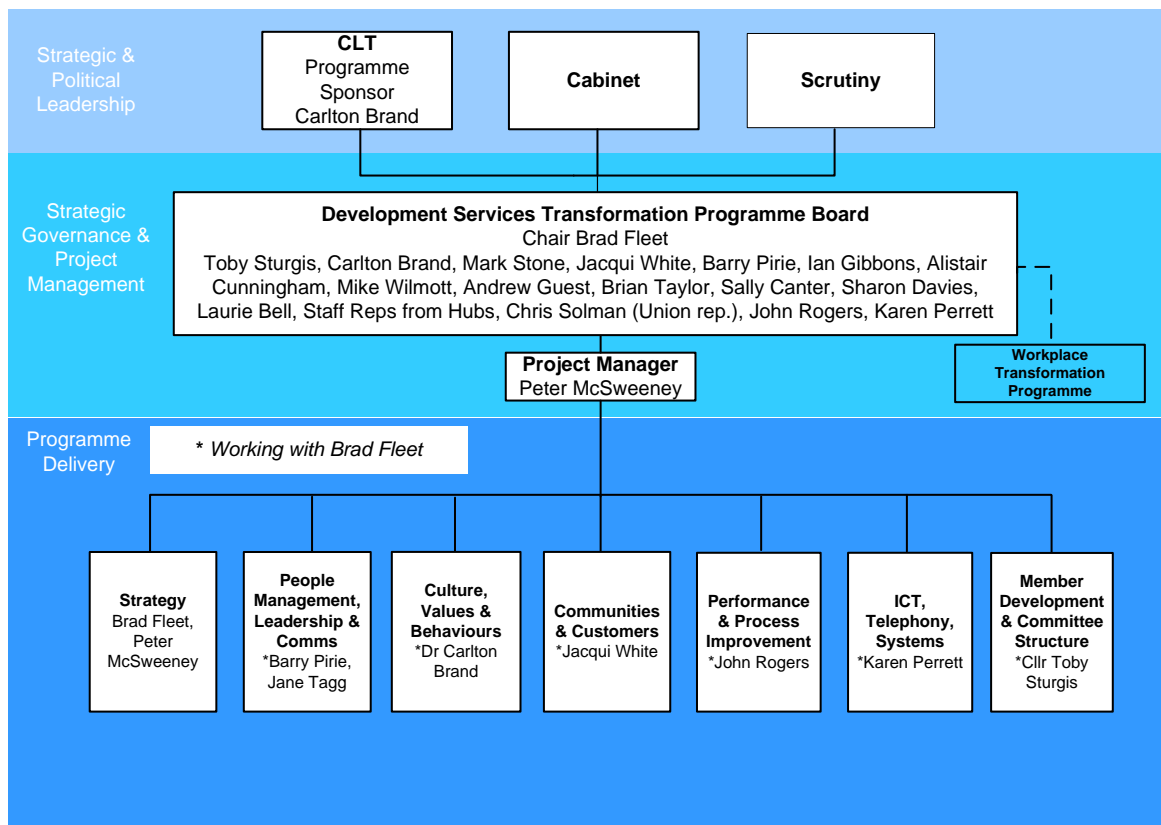


Figure 2. DSTP Governance

1.5.4 A separate Project Board oversees the Planning and Regulatory Services new IT Project (i.e. the procurement, configuration and rollout of M3 to replace the 23 legacy systems) and Members are represented by Cllr Seed.

2 Strategy

2.1 Programme Management

- 2.1.1 Strategy includes the Programme management of the DSTP. The projects within the Programme are managed using corporate standard methodology PRINCE2.
- 2.1.2 Programme reporting is also managed through SharePoint 2010; this includes documenting of risks, issues, key milestones and all associated actions. Should a significant number of these elements pass their deadlines then the status of each project, and potentially the programme as a whole, will change from green, through to amber and ultimately to red.
- 2.1.3 Programme Boards chaired by Brad Fleet have been held on a monthly basis with progress updates documented in a highlight report; each Project Manager also presents the progress of their project verbally to the Board. Issues are discussed and actions are minuted for follow up by officers. Programme risks are reviewed monthly at these meetings and any additional remediation activities are allocated as required.

2.2 The Scrutiny Task Group

- 2.2.1 The Scrutiny Task Group have met on four occasions during 2012 (23 March, 25 May and 20 July and 28 September).
- 2.2.2 At its first meeting (23 March), the Task Group noted that it had been set up to monitor delivery of any action plan to emerge from the recent peer review of the Development Control Service. The Task Group also received the Development Services Transformation Programme PID and received a brief explanation of the process, noting the following key issues:
- The need to be more customer focused.
 - To redefine measures of success as more than the quantity of work completed.
 - The implementation of a new county-wide planning system later in 2012.
 - Progression of a current public consultation on the planning service.
- 2.2.3 At its second meeting on 25 May, the Task Group agreed its terms of reference as follows: 'To examine the implementation and scrutiny of a new county-wide planning system due to come into operation in 2013'.
- 2.2.4 At this meeting the Task Group also started to consider a list of DSTP projects. The Task Group also:
- (1) approved a fresh questionnaire to be sent to members of the Council, following on the one sent to members in November 2009, and
 - (2) received a copy of the Peer Group Challenge, which was carried out in September 2011 which was generally welcomed.
- 2.2.5 At its third meeting held on 30 July 2012, the Task Group received the following
- project and workstream updates
 - the results of the Wiltshire Council Staff Survey 2011 and action taken

- details of the following new processes:-
 1. Development Management
 2. Building Control
 3. Enforcement

2.2.6 The final meeting held on 28 September 2012. A report has been requested by the Environment Select Committee to detail the findings of the Scrutiny Task Group.

2.3 CLT\Cabinet Liaison

2.3.1 A report and verbal update was provided at CLT\Cabinet Liaison in April 2012.

2.3.2 Although a summer date was planned for a further report there was no available room in the agenda and so this report was postponed.

2.4 Benefits realisation

2.4.1 Benefits are being delivered during the DSTP and will continue to be generated into the future, as new systems, processes, procedures 'bed in', staff and Member skills are enhanced. Wherever possible quick wins are sought and piloted.

2.4.2 We have enabled delivery of the full 10% costs reduction whilst maintaining service performance and quality.

2.4.3 Changes to processes, for instance, are normally piloted to measure their efficacy, before being rolled out across the County. It is recognised that for new processes and ways of working to yield the anticipated benefits, a wholesale take up is required and compliance with the new ways of working is also required. The service is still operating using four legacy IT systems and it is anticipated that when these are replaced with the phased roll out of the single Northgate system later this year/Spring 2013 quicker progress with harmonising some practices and procedures will be possible.

2.4.4 The Systems Thinking Review is generating process improvements and in addition, the work on the Cultural Survey has resulted in changes to communication, training, attitude and support. All the actions have been collated in a single Action Plan\Benefits Matrix with actions grouped into workstreams and assigned to a lead officer to manage, and each workstream is given a deadline. There are currently 100 workstreams in the Action Plan. Appendix B provides an overview of the Programme and shows the workstreams in various themes.

2.4.5 It is important that all activities directly or indirectly lead to benefits (via a number of outputs and outcomes), and that the desired benefits can be linked back to activities that will yield these benefits.

2.4.6 An interesting note is that while the new IT system will certainly be a significant and important enabler and will be critical to the success of the service, a substantial number of the changes in progress are not ICT dependent.

2.5 Communications and staff involvement

- 2.5.1 The DSTP involves many stakeholders with varying levels of interest in the outcome of the Programme. The actions derived from the Programme's Communication Strategy are detailed in the Programme Plan.
- 2.5.2 One of the major stakeholders are of course the staff providing the service. Active involvement of all Development Service staff is critical for most aspects of the Programme to succeed, although some staff play more pivotal roles than others. For staff, communications have been delivered through a number of routes:
- Team meetings
 - 1-2-1s
 - Emails from the Service Director, Brad Fleet
 - Staff Forums (for all 160 staff, with three events held by November 2012)
 - Staff Reference Group
- 2.5.3 Staff have also been heavily involved in the design of the new service through the Systems Thinking workshops, through the Cultural Survey and its outputs, through the delivery of a new IT Planning System and through attendance at the Staff Forum (see The Culture, Values and Behaviour Project and The People, Management and Leadership Project below).

2.6 Extended Departmental Management Team

- 2.6.1 All middle tier managers now meet as a group with the Director and his Heads of Service on a monthly basis. This has allowed them to express ideas and frustrations and increased their involvement in the management decisions of the service. This has in turn encouraged them to think more as 'managers' with responsibility for leading other staff and about service delivery, rather than simply seeing themselves as 'cogs' when dealing with the more important planning/building control applications.

2.7 Staff Reference Group

- 2.7.1 Staff have volunteered from across the Service from all areas, roles and grades to have an additional input into the Programme over and above the other routes. The first meeting was held in April 2012 and every month since. The staff were asked to take the role of critical friends and help steer the programme to ensure its success. In addition they are expected to gauge the mood within the service and be conduits to spread the messages of change to their colleagues.
- 2.7.2 Examples of the agenda items that have been covered include:
- Staff Forum feedback
 - The DS Business Plan
 - Officer-member relations
 - Call-in process
 - Flexible working
 - Cultural Survey
 - Staff engagement.

3 The Culture, Values and Behaviour Project and The People, Management and Leadership Project

3.1 Introduction

- 3.1.1 Culture is well known to have a direct impact on service performance and in turn is shaped and influenced by leadership. It was therefore essential that there be a cultural change element to the overall programme.

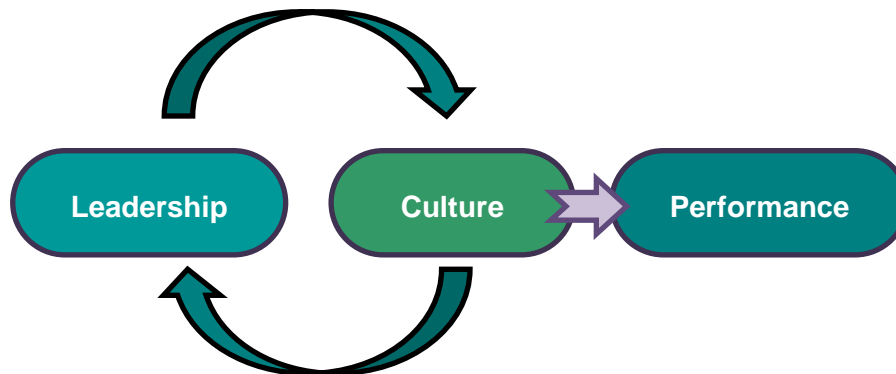


Figure 3. The relationship between Leadership, Culture and Performance

3.2 Cultural Survey

- 3.2.1 Three staff surveys, designed to measure perceptions about the current culture and identify its root causes, and to establish what the preferred culture is were completed. These were e online surveys sent to all staff on 12th April 2012 with the findings provided at the end of May 2012.
- 3.2.2 Following the analysis of the results a development phase was initiated, starting with the development of an Action Plan to facilitate the move from the old to the desired culture.
- 3.2.3 One of the outputs of this exercise is the charts which graphically display the 12 component styles that make up a culture and the current and desired positions. Ideal cultures are characterised by styles in sectors 11, 12, 1 and 2. The current operating culture (Fig. 4) and the desired culture (Fig 5.) of Development Services staff are shown below. The Service is working towards moving from the current to the desired culture through a number of planned activities.

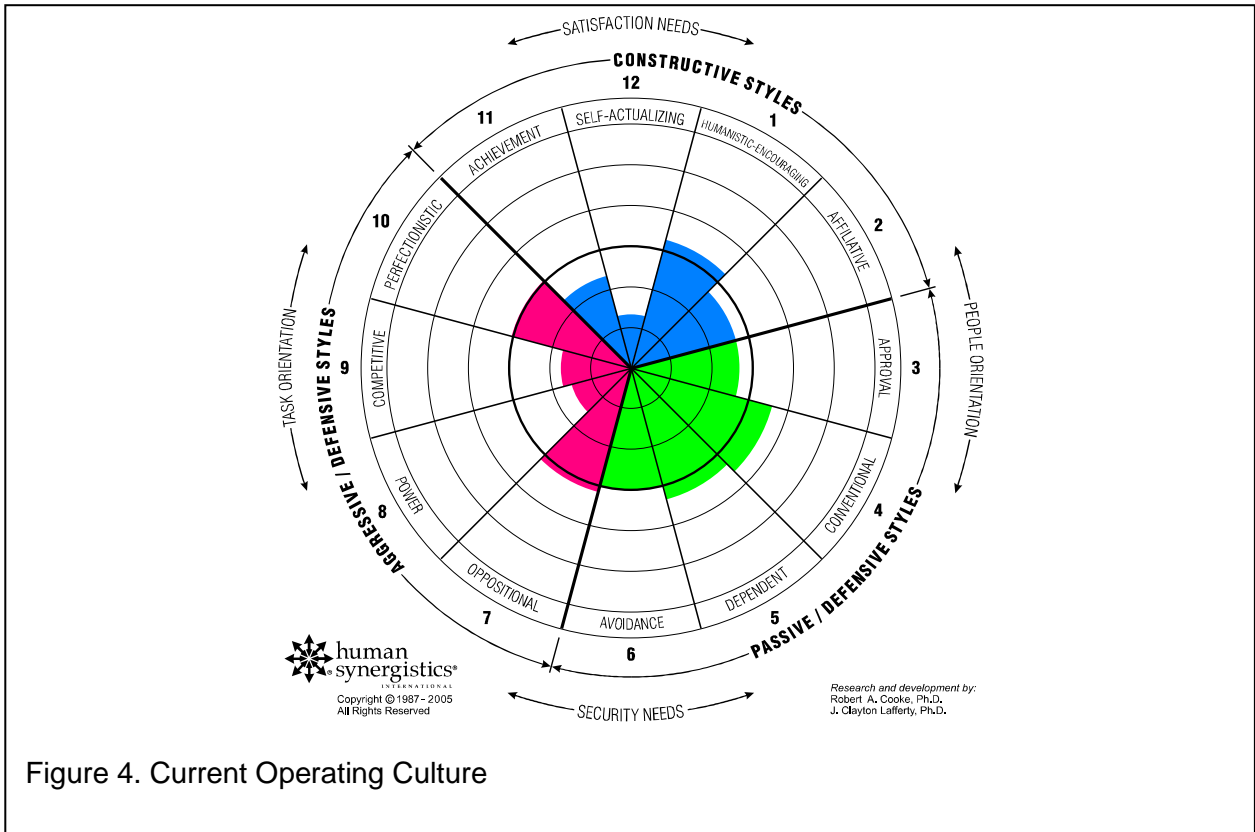


Figure 4. Current Operating Culture

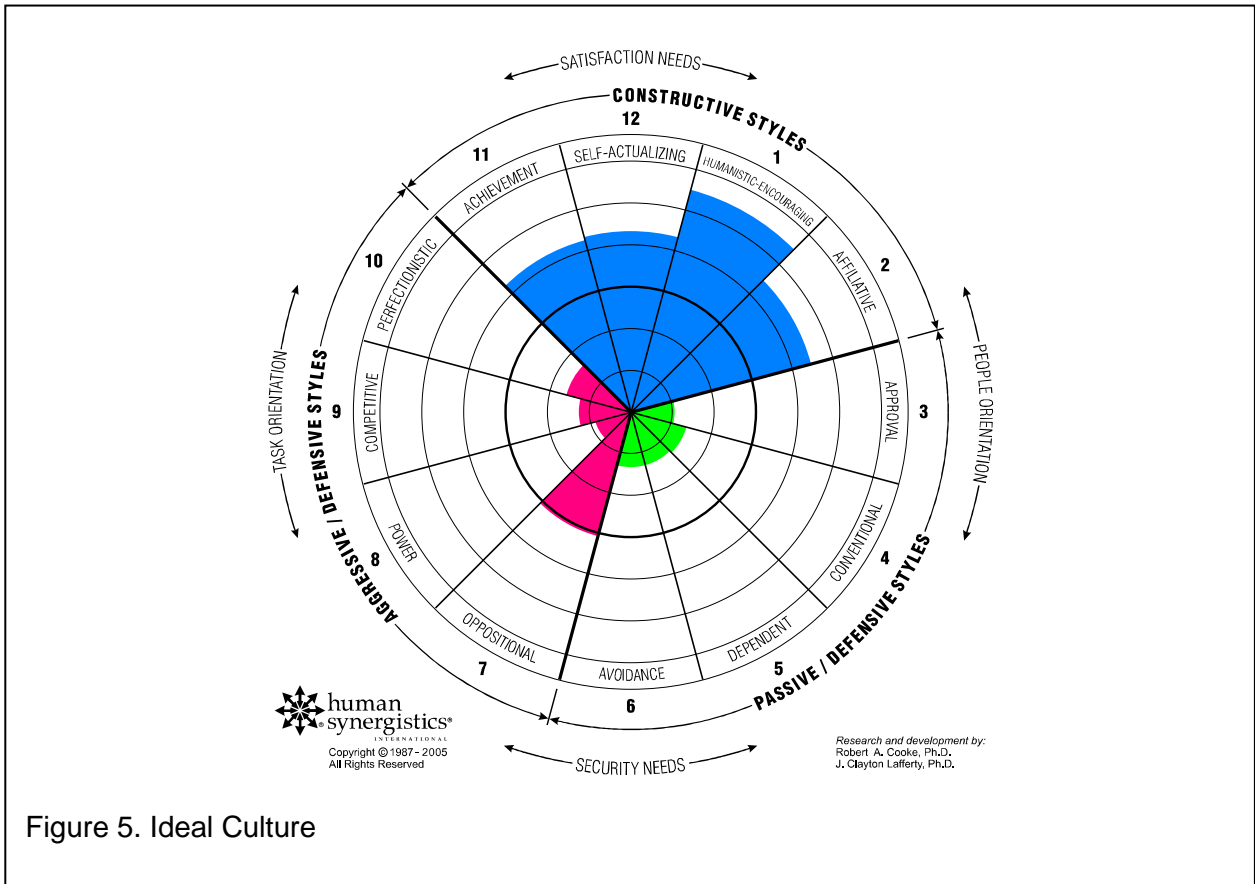


Figure 5. Ideal Culture

3.2.4 Team and individual meetings have and are taking place to agree what 'levers' have to be pulled to move towards the new culture. In some cases it is giving more responsibility or

freedom to make decisions and in others it is the provision of forums to raise issues/concerns suggest changes and improve communication upwards and downwards in the service. Encouraging staff to use their own initiative is a common thread.

3.2.5 An action plan focussing on the top six key levers for change (Appendix A) has been drafted by managers and is currently being 'explored' with the teams around the county. By mid October this should be firmed up and progressed to move towards the ideal culture.

3.2.6 The six levers agreed (out of a total of 31) are as follows:

- Articulation of Mission (i.e. clarity of vision, service plan and priorities and the golden thread through to team and individual roles)
- Employee Involvement
- Training & Development
- Customer Service Focus
- Upward Communication
- Respect for Staff

3.3 Training Needs Analysis

3.3.1 An important element of staff development is an evaluation of skill deficits and then the provision of appropriate training/support. To achieve this, a full technical and non-technical training needs analysis has been designed and is being integrated into staff one-to-ones and appraisals.

3.3.2 Managers have already identified a number of common training areas and the plan is to tailor a number of the Council's own in-house 'Management Matters' training modules and run these solely for Development Service staff.

3.4 Staff Forums

3.4.1 The first Staff Forum (February 2012) was held to initiate a wider staff involvement in the transformation process. A subsequent Staff Forum was held (June 2012) with another planned for November 2012, and subsequent events proposed for every 3 to 4 months.

3.4.2 The Forums are interactive and relevant to current issues. Staff are canvassed for feedback via an electronic SNAP survey after each session and the feedback is used to influence the design of the next event.

3.4.3 Examples of the agenda items that have been covered include:

- Development Service successes
- The Cultural Survey outputs and the way forward
- The Systems Thinking Review
- Progress with the new Northgate IT project
- The Development Service Business Plan
- Question and answer sessions with Dr Brand and senior service managers
- Staff concerns such as ICT, workload, market share, relocation, job security, car parking, office conditions, change management, pay review, customer service and proposed DSPT changes actually being rolled out.

4 Performance and Process Project and the Community and Customers Project

4.1 Introduction

4.1.1 Performance and Process Improvement are central to the provision of a high quality customer facing service. A Systems Thinking Review is being conducted to reflect the wider and changed context within which the service now operates (As-Is), and how it will operate in the future (To-Be).

4.1.2 This will ultimately result in a leaner, more focused organisation with a culture of continuous improvement and a service that delivers honest, clear, timely and transparent communications and decisions to its customers and the wider public.

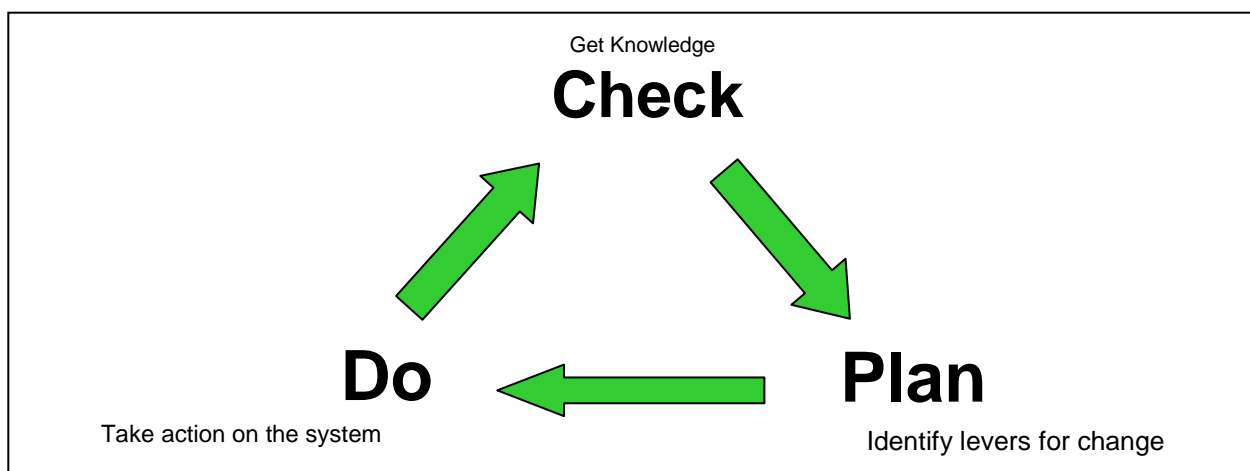


Figure 6. The Systems Thinking approach

4.2 Customer and stakeholder feedback and demand capture

4.2.1 Customer and stakeholder feedback has been sought to understand how well the service has is being delivered via feedback forms, targeted online surveys, telephone surveys, face to face and group discussions.

4.2.2 Representatives from the following stakeholder groups received electronic and/or face to face interview surveys:

- Councillors (which therefore covered Area Planning Committees and Area Boards)
- Pre-applicants
- Applicants
- Planning Agents
- Post-applicants
- Town and Parish Councils
- Internal consultees

4.2.3 An example of a survey is shown in [Appendix C](#).

4.2.4 A diverse range of customer comments were received for the Development Control Service for instance, and have been grouped into the following categories:

- Understanding\adhering to the process and what is deemed to be acceptable development
- Wanting more updates and contact throughout the process
- Speed of customer service
- Quality of customer service
- Perception that the process is bureaucratic (noted for minor changes)
- Value for money of the service
- Consistency of approach

4.2.5 The findings have been used to influence the design of the new process.

4.2.6 Measurement of customer demand is being sought in a number of ways for Development Control, Enforcement and Building Control. This was achieved by logging of calls to assess call types and then recording calls received of each type over a set period of time.

4.2.7 An example of the calls received and the types for DC are shown below:

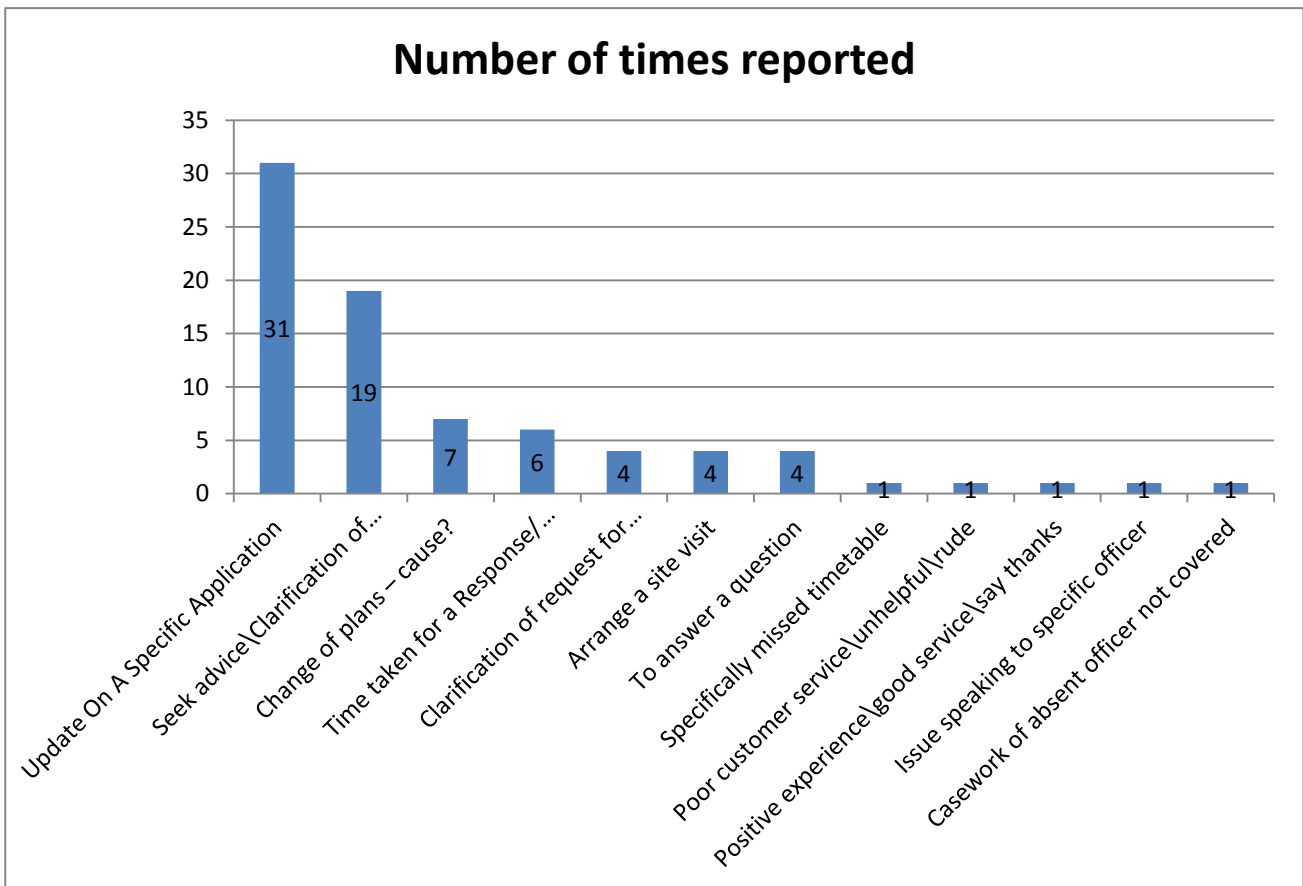


Figure 7. Development Control call categorisation following a survey

4.2.8 In addition the planning IT systems are being interrogated to baseline the time it takes to carry out various transactions; this is an ongoing exercise.

4.3 Process mapping and redesign

- 4.3.1 A number of workshops have been held with staff from all teams covering the various elements of the Development Services process. The teams firstly determined the purpose of each process, they then mapped the current processes for each area (the “AS-IS”), and determined which steps constituted the value steps.
- 4.3.2 Following the customer demand capture and feedback they have, or are in the process of designing the new (“TO-BE”) processes. For illustration purposes only, a draft redesign of the planning process is shown below:

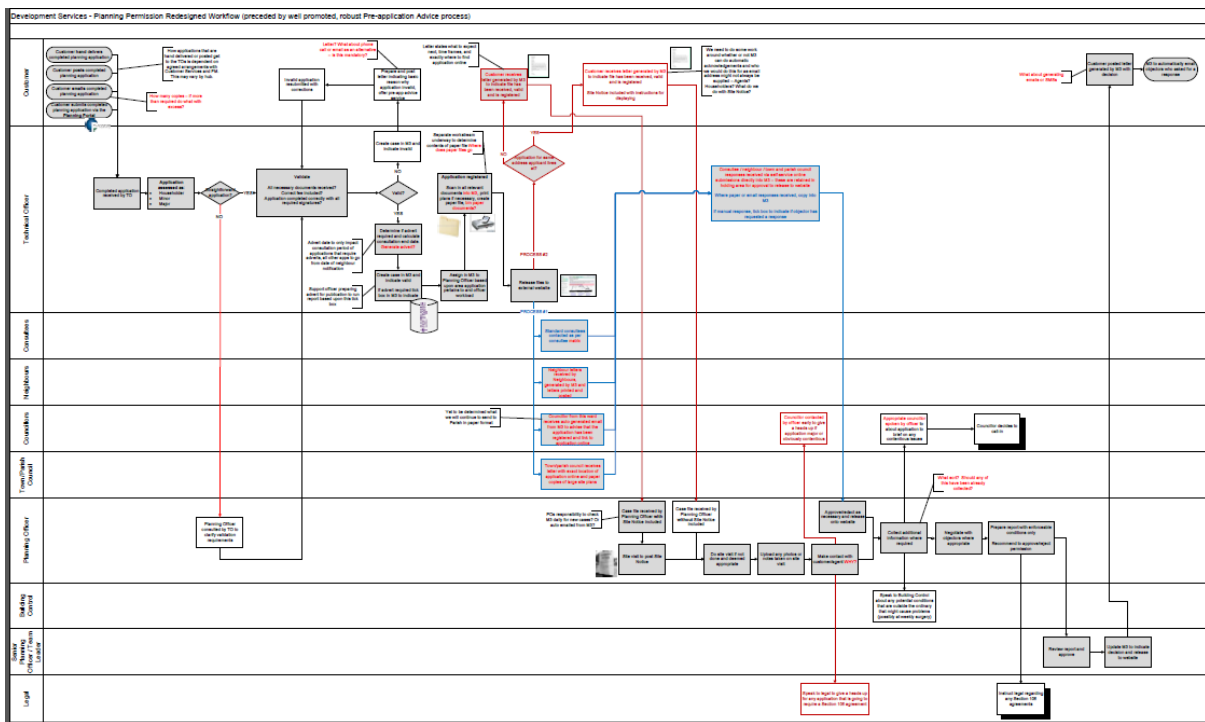


Figure 8. An example of a workflow diagram – the DS draft redesigned process

- 4.3.3 A considerable number of issues and ideas arose from these workshops. Areas to be further considered and developed have been integrated into the various workstreams in the DSTP Action Plan.
- 4.3.4 Some key issues were taken to the newly established joint team meetings for consideration and feedback. This approach enabled all staff to potentially discuss the new approach and feel included in the decision making process.

4.4 Service Purpose

- 4.4.1 To provide the teams with a clearer sense of direction/purpose for the service, work has been completed on establishing some common objectives that underpin corporate objectives.
- 4.4.2 Helping to enable good development through:
 - Shaping the environment for future generations

- Facilitating appropriate economic and housing growth
- Protecting and enhancing the built, historic and natural environment
- Helping communities participate in making the right decisions for their areas
- Achieving transparent, consistent and timely decision making.

4.5 Technical Support Team Centralisation

- 4.5.1 Part of the redesign of the service is a review of the location of staff around the County. There may be a need to relocate some staff at some point but no decisions have been made at this time as they have to be in response to findings of the system thinking review and cost effectiveness. The teams also want to see how the new IT and move of half the service into the refurbished County Hall impact on service delivery.
- 4.5.2 A preliminary assessment has been made and documented in a business case of the potential to centralise the Technical and Administration Support Team. The conclusion, based upon the findings of the Systems Thinking Review to date, was that centralisation would adversely impact the efficiency of the planning process and hence the customer experience. Other factors such as cost effectiveness and actual available space in County Hall were also material considerations.

5 The ICT, Telephony, Systems Project

5.1 Introduction

5.1.1 To properly support the operational needs of the Planning (and Public Protection) Services in a unified environment, Wiltshire Council has procured a fully integrated IT system called M3 supplied by Northgate to replace a number of legacy systems; this is a large and complex implementation project. A considerable amount of data covering recent decades is being transferred from the old systems to the new system. It will be linked to a Geographic Information System (i.e. a mapping facility) and an Electronic Records and Document Management System (Information@Work) to hold and manage all electronic documents associated with the processes. Councillor Jonathon Seed attends the Board overseeing this Project.

5.1.2 Northgate have worked closely over the last year with Wiltshire Council staff from Development Services, from Corporate Programme Team and from ICT to progress the project.

5.2 Progress

5.2.1 The new system is scheduled to go live in two phases. Sixteen of the legacy systems will be replaced by November 2012 and seven by March 2014. The schematic below illustrates the systems being replaced.

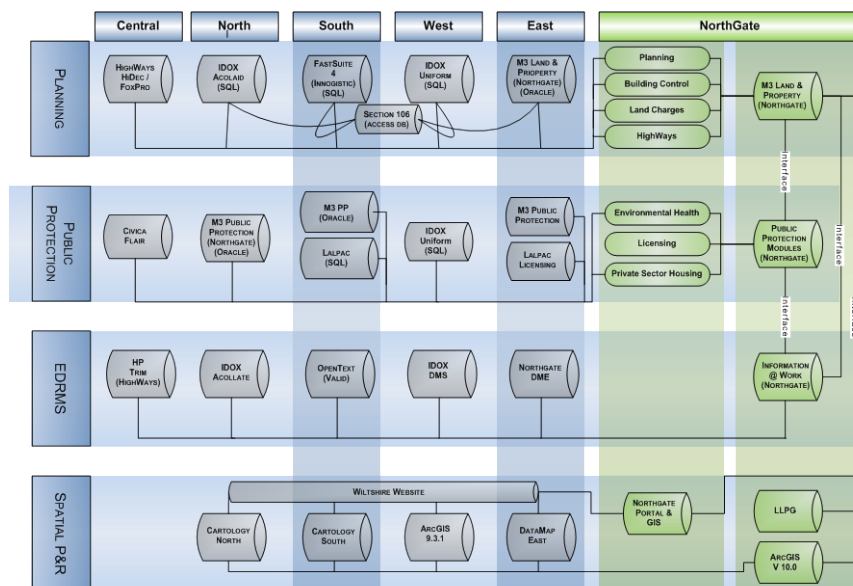


Figure 9. Schema showing the migration path from legacy systems to Northgate's M3

5.2.2 The staff resources required to deliver this project should not be underestimated. A number of staff have been on full time secondment and as the time when systems will 'go live' approaches more staff are being called down from the service to test and configure. This is now having the predicted visible impact on some areas of service delivery – registration of applications etc.

6 The Member Development Project

6.1 Introduction

- 6.1.1 The Peer Review identified that there is a need to review the Councillors' interaction with the planning process in a number of areas, such as the nature of the planning applications that are called in, the process of decision making in Area Planning Committees and the interaction between officers and Councillors. Additional Planning Law training was identified as one requirement for Councillors.
- 6.1.2 The Peer Review also suggested that the Council may wish to examine the organisation of the four Area and Strategic Planning Committees, to look at effectiveness of the current model. (Work has not commenced on this and any changes would have to be agreed by Members and be introduced after the May elections 2013 in any event).

6.2 Areas for development

6.2.1 The following areas are being considered so far:

- Planning Training for Members, included within Induction and Member refresher training before each Committee Meeting:
 - Intensive session after election for committee members
 - Regular update sessions immediately prior to meetings
 - Training opportunity/experience for officers
- Increased interaction between staff and members, including staff alerting Members to potentially contentious planning applications early in the process and members calling in on staff in offices:
 - Encourage more informal contact – members to drop in on staff – or meet to discuss applications locally.
 - Requirement to discuss with case officer prior to call in request?
 - Informal meetings with officers and committee members twice a year?
- Carry out informal member round table sessions every 6 months with a cross section of officers to encourage open discussion about issues and help put names to faces build relationships and generate a common understanding. This should help to nip problems in the bud.
- Improve call-in process to reduce failed call-ins:
 - Call ins - try to ensure only important applications appear on agendas.
- Consider opportunities for Members to tour sites with officers following committee decisions.
- Create Job Descriptions and Member Protocol for the Planning role.
- Review use and effectiveness of Weekly lists.

- Provide self-service online planning application reports for Councillors from M3.
- Increase attendance at planning committees by different levels of officers through proactive development/training programme.
- Committee Format & Protocols
 - Consider timing and moving towards more day time committees
 - Call in by parishes
 - Provide plan displays at committees and a Q&A session for members prior to meetings. Consider opening this up to the public.
 - Assess the adverse customer impact of the 30 second warning and provide a more customer friendly approach.
- Chairman's responsibilities
 - Adopt a uniform approach to briefings and running the meetings (ask if anyone wishes to speak against the recommendation).
 - Consider allowing chair to invite third parties to add factual information/correct errors
 - Clarify decisions made after each item for benefit of public.

7 Conclusions

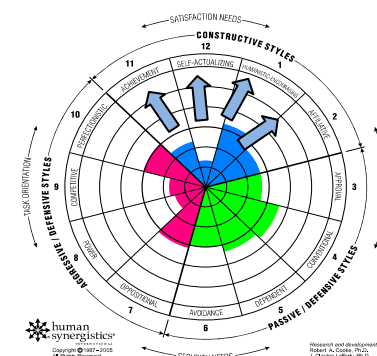
- 7.1 Members will appreciate that the transformation programme has now touched upon almost every aspect of the Development Service. The breadth of the programme is extensive and the staff resources required to run and manage it have been considerable.
- 7.2 The results to date have, however, been extremely encouraging. The service has examined the way it operates, the processes it uses and how it interacts with its customers and how it can improve satisfaction levels.
- 7.3 A new Service Plan has been drafted which clearly sets out the direction of travel for the service, its achievements and how what staff do on a daily basis links back to the Council's corporate objectives.
- 7.4 The service has looked at the way its staff think, communicate and are empowered. Steps have been taken to radically increase staff access to managers and participate in the direction of the service and management decisions. Communication within and across teams (and at entire service level) have been enhanced. Staff have been encouraged to think for themselves (self articulate) and contribute directly to service improvements.
- 7.5 Work is progressing on the delivery of the new IT platform and we are now approaching a point where the majority of services will 'go live' in December with the rest being phased to following in the spring.
- 7.6 Work with Members on their needs and expectations continues. Plans are already in hand to trial pre-committee meeting Member sessions and to improve communications between Members and officers.
- 7.7 Training needs (officers & members) have been examined and proposals are again in hand to improve content and delivery. All managers have been through systems thinking training and are being encouraged to access the council's own Management Matters courses and take up relevant external training opportunities.
- 7.8 The way the service operates has been through an extensive systems thinking review and is just about to roll out numerous changes to working practices. (Since inception the system thinking programme has been expanded at officer request to look specifically at enforcement and to revisit the work done previously by the Building Control Service). Staff are all aware of the Behaviours Framework and what is expected of them in respect of colleagues and customers.
- 7.9 There is always scope for improvement so work on parts of this programme will be ongoing for the foreseeable future. For the time being the results and service 'buy in' have been very encouraging and the service is operating with a more positive outlook.

Appendix A. Culture Survey: Follow- up Actions and Proposed Programme of Support

Articulation of Mission	Person Respons.	TBC
<ul style="list-style-type: none"> • Objects/priorities are clear and understood by members • People have a clear understanding of mission and role • Widely-shared philosophy provides employees an understanding • Ceremonies are held to celebrate outstanding work • Staff/ Member's actions illustrate philosophy and priorities 		
Follow up Actions		
<ul style="list-style-type: none"> • Priorities / objectives are set out in service plan or other documents and made accessible on web for all staff 		
<ul style="list-style-type: none"> • Annual meeting where priorities are set out and feedback on previous year given to all staff 		
<ul style="list-style-type: none"> • Articulate vision for the next 12 months as part of service plan 		
<ul style="list-style-type: none"> • Make reference to service plan frequently in communication to staff and link relevant bits to messages 		
<ul style="list-style-type: none"> • Regular staff forums 		
<ul style="list-style-type: none"> • Periodically review plan and keep it live, making changes where needed 		
<ul style="list-style-type: none"> • Posters with vision etc. In kitchen/ meeting rooms 		
<ul style="list-style-type: none"> • Nominations for corporate awards 		
<ul style="list-style-type: none"> • Ensure that vision for cultural change in reflected in service plan 		
<ul style="list-style-type: none"> • Simplify and clarify: make sure everyone actually understands mission and vision. Examples needed 		
<ul style="list-style-type: none"> • Regular feedback when progress is made towards vision/ Communicate and celebrate when team has actively demonstrated that they have promoted the vision 		
<ul style="list-style-type: none"> • Involve staff with writing the business plan 		
<ul style="list-style-type: none"> • Communicate 'golden thread' service plan, team and individual key priorities 		
Support Programme		

How this lever for change impacts culture

- ↑ Achievement
- ↑ Self- actualising
- ↑ Humanistic encouraging
- ↑ Affiliative



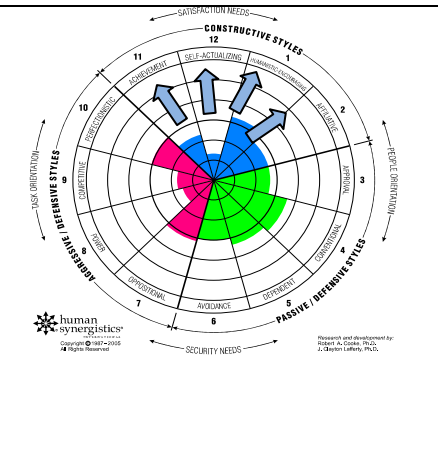
Group	Module	A	S	O	N	D	J	F	M	A	M	J	Notes
HOS	<ul style="list-style-type: none"> Explore key elements of Service and Functional Plans 												
EMT	<ul style="list-style-type: none"> Engagement with service vision/ functional plans and key priorities. 		→										
All Staff	<ul style="list-style-type: none"> Engage with service vision functional plans and priorities in the context of team days 			→									Facilitation as needed/ requested by teams

Training and Development	Person Respons.
<ul style="list-style-type: none"> People receive the orientation and training they need When people do not perform, action is taken to help them Organization shows interest in growth of its people Opportunities for training are fair and equitable 	<p><i>How this lever for change impacts culture</i></p> <p>↑ Achievement ↑ Self-actualising ↑ Humanistic encouraging ↑ Affiliative ↓ Conventional ↓ Dependent</p> <p>human synergistics <small>Copyright © 1987-2005 All Rights Reserved</small></p> <p><small>Research and development by Harold A. Clark, Ph.D., J. Gordon Wilson, Ph.D.</small></p>
Follow up Actions	
<ul style="list-style-type: none"> Proactively identify training/ development needs and develop long term training pathways 	
<ul style="list-style-type: none"> Identify someone in each hub to be responsible to ensure that training is taken up, encourage those who are not doing training to get involved 	
<ul style="list-style-type: none"> Tackle underperformers and send a clear message to all staff about minimum standards 	
<ul style="list-style-type: none"> Mentoring and Coaching made available within the department 	
<ul style="list-style-type: none"> Advertise appropriate training opportunities for staff 	
<ul style="list-style-type: none"> Ensure all staff have had an appraisal, with clear personal development plan and learning outcomes 	
<ul style="list-style-type: none"> Pull together from appraisals a clear training and development plan at service level with prioritisation of needs 	
<ul style="list-style-type: none"> Establish mandatory requirements: training needs which must be met 	
<ul style="list-style-type: none"> Embrace workforce planning: what skills will be needed for the future 	
<ul style="list-style-type: none"> Ensure that the programme of training and support meets the Training needs identified by the non 	

technical TNA														
<ul style="list-style-type: none"> 360 degree appraisals 														
Support Programme														
Group	Activity/ module	A	S	O	N	D	J	F	M	A	M	J	Notes	
HOS	<ul style="list-style-type: none"> LI or other 360 feedback for all HOS and follow up coaching 		→	→	→		→							
EMT	<ul style="list-style-type: none"> Managing by outcomes: managing teams remotely 													
	<ul style="list-style-type: none"> Leading change and innovation 				→									
	<ul style="list-style-type: none"> High Performing Teams 					→								
	<ul style="list-style-type: none"> Develop Coaching as a leadership style 						→							
	<ul style="list-style-type: none"> Launch 360° feedback LSI / LI and follow up coaching where needed/ requested 				→		→		→					

Customer Service Focus											Person Respons.	
<ul style="list-style-type: none"> Your department is responsible for client satisfaction You are encouraged to emphasize the perspective and needs of customers You are relied on to provide information about customers Your organization relies on you to help with customers and generate sales The organization responds effectively to changing needs of clients 											<i>How this lever for change impacts culture</i> ↑ Achievement ↑ Self- actualising ↑ Humanistic encouraging ↑ Affiliative	
Follow up Actions												
<ul style="list-style-type: none"> Formalise a robust approach to canvassing customer experience and act on outcomes/ findings 												
<ul style="list-style-type: none"> Early site visits 												
<ul style="list-style-type: none"> Take risks with going extra mile for customers 												
<ul style="list-style-type: none"> Thing of your service as touting for business against competitors. Learn from what building control is doing right in customer service 												
<ul style="list-style-type: none"> Stop batch working 												

- Avoid being officious, always seek to use plain English
- Ensure that key findings from systems thinking are acted upon
- Managers deal robustly with poor customer service when they see it
- Log in to phones
- Capacity plan for demand where there are recognised pinch points
- Establish baseline performance measures and re-measure in a year
- Encourage staff to make improvements to services when they see an opportunity to do so (empower them to do so)
- Gain understanding and provide clarity on what customers value
- All staff to have some involvement in customer forums



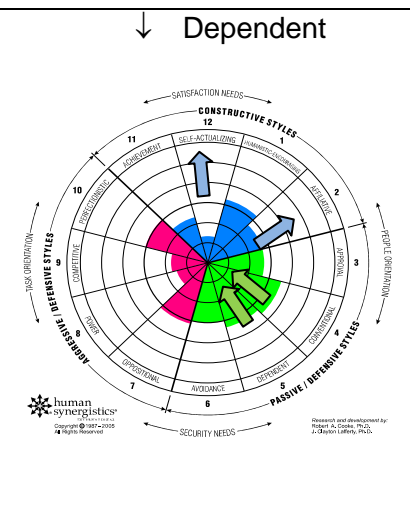
Support Programme

Group Ref.	Activity/ module	A	S	O	N	D	J	F	M	A	M	J	Notes
HOS													
EMT	<ul style="list-style-type: none"> • Change and Innovation (see above section on training and development) 												
All Staff	<ul style="list-style-type: none"> • Customer service Training 												Provided internally by FC
	<ul style="list-style-type: none"> • Change and Innovation: • Pilot Action Learning Sets at staff level focusing on continuous improvement and customer service 					→	→	→	→				

Employee Involvement

<ul style="list-style-type: none"> • Management is interested in employees' suggestions • Employees are actively involved in improving organization • *There's little chance of getting anything done about ideas 	Person Respons.
Follow up Actions	<p><i>How this lever for change impacts culture</i></p> <p>↑ Self- actualising</p> <p>↑ Affiliative</p> <p>↓ Conventional</p>
<ul style="list-style-type: none"> • Forums for managers to be challenged with no blame 	

- Ideas rewarded/ praised/ celebrated
- Demonstrate quick wins. Being seen to be able to change ideas quickly/ test out ideas
- Staff reference group, team meetings, joint team meetings, 121s, appraisals all good
- Shadow staff in other hubs and across other roles
- Small working groups looking at system Improvement and reporting back
- Encourage innovative thinking and flexibility: 'what's best for customer service?' ' Can I be flexible here'
- Encourage staff to take decisions, to take risks
- Encourage less dependency on asking for authority
- Clarify 'grey areas' where people are able to step out and take responsibility for decisions made
- Strengthen trust within teams
- Develop leadership and empowerment skills within teams



Upward Communication

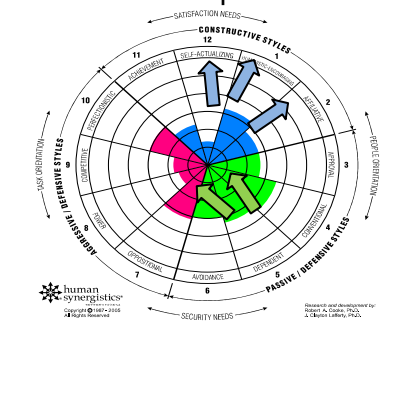
Person Respons.

- Forthright (not Censored)
- Provided voluntarily (not Provided only when demanded)
- Whatever needs to be said (not Only what they want to hear)
- Positive—suggestions (not Negative—complains)
- Honest and complete (not Filtered and distorted)
- How we can make things work (not "Why things won't work")
- Accepted (not Rejected)
- Understood (not Misinterpreted)
- Acted On (not Ignored)

- ↑ Self-actualising
- ↑ Humanistic encouraging
- ↑ Affiliative
- ↓ Conventional
- ↓ Dependent

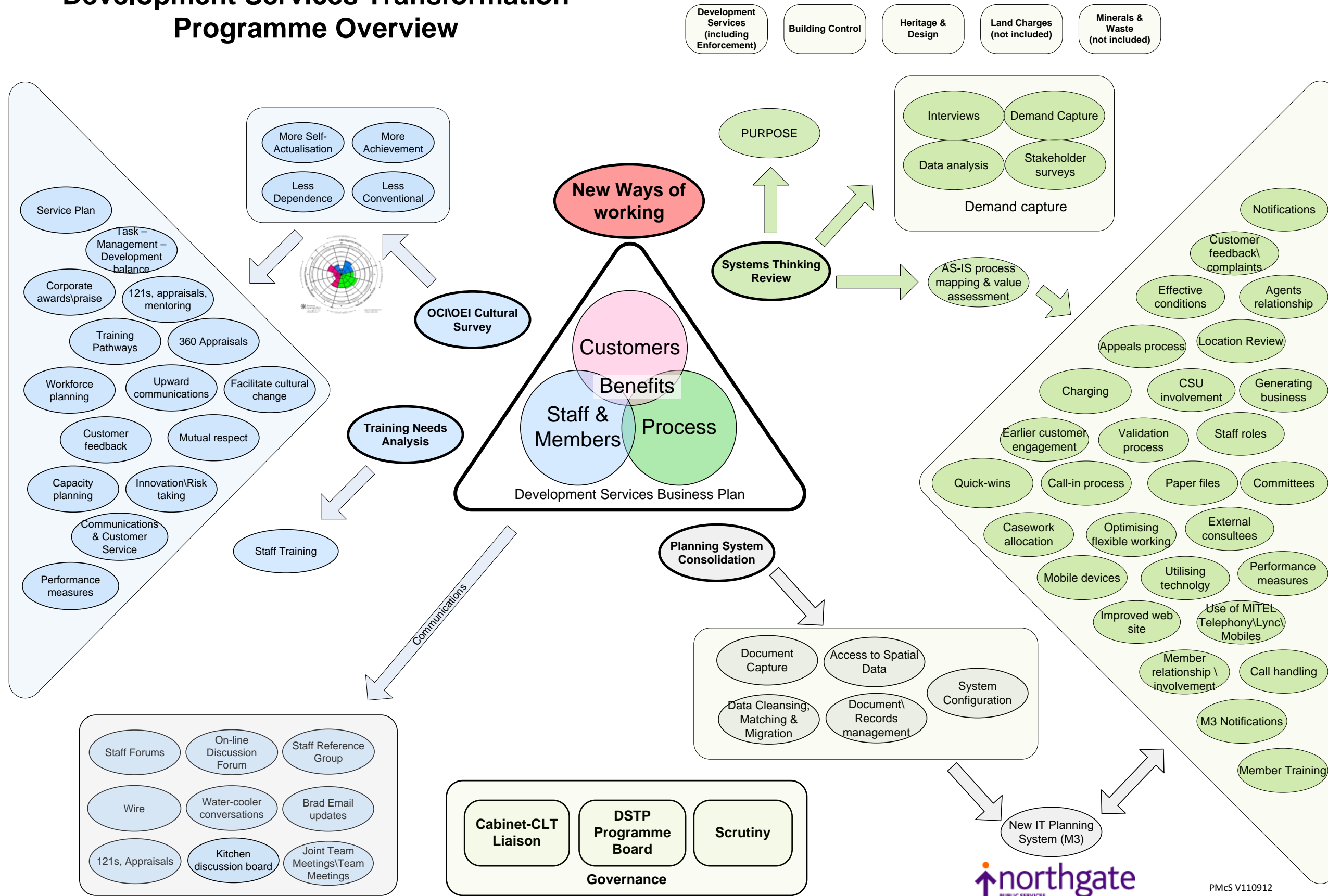
Follow up Actions

- Feedback at team meetings on suggestions that have been made by staff, clarify upward and downward communication from meetings
- Anyone allowed to attend staff reference group, fluid member ship
- Snap survey to have temperature gauge on staff opinion in new year
- Encourage staff to meet without managers to discuss issues and seek solutions



<ul style="list-style-type: none"> Mangers encourage full participation to forums and team meetings When problems are voiced deflect with drive for solutions, encourage staff to find solutions 														
Respect for Staff											Person Respons.			
<ul style="list-style-type: none"> Decisions are made to respect the rights of individual members People are treated well – regardless of ethnicity, sex, age Members are treated with respect and dignity 														
Follow up Actions														
<ul style="list-style-type: none"> Allocation of case work bears in mind staff development priorities Cross team meetings to build trust between technical support and professional officers More meetings or activities across hubs and disciplines e.g. dc/bc, dc /admin, dc north, south and central Provide feedback on performance via one ones Encourage and value creative out of the box thinking Ensure that team meetings allow for suggestions 														
Support Programme														
Group Ref.	Activity/ Module	Days	A	S	O	N	D	J	F	M	A	M	J	Notes
HOS	Team working Thomas International Working styles					→					→			
EMT	Effective Meetings and Communication							→						
All Staff	Team working Thomas International Working styles							→			→			As needed and requested by teams
	Explore effective team working, 5 dysfunctions													
	Engage with service vision functional plans and priorities													
	Discuss team action plans in response to OCI/OEI													

Development Services Transformation Programme Overview



Appendix C.

Planning Service Feedback Survey

As a recent user of the planning service we would be really grateful to hear your views on the service that you received and any ideas that you might have for improvement.

This should take no longer than a couple of minutes to complete, but it will make a big difference to us and help us improve our service into the future.

1. **Did you find all the information you needed to assist you in submitting your planning application?**

- Yes
- No

If no what further information would you have liked to receive and in what format?

2. **When you submitted the application, was it valid straight away?**

- Yes
- No

4. **If the application was invalid, did you understand the reason why it was?**

- Yes
- No

5. **Were you kept informed on the progress of the application?**

- Yes
- No

6. **Did you contact the team during the process?**

- Yes
- No
- 1-2 times
- 3-5 times
- 6-7 times
- 8+ times

Question 7? If so, please specify the reason why.

8. **Was the application approved?**

- Yes
- No

9. How much do you agree or disagree with the following statements

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The staff were available and easy to get hold of	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of the advice I received was good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The council dealt with my queries to a satisfactory level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understood the reasons for the decision made	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt I was treated fairly and my point of view was listened to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was happy with the design guidance I received	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff were helpful and polite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The service was good value for money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Overall how satisfied were you with the service you received?

- Very satisfied
- Fairly satisfied
- Neither satisfied or dissatisfied
- Fairly dissatisfied
- Very dissatisfied

11. Are there any other comments that you would like to make to help us improve?

Thank you for completing this survey.

Please press submit to send in your views.