

## AGENDA

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**Meeting:** Environment Select Committee

**Place:** Council Chamber - Council Offices, Monkton Park, Chippenham, SN15 1ER

**Date:** Thursday 1 November 2012

**Time:** 10.30 am

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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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### Membership:

Cllr Chuck Berry  
Cllr Rosemary Brown  
Cllr Nigel Carter  
Cllr Christopher Cochrane  
Cllr Peter Doyle  
Cllr Jose Green  
Cllr Alan Hill

Cllr Jon Hubbard  
Cllr Chris Humphries  
Cllr Tom James MBE  
Cllr Ian McLennan  
Cllr Stephen Oldrieve  
Cllr Leo Randall

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### Substitutes:

Cllr Jane Burton  
Cllr Trevor Carbin  
Cllr Brian Dalton  
Cllr Bill Douglas  
Cllr Nick Fogg  
Cllr Russell Hawker

Cllr Charles Howard  
Cllr George Jeans  
Cllr Julian Johnson  
Cllr Jeffrey Ody  
Cllr Ricky Rogers  
Cllr Anthony Trotman

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# **AGENDA**

## **PART I**

### **Items to be considered while the meeting is open to the public**

1 **Apologies**

To receive any apologies for absence.

2 **Minutes of the Previous Meeting (Pages 1 - 6)**

The minutes of the meeting held on **30 August 2012** are presented for approval.

3 **Declarations of Interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

To receive any announcements through the Chair.

5 **Public Participation**

The Council welcomes contributions from members of the public.

**Statements**

If you would like to make a statement at this meeting on any item on this agenda, please register to do so **at least 10 minutes prior to the meeting**. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named above for any further clarification.

**Questions**

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above **no later than 5pm on Thursday 25 October 2012**. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Highways and Streetscene Works Update (Pages 7 - 20)**

To receive a report from the Service Director (Highways and Transport) and Service Director (Neighbourhood Services) on future Scrutiny involvement with Highways issues, particularly in relation to contracts.

7 **Development Services Task Group (Pages 21 - 54)**

To receive the final report of the Development Services Task Group.

8 **Forward Work Programme (Pages 55 - 56)**

To note and receive updates on the progress of items on the forward work programme.

Under the revised Overview and Scrutiny (OS) arrangements there is now a single OS work programme controlled by the OS Management Committee, linked to priorities in the Business Plan.

Therefore it should be noted that, whilst any matters added by Members are welcome, they will be referred to the OS Management Committee for approval before formal inclusion in the work programme for the Environment Select Committee.

A copy of the Overview and Scrutiny Forward Work Programme for the Environment Select Committee is attached for reference.

9 **Date of Next Meeting**

To confirm the date of the next meeting as **Thursday 20 December 2012** at Monkton Park, Chippenham.

10 **Urgent Items**

Any other items of business which the Chairman agrees to consider as a matter of urgency.

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## **ENVIRONMENT SELECT COMMITTEE**

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**DRAFT MINUTES OF THE ENVIRONMENT SELECT COMMITTEE MEETING HELD ON 30 AUGUST 2012 AT COUNCIL CHAMBER, MONKTON PARK, CHIPPENHAM, SN15 1ER.**

**Present:**

Cllr Chuck Berry, Cllr Rosemary Brown, Cllr Nigel Carter, Cllr Christopher Cochrane, Cllr Jose Green, Cllr Alan Hill (Vice Chairman), Cllr Jon Hubbard (Chairman), Cllr Chris Humphries, Cllr George Jeans (Substitute), Cllr Ian McLennan and Cllr Anthony Trotman (Substitute)

**Also Present:**

Cllr Trevor Carbin, Cllr Linda Conley, Cllr Richard Gamble, Cllr Keith Humphries, Cllr Jeff Osborn, Cllr Fleur de Rhé-Philippe, Cllr Toby Sturgis and Cllr Dick Tonge

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13 **Apologies**

Apologies were received from Cllrs Peter Doyle, Tom James and Leo Randall.

Cllr James was substituted by Cllr George Jeans.  
Cllr Randall was substituted by Cllr Anthony Trotman.

14 **Minutes of the Previous Meeting**

The minutes of the meeting held on **11 June 2012** were presented. It was,

**Resolved:**

**To APPROVE the minutes as a true and correct record.**

15 **Declarations of Interest**

There were no declarations.

16 **Chairman's Announcements**

The Chairman made the following announcements:

- 1) The Chair and Vice Chair have had a series of constructive meetings with Service Directors and Cabinet Members on the topics on the Environment

Select Committee Work Programme and are keen to continue to have periodic informal meetings with them.

As a consequence of this, the Chair and Vice-Chair consider that much of the work on the current topics would be better undertaken by either Task Groups or through Rapid Scrutiny Exercises. Therefore, we envisage that it will only be necessary in future for the Environment Select Committee to meet once a quarter, rather than the six times a year which are allowed under the Terms of Reference.

While this new structure of a greater number of Task Groups and Rapid Scrutiny Exercises is implemented, it is expected that the next two meetings will proceed as scheduled, with quarterly meetings sufficient from then on.

- 2) Forward Work Programme: Members were reminded that any suggested alterations to the Forward Work Programme from the Committee, would have to be endorsed by the Overview and Scrutiny Management Committee, in line with the new Scrutiny arrangements agreed by Council in May 2012.
- 3) Item 10 as listed in the Agenda Pack - *Call-in of Delegated Decision: Proposed Application to Stop Up North Bradley Footpath One* - is to be brought forward as the first substantive item of business.

17 **Call-in of Delegated Decision: Proposed Application to Stop Up North Bradley Footpath One**

A report had been circulated on the call-in procedure along with the delegated decision. The Chairman introduced the item and explained that as he had called in the item, he now sought the Committee's approval to withdraw the item from the agenda, having been satisfied that a meeting between the Cabinet Member and Local Member had taken place prior to the implementation of the published delegated decision.

The Cabinet Member for Highways and Transport, Cllr Richard Tonge, then spoke regarding the item, indicating that the reason given by the Chairman for the withdrawal of the item would not be appropriate. Some Members then spoke in support of the Cabinet Member's view and it was on that basis that the Chairman agreed to allow the item to stand.

A motion was then moved immediately in response to views expressed and it was,

**Resolved:**

- 1) **That the Environment Select Committee was satisfied that no further action was necessary and therefore the Cabinet Member could implement the decision immediately.**

- 2) To note that it was the Cabinet Member's intention to reissue the delegated decision to reflect the full consultation that had taken place.

18 **Public Participation**

There were no questions or statements from the Public or Members.

19 **Community Infrastructure Levy Update**

The Environment Select Committee has expressed sustained interest in the future implementation of the Community Infrastructure Levy (CIL), awaiting the completion of government regulations.

The Service Director (Economy and Regeneration) presented an update on the development of the Community Infrastructure Levy, noting that a report on the next stage of progression, consultation on the Wiltshire Draft Charging Schedule, would be appearing at Cabinet on 10 September 2012, stating that it was envisaged that Scrutiny involvement would be appropriate and appreciated following the first consultation which would end in late November 2012.

The Service Director (Economy and Regeneration) explained that the total amount likely to be generated by the CIL would be less than previously expected, and clarified that the rates that would be set by the Charging Authority (Wiltshire Council) could be decided to be highly varied based on geography, use and scale of developments. It was stressed that an appropriate balance would need to be struck between the infrastructure funding gap, the gap between the predicted required infrastructure costs and funding, and the impact on a developments economic viability across Wiltshire as a whole, and that the CIL would be unlikely to pay for the entire infrastructure gap.

The Committee was further informed that the Council had a choice between a simple method of rate setting or more complex, locally dependent set of rates, and that the method chosen would be independently examined, checking the evidence behind the decision, the risk to development and compliance with statutory regulations.

After the presentation, the Committee debated the issues raised. The level of flexibility in altering the chosen CIL rate was queried, and it was confirmed that as economic circumstances changed, rates could be altered through proper procedures at a reasonable point in time. It was also confirmed that due to differing viability for development across the county, it was expected and acceptable that in some areas affordable housing targets would not be met as a result of CIL rates, and that this was true of some areas even without any CIL rate.

In response to queries, it was stated that the CIL would need to be in place prior to development, but incremental charging could be in place in the event of

alterations to the planned development altering the appropriate levy. Concerns were also raised regarding potential increased administration and the implications on specific areas if a flat rate were implemented.

At the conclusion of debate, it was,

**Resolved:**

**That a Task Group be set up with immediate effect to report to the Committee in February 2013 on recommendations on the future implementation of the Community Infrastructure Levy.**

20 **Waste Management: Service Delivery Review**

The Overview and Scrutiny Management Committee agreed on 17 July 2012 for the Environment Select Committee to consider future options for the delivery of waste services.

The Service Director (Waste Management Services) introduced a report on the review of service and strategy and ensuing proposals for countywide waste disposal options ahead of Cabinet on 23 October 2012, and welcomed future involvement with Scrutiny.

The Committee discussed the report, raising issues including the importance of environmental considerations, options for green waste collection, and the request from officers for a Member of the Committee to act as a liaison between Overview and Scrutiny and the Waste Service.

In response to queries, it was stated that the service review had been implemented as a result of the harmonization of the service now being complete and several contracts coming to a close in 2014 and 2016 respectively, and that examination at the current stage would enable input into the preparation for the future tendering processes.

After discussion, it was,

**Resolved:**

- 1) **That a Task Group be appointed to examine the options presented in paragraphs 13-28 of the agenda report, to present their conclusions in February 2013.**
- 2) **That Cllr Alan Hill be appointed as Liaison between the Environment Select Committee and the Waste Service.**

21 **Air Quality Update**

The Committee and its predecessor has held a longstanding interest in the development of the Council's Air Quality Strategy, considering draft versions in



July 2010 and 2011. On 1 November 2011 the previous Environment Select Committee offered general endorsement of and comments regarding the Strategy, and requested an update on the delivery of the Strategy in May 2012. The Strategy was adopted by Cabinet on 13 December 2011.

The Cabinet Member for Public Health and Protection Services, Cllr Keith Humphries, was in attendance with the Public Protection Manager (Food and Environment) and Environmental Health Officer (EC & P), and presented an update on developments regarding the Air Quality Strategy. A brief report was presented to the Chair and is attached to these minutes for the attention of Members.

The Cabinet Member stressed that Air Quality was a highly complex subject and a significant part of Public Health, and welcomed increased engagement with Scrutiny in the future.

The Committee discussed the update report, and requested information on the development of draft Air Quality Plans for specific geographic areas, and debated the importance of Health involvement in any scrutiny of the Air Quality Strategy.

After discussion, it was,

**Resolved:**

**To return the item to the Overview and Scrutiny Management Committee with the recommendation that the matter be investigated at the appropriate time by a joint Task Group of environment and health.**

22 **Forward Work Programme**

The Chairman introduced the item as detailed in the agenda, stating that the proposed changes would give greater opportunities for deeper and more detailed Overview as well as Scrutiny for the Committee in future.

The Committee had the opportunity to discuss the proposals and any other suggestions for changes to the Forward Work Programme, recognizing that alterations or additions would require the endorsement of the Overview and Scrutiny Management Committee. The need for expert advice and assistance for the Energy Efficient Homes Task Group, if approved, was raised.

The Committee also expressed support for the proposal to meet quarterly from February 2013 in line with the Committee's intention to undertake more Rapid Scrutiny Exercises and Task Groups, though with further meetings being scheduled if necessary and appropriate.

After discussion, it was,

**Resolved:**

- 1) **Energy Efficient Homes**  
That a Task Group be appointed to review the draft guidelines and the evidence on which they are based in a session to involve an expert from the Zero Carbon Hub.
- 2) **Street Light Savings**  
That a rapid scrutiny exercise be conducted on receipt of a report from Highways and Transport and that the findings be presented to the Committee on 1 November as a supplementary item.
- 3) **Bus Service Review (Marlborough - Bedwyn - Hungerford)**  
That this item be referred back to the Overview and Scrutiny Management Committee to reconsider its inclusion on the work programme of the Environment Select Committee due to it being a specific service not related to the strategic overview role of the Committee.
- 4) **Development Services Transformation Programme (task group)**  
That the Task Group present a final report to the committee on 01 November, to include future recommendations for where scrutiny can ensure that the expected savings and efficiencies have been delivered.

23 **Date of Next Meeting**

The date of the next meeting was confirmed as **01 November 2012** at **Monkton Park, Chippenham**.

24 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.35 am - 12.35 pm)

The Officer who has produced these minutes is Kieran Elliott of Democratic Services, direct line 01225 718504, e-mail [kieran.elliott@wiltshire.gov.uk](mailto:kieran.elliott@wiltshire.gov.uk)

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**Wiltshire Council**

**Environment Select Committee**

**1 November 2012**

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**Subject: Highways and Streetscene Works Contract**

**Cabinet Member: Councillor Dick Tonge – Highways and Transport**

**Key Decision: No**

## **Executive Summary**

The Council's highway and streetscene service is currently provided through a mixture of contracts with external suppliers and by in-house provision.

The majority of the Council's highways functions are delivered by the Highways Works Contract currently awarded to Ringway Infrastructure Services. There are separate contracts for street lighting and streetscene operations in some parts of the county. In other areas the streetscene operations are carried out by the Council's in-house workforce.

The proposals for procuring a new contract for these services were previously reported to the Environment Select Committee in November 2011, with subsequent updates on progress. Cabinet resolved to invite tenders for a single contract to provide the Council's highways and streetscene works, and tenders were invited in June. The returned tenders are currently being assessed and the results will be reported to Cabinet in December. The new contract will start on 1 June 2013, and is expected to have a value in the region of £27 million annually.

The contract has the potential to deliver a number of benefits for the Council:

- *A single supplier will deliver the highways and streetscene services previously provided by two contractors and an in-house provider.*
- *The street lighting maintenance will be carried out by the same contractor as the highways and street scene service rather than being a separate contract.*
- *The single service supplier will mean there is one point of contact, with simplified management to deliver efficiencies.*
- *A number of service improvements are being included in the contract, including the establishment of Community Teams to build on the success of the Parish Steward scheme.*
- *The contract will make full use of new technology to improve communications and control of operations, and potentially improve the management of street lighting.*

The new contract has the potential to deliver significant improvements in service delivery in this important area for the Council.

## **Proposals**

It is recommended that:

- (i) In view of the importance of the Council's Highways and Streetscene service to the public there should be regular reports to this Committee during the lead in and transition to the new service supplier. The next report to be in February 2013.
- (ii) The creation of the new Community Teams to deliver the highways and streetscene service should be monitored and progress on implementation reported to this Committee.
- (iii) The changes and improvements to be implemented as a result of the new contract should be monitored and reported to ensure that the potential benefits are fully realised.

## **Reasons for Proposals**

- (i) The Highways and Streetscene service is important to the public, and this has been confirmed by People's Voice surveys over a number of years, and by recent national surveys.
- (ii) The single large contract for Highways and Streetscene offers substantial opportunities for further cost reductions and for achieving service improvements from economies of scale and by incentivising the contractor.
- (iii) There are benefits that a major contractor can bring to the Council, including provision of a new fully integrated communication system to provide a more responsive service to customers, and efficient operation.
- (iv) The Systems Thinking project on potholes with the existing contractor has seen average repair times reduce from over 30 days to 7 days. There is scope for improvements to other aspects of the service through a similar approach with the new contract.

**Parvis Khansari**  
Service Director  
Highways and Transport

**Mark Smith**  
Service Director  
Neighbourhood Services

**Wiltshire Council**

**Environment Select Committee**

**1 November 2012**

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**Subject: Highways and Streetscene Works Contract**

**Cabinet Member: Councillor Dick Tonge – Highways and Transport**

**Key Decision: No**

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**Purpose of Report**

1. To report on the procurement process for the new Highways and Streetscene Works Contract which will replace the services currently delivered through a mixture of separate contracts and in-house provision.

**Background**

Existing Service Delivery

2. A large proportion of the Council's highways functions are delivered by the Highways Works Contract. The contract was initially awarded to Ringway by the then Wiltshire County Council in June 1999, when the highways service was substantially out-sourced. The contract was operated as a joint arrangement with the Council's term highways consultant under the name of Ringway Parkman until May 2006. The contracts were then retendered and the Highways Works Contract was awarded to Ringway Infrastructure Services. This contract will end in May 2013.
3. There are separate contracts for street cleansing and landscaping with English Landscapes, which were procured by the former West Wiltshire and Salisbury District Councils. These services are operated by in-house teams in the other parts of the county. There is a separate contract for street lighting maintenance. These contracts will now also all end in May 2013, providing the opportunity for all of these services to be provided by a single supplier.

**New Contract**

4. The new contract will combine the services currently provided by the three different contractors and those provided by an in-house team. There are opportunities for a single management structure and support services. As well as delivering efficiencies this has the potential to lead to more effective and responsive service delivery.

5. The main service to be provided under the new contract will include:
- Local Highways and Streetscene – Street cleansing, litter picking, grass cutting, maintenance of public open space, Parish Steward service, footway and carriageway repairs, potholes, gully emptying, road markings and signing.
  - Highways Major Maintenance – Road resurfacing, surface dressing, road reconstruction, footway surfacing, road improvements and schemes.
  - Weather and Emergency response – Winter gritting, grit bins, response to flooding, emergency response to incidents on the highway.
  - Bridges and Structures – Bridge strengthening and repair, maintenance of retaining walls and other highway structures.
  - Street Lighting – Maintenance of lighting, replacement of damaged units, new street lighting and improvements.
  - Drainage and Flood Alleviation – Drainage surveys, improvements and flood protection works.
6. Total expenditure through the contract is anticipated to be in the region of £27 million annually. The budgeted is likely to be divided almost equally between revenue and capital budgets. An indication of the main areas of expenditure based on current budgets is included in **Appendix 1**.

#### Potential Benefits of the New Contract

7. There are a number of potential benefits for the Council that the new contract will deliver if it is implemented and managed effectively. These are summarised in **Appendix 2**.
8. As well as the potential cost savings resulting from economies of scale and reduced overheads, there are other benefits which are important to the Council. These include the advantages of having a single supplier, single point of contact, improved communications and the opportunity to create a more responsive service.
9. The formation of One Council provided the opportunity to integrate the highways and streetscene functions, and achieve efficiencies and improve effectiveness by combining the services, both in terms of delivery and management. A Systems Thinking project was undertaken to transform future service delivery in the local highways and streetscene service in trial areas.
10. The Systems Thinking review involved council staff, contractors and internal partners (e.g. HR and customer contact centre). Participation events were held with Town and Parish Councils and local community groups. The purpose of the Service was identified during the early stage of the review as '*working with the community to meet the needs of the asset and the community priorities whilst maximising the use of resources.*' It was concluded that there was an opportunity to improve community involvement and meet community priorities, which is the essence of the localism agenda and our corporate vision and goals.

11. As part of the review the Council is introducing community teams (assigned to a community area) who are empowered to set their own priorities in partnership with the local community ensuring the service undertakes the right fix, first time. Leading the team is a Team Co-ordinator, with the responsibility of being the local contact and organising community involvement. The Team Co-ordinator is supported by a specialist who looks after two community areas and the whole team will report to an Area Manager. The driver is to adopt a 'Can Do' approach, ensuring a customer first philosophy whilst strengthening communities to become more resilient themselves.
12. The intention is to continue the creation of Community Teams across the county with the new contractor taking the lead in forming the new teams.
13. An important time for the new contract will be the lead in and start periods when the new contractor will need to manage the cultural transition of transferring employees and new recruits. The bringing together of a number of workforces currently with different employers will be a challenge for the new contractor and their proposals will be carefully considered as part of the tender evaluation before recommending a preferred bidder.
14. The introduction of Information Technology and new communications systems will be provided by the new contractor. This offers the opportunity to create a new fully integrated system to allow customers to report defects and concerns which are communicated directly to those doing the work. This has the potential to include work scheduling, reprioritising to react to events, and financial and cost information. The system would have the potential to update customers, Councillors and local councils and provide real time information on highways and streetscene operations.
15. Trials in connection with the Systems Thinking project have demonstrated the benefits and feasibility of these communications systems, which are becoming more effective and increasingly used by contractors to streamline their operations. Such a system is a key requirement for the future service provider, with the necessary equipment being supplied under the contract.
16. In order to make full use of the potential communications improvements it is likely that major changes to the existing website and Clarence reporting of defects and problems would be necessary in order to improve the customer experience. This will be the subject of a separate project to be developed in parallel with the start of this contract. Existing systems are inadequate and there are now much better equipment and processes being used by other councils.
17. In order to improve the service and create the opportunity to achieve future cost savings the contract includes the potential provision of a Central Management System for street lighting. This will enable the timing and efficiency of the majority of street lights to be individually controlled centrally. Street lighting has been the subject of a recent public consultation, and will be the subject of a future report to Cabinet. If it is decided to proceed with changes to street lighting the procurement process for the equipment will already have been completed as part of the new contract to allow early implementation and early realisation of benefits.

18. Since the introduction of the Area Boards, the Highways Service has taken significant steps to delegate decisions and budgets to local communities. Examples are the Parish Steward Scheme, Speedwatch, and Community Area Transport Groups. Since April 2010, £1.1 million has been handed over to Area Boards for funding locally identified and prioritised highways improvements.
19. The direction of travel will undoubtedly require further involvement of communities in the decisions regarding service delivery during the life of the next contract. The new contract has therefore been designed to, not only support the Council in developing resilient communities, but to add value to the process by offering innovative solutions that involve local communities.
20. The new contract will be capable of accommodating changes resulting from delegation of services to local groups or Town and Parish Councils. The Council will be able to transfer part of the service and the associated resources in response to requests for delegation to local level. The contract will have a mechanism for change of scope which will accommodate service delegation, asset transfer, or service withdrawal.

#### Management of the Contract

21. The current Highways Works Contract is considered to deliver a good service. This is evidenced by measuring performance, and the existing service supplier has achieved the performance targets set in the existing contracts, which were incentivised through links to extension of the contract period. This arrangement has been operating for 12 years. The service has continuously improved during this period and officers have worked with suppliers to constantly improve performance and drive down costs. The systems and processes have been under constant scrutiny, and changes have been introduced on a regular basis. These include changes in management, protocols, products, design, supply chain, construction techniques, plant and Health and Safety.
22. The highway contractor's performance in terms of quality, programme, delivery, safety and other factors has been scored annually across a range of factors and they have consistently scored over 8 out of 10, which is indicative of very good performance. In addition, the contractor's performance has been monitored against over 700 undertakings given at the contract award stage. The Council has put in place contract governance which imposes a tight performance culture which is fully evidenced in the annual service reports which have been reported to the relevant Overview and Scrutiny Committee annually.
23. It is proposed that similar management arrangements will be used to monitor and manage the new contract. This will include the use of Service Delivery Teams with Council Officers, Consultants and Contractors working together to ensure service delivery and improve services.
24. The Council Officers generally deal with Councillors, Parish and Town Councils and the public. They also have responsibility for setting budgets, priorities and programmes. This model has evolved in the highways service for over a decade and it is intended to apply the principle to the new contract.



25. In order to ensure that the contract delivers its full potential a number of steps have been taken in the procurement process to ensure:
- The selected Contractor is genuinely capable of delivering all the operational benefits attributed to a good service provider;
  - The Council will be capable of partnering with the new contractor and ensuring that contract performance is delivered;
  - The Contract Terms and Conditions embody appropriate mechanisms for ordering and pricing works, incentivisation for innovation and efficiency;
  - There will be clear responsibility on the participating organisations, (Client, Consultant and Contractor) to support and improve the delivery of their activities in the context of a partnering arrangement.

#### Future Programme

26. The tenders were returned on 28 September and are currently being assessed. The outcome of the tender assessment will be reported to Cabinet in December when it is anticipated that the contract will be awarded.
27. There is a substantial lead in period to the start of the contract in June 2013. This is to provide sufficient time for the contractor to source plant and equipment, put in place staff transfer and recruitment processes and to make arrangements with supply chain partners and plan the necessary changes.
28. It is envisaged that the formation of the Community Teams will take place during the early stages of the contract and the contractor will need to maintain service delivery whilst making these changes and improvements. A number of improvements, including electronic work ordering and communications systems, will need to be operational on day one of the contract.
29. The details of the programme for making changes to the service will be agreed with the successful bidder and will be reported to a future meeting of this Committee.

#### **Environmental and Climate Change Considerations**

30. Existing services that are contracted through the existing contracts account for 12.57% of the Council's carbon footprint (Streetlighting – 7,084.03 tCO<sub>2</sub>, Ringway – 816.38 tCO<sub>2</sub> and English Landscapes 250.6 tCO<sub>2</sub>). Of these emissions, allowances under the Carbon Reduction Commitment (CRC) Scheme are payable for street lighting as the Council is responsible for procuring and paying for electricity consumption. These allowances will be payable from 2014/15 onwards at an estimated cost of £128,000, a cost that is likely to increase year-on-year. The Council has a target to reduce its carbon footprint by 20% by 2013/14 and an aspiration to achieve a 50% reduction by 2020.
31. The new contract includes a requirement for the contractor to both accurately report emissions and seek to reduce them in line with targets set out in the Council's Business Plan. With the increasing cost of fuel and CRC allowances this approach has the potential to improve the sustainability of the contract and avoid exposure to increased costs in the future.

32. The Climate Change Adaptation Plan (2011-2014) outlines the risks the Council could be exposed to due to future climatic changes. With recent variability in weather conditions experienced in Wiltshire, this contract presents an opportunity to mitigate some of the risks associated with highways and streetscene services. There is the opportunity to achieve environmental improvements, especially in terms of reduced carbon footprint and recycling of materials. The existing highways contracts have already introduced changes with the use of new road construction techniques to reduce landfill and the introduction of energy efficient lighting units.
33. The maintenance of highways, verges, open spaces and watercourses carried out by the highways and streetscene services can have an important influence on the local ecology and environment in Wiltshire, and this will be reflected in future arrangements for the provision of these services.
34. The tender assessment process will take into account the environmental implications of the bids in the quality assessments.
35. Recent winters have been particularly severe, and have emphasised the importance of the precautionary salting and snow clearing which will be operated by the new contractor. The duties of the Council as Lead Local Flood Authority will increase the importance of responding to emergencies. The new contractor will provide an immediate response to flooding incidents in the county, with resources being increased in response to events. It is likely that flood alleviation and community protection works will increase in importance during the life of the future contract.
36. The specialist contractors providing services to the Council can offer valuable advice in the use of designs and materials which are better suited for coping with longer term changing climate conditions. They can often bring knowledge and experience from other countries and contracts, and their own materials research, to assist the Council in developing longer term strategies.

### **Financial Implications**

37. The Highways and Streetscene Works Contract is anticipated to have an annual value of about £27 million, which comprises both capital (circa £14 million) and revenue (circa £13 million) expenditure. This excludes the Highways Consultancy Service (approximately £4 million) which is the subject of a separate contract recently awarded to Atkins.
38. The cost implications of the new contract are currently being analysed. A similar contract recently awarded by another authority also rationalised a mixture of highways contracts, streetscene contracts and in-house streetscene service provision into a single external contract and delivered savings of 4% against previous costs. It is anticipated that the future Wiltshire contract would show similar or better cost reductions.

39. Predictions for further savings during the life of the contract will become apparent as understanding of the service is developed and processes such as Systems Thinking are applied by the new contractor to increase efficiency. However, it should be noted that initial savings against the contract could be impacted by year-on-year inflationary increases, especially with regard to fuel which is an important aspect of these operations. It is envisaged that the future service delivery will offer value for money and provide the flexibility to adapt to future events.

### **Legal and Procurement Implications**

40. The new contract will help ensure that the Council meets its obligations under the Highways Act and other legislation.
41. The procurement process has been in accordance with the legal requirements, and has followed a robust decision pathway. The key award principles have been developed to avoid legal challenge at a later date.
42. The transfer of staff under TUPE from existing service suppliers and from the Council to external suppliers will be managed, with appropriate legal advice, as part of the contract procurement and transition process.

### **Equalities Impact of the Proposal**

43. The new contract will result in existing employees of service providers and the Council having the right under TUPE regulations to transfer to the new suppliers, and the successful tenderer will have to make the appropriate arrangements.
44. The successful tenderer will be required to demonstrate good practice in terms of employment policies and practices, and to conform to the Council's standards. The tenderers' employment policies will be a factor taken into account in considering the tenders.
45. It is proposed to complete an equalities impact assessment of the group of Wiltshire Council staff who could potentially be TUPE transferred to a new provider. This is a two-stage process, with the second stage as part of the tendering process to check the impact on staff and on equal pay.
46. The staff currently employed by the Council on the streetscene elements of the service are regularly updated on the progress of both the Systems Thinking Review and the procurement process. Meetings with the representatives of the trade unions have already been held, and a Union Representative sits on the Systems Thinking Working Group, the Contract Project Board and on the Project Team.

### **Risk Assessment**

47. The existing highways and related contracts deliver a significant proportion of the Council's highways and streetscene activities. There are significant risks associated with these operations, especially in terms of health and safety, and in financial and reputational risks to the Council.

48. The procurement process and transition to the new contractor will need to manage those risks. The risks will be reviewed regularly during the procurement and transition process, and appropriate risk mitigation and reduction measures will be taken.
49. A key risk has been that the procurement process will not be completed in time to have suppliers in place for the required dates. This risk has been significantly reduced by the current procurement process.

## **Conclusions**

50. The highways and streetscene service is important to the public. The People's Voice and national surveys have shown that road maintenance is a Council service where most members of the public would wish to see increased investment.
51. The new Highways and Streetscene contract provides the opportunity to achieve efficiencies and improve the service to the public. The establishment of Community Teams to deliver the local highway and streetscene service has the potential to improve service delivery and facilitate closer working with the local communities.
52. It would be appropriate for this Committee to receive reports on the progress being made to implement the changes during the transition to the new contract arrangements.

**Parvis Khansari**  
Service Director  
Highways and Transport

**Mark Smith**  
Service Director  
Neighbourhood Services

Report Author:

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**The following unpublished documents have been relied on in the preparation of this Report:**

None

## **Appendices:**

Appendix 1 – Typical Expenditure  
Appendix 2 – Benefits of New Contract

### Typical Expenditure

The main elements of revenue expenditure in the Highways and Streetscene service based on 2011/12 budgets are anticipated to be:

Item	£
Streetscene	4,526,400
Highways Routine Maintenance	4,493,200
Bridge Maintenance	254,500
Winter Maintenance	1,649,400
Street Lighting Maintenance	1,270,100
Tree Maintenance	153,000
Depots	514,300
Traffic Reviews	106,300
<b>Total</b>	<b>12,967,200</b>

The main elements of Capital expenditure based on 2011/12 budgets, but excluding any one-off winter damage funding, are expected to be:

Item	£
Bridges	2,497,000
Highways Major Maintenance	10,935,000
Integrated Transport	1,039,000
Drainage	500,000
<b>Total</b>	<b>14,971,000</b>

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## Benefits of New Contract

The benefits of the new contract are expected to include:

1. Simplified management of the service currently provided by three contractors and in-house teams.
2. Ability to reconfigure resources in event of reduced workload.
3. Contractor carries workforce employment risks in connection with redeployment and occupational hazards.
4. Specialist personnel and corporate best practice processes and procedures.
5. Management capability and capacity which has been assessed at the prequalification stage and tender quality assessment.
6. Greater flexibility for optimising deployment of operatives and resources.
7. Greater flexibility for redeploying personnel in response to budget changes.
8. Group-wide call-off arrangements for highway related materials and consumables resulting in price benefits due to bulk buying.
9. Established skills in dealing with highways related sub-contractors.
10. Ability to apply common operational management systems across services.
11. Established mobile working solutions for communications with field operatives.
12. Provision, updating, maintenance and renewal of specialist highways related ICT included in rates.
13. Effective specialist IT support for operational management systems.
14. Expertise in working with clients to develop public interfaces.
15. Dedicated Health and Safety specialist personnel and best practice procedures.
16. Economies of scale by dealing with Health and Safety issues across services and contracts.
17. Ingrained familiarity with regulations and procedures relating to CDM, H&S, HSE, etc.
18. Corporate Quality management and Environmental Management Systems.
19. Group wide training programmes for operatives and management.
20. Apprenticeships or work opportunities.
21. Access to wider highway community through other contracts and industry groups.
22. Highways research and development activities.
23. Joint innovation trials and sharing costs.
24. Collaboration and systems thinking reviews in conjunction with client.
25. Transfer of responsibility for non-strategic fleet to contractor.
26. Local management structure across the range of services.
27. Potentially reduced overhead costs for centrally provided support.
28. Potential capital investment in plant and equipment.

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**Wiltshire Council**

**Environment Select Committee**

**1 November 2012**

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## **Development Services Transformation Programme Task Group**

### **Purpose**

1. To present the findings and recommendations of the Development Services Transformation Programme Task Group for endorsement by Committee and referral to Cabinet as appropriate.

### **Background**

2. The Development Services Transformation Programme Task Group was established by the Environment Select Committee at its meeting on 10 January 2012 when it received an update on the Planning Services Peer Review.
3. The Task Group met on four occasions (23 March, 25 May, 20 July & 28 September 2012) and had the following membership:

Cllr Chris Humphries (Chairman)  
Cllr Trevor Carbin  
Cllr Peter Fuller  
Cllr Leo Randall  
Cllr Tony Trotman

4. The Task Group was set up to monitor delivery of any action plan to emerge from the recent peer review of the Development Control Service and 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.”

### **Methodology**

5. The Task Group considered the Development Services Transformation Programme PID, received a brief explanation of the process and considered in particular 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.

6. The Task Group considered a list of potential projects as follows:
  - Strategy
  - Performance & Process Improvement and Customer Focus
  - Culture, Focus & Behaviour and People, Management & Leadership
  - Member Development
  - ICT, Telephony & Systems
7. The Task Group also:
  - (1) received a copy of the Peer Group Challenge, which was carried out in September 2011 which was generally welcomed; and
  - (2) considered:
    - project and work stream updates;
    - the results of the Wiltshire Council Staff Survey 2011 and action taken;
    - details of the following new processes:
      - i. Development Management
      - ii. Building Control
      - iii. Enforcement.
8. A copy of a report summarising progress with the Development Services Transformation Programme as at September 2012 is attached at Appendix 1.
9. The potential restructuring of the Council's planning committees (currently four Area Planning Committees and one Strategic Planning Committee) was initially considered as a topic for discussion and concern was expressed that reducing the Area Planning Committees from 4 to 3 would result in areas geographically too large to be manageable. However, although the Cabinet Member is discussing preferences with members of the four area planning committees, no change in the current committee structure will take place before the Council elections in 2013 and this issue was therefore not considered at length by the Task Group.

## **Conclusions**

10. The Task Group supports the work undertaken and the results to date of the progress of the Development Services Transformation Programme (DSTP) for the period from 1 February to September 2012, subject to the following comments:
11. The establishment of a new single joined-up service, which should eradicate many of the inconsistencies in working practice currently in operation within the three development control teams for historical reasons, is welcomed. The Task Group believe that the introduction of a new centralised IT system can help in standardising working practices and also lead to an improvement in the level of service offered to customers and clients. The Task Group particularly welcomes the Planning Control and Building Control teams

working in a more joined-up way. Although these teams have different roles, the way they operate must be viewed from the customer's perspective as a single joined-up service.

12. Members have expressed concerns about the difficulty members can experience contacting planning officers and obtaining information about planning applications quickly. The Task Group is therefore supportive of the proposal that a planning officer will always be available for these kinds of queries and that officers in Development Services working at home must always be contactable.
13. Part of the redesign of the service was a review of the location of staff around the county. A preliminary assessment regarding the potential to centralise the Technical and Administration Support Team concluded that centralisation may adversely impact the efficiency of the planning process and hence the customer experience. The Task Group therefore supports the proposal not to centralise the Technical and Administration Support Team.
14. It was reported that an analysis of telephone calls received by the Development Control team showed that a significant proportion were requests for progress updates on planning applications, which could easily be reduced by more effectively publishing their progress on the Council website and by communicating more proactively with customers through the process. Much of the systems thinking work now underway with this team was about addressing these kinds of inefficiencies.
15. The Peer Review had identified that there is a need to review the councillors' interaction with the planning process in a number of areas, such as the process of decision making in Area Planning Committees and the interaction between officers and councillors. The Task Group agreed that training for members of the Council could be improved. It was appreciated that, with the current planning committee structure, not all councillors were directly involved in determining planning applications, but nevertheless as local councillors they were required to be proficient in the planning process and have knowledge of the call-in mechanism. At present not all local councillors contact case officers to discuss issues prior to calling an application in and the Task Group agreed that there was a need to provide more information to members on the process.
16. The current system for 'calling-in' planning applications has led to a high number of 'failed' call-ins, often due to a general lack of communication between member and planning officer.. There was room for making improvements to the existing process, which hopefully would be addressed by more regular informal communications between officers and members.
17. The potential proposals to provide displays of planning applications at committees and a Q&A session for members prior to meetings with the possibility of these being open to the public is noted. However, the Task Group would have concerns about any proposals for additional meetings between members and officers outside of formal planning committees. It is felt

that these can reduce the perceived transparency that is vital to the planning application process.

18. The Task Group believe that the 30-second warning given to members of the public when speaking at some planning committees does not create a customer friendly environment and therefore recommend that a different system should be explored.
19. The Task Group favours the suggestion that more junior planning officers could attend chairmen's briefings and present their applications at committee, feeling that this will help their professional development. It is acknowledged, however, that the planning committees could appear intimidating for more junior officers and that initially they would require support to gain confidence.
20. The Task Group recommend that a greater focus should be placed on enforcing planning conditions laid down at planning committee. Part of this is ensuring that the conditions are enforceable at the point that they are drafted. It is acknowledged that at a time of reducing funding there were not sufficient resources to proactively check adherence to all planning conditions, but the Council must be able to react effectively when members of the public report breaches of control.

### **Proposal**

21. The Committee is asked to support the ongoing work of the Development Service Transformation Programme, to endorse the conclusions of the Task Group, and refer these to the Cabinet Member for Waste, Property, Environment and Development Control Services.

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### **Cllr Chris Humphries – Chairman of the Development Services Transformation Programme Task Group**

Report author: Roger Bishton, Democratic Services Officer

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### **Appendices**

Appendix 1      DSTP Progress Report September 2012 (Agenda Pages 25-54)

### **Background documents**

Development Services Transformation Programme PID

## Development Services Transformation Programme - Progress Report for September 2012

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Author: Brad Fleet and Peter McSweeney  
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 1<sup>st</sup> 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:

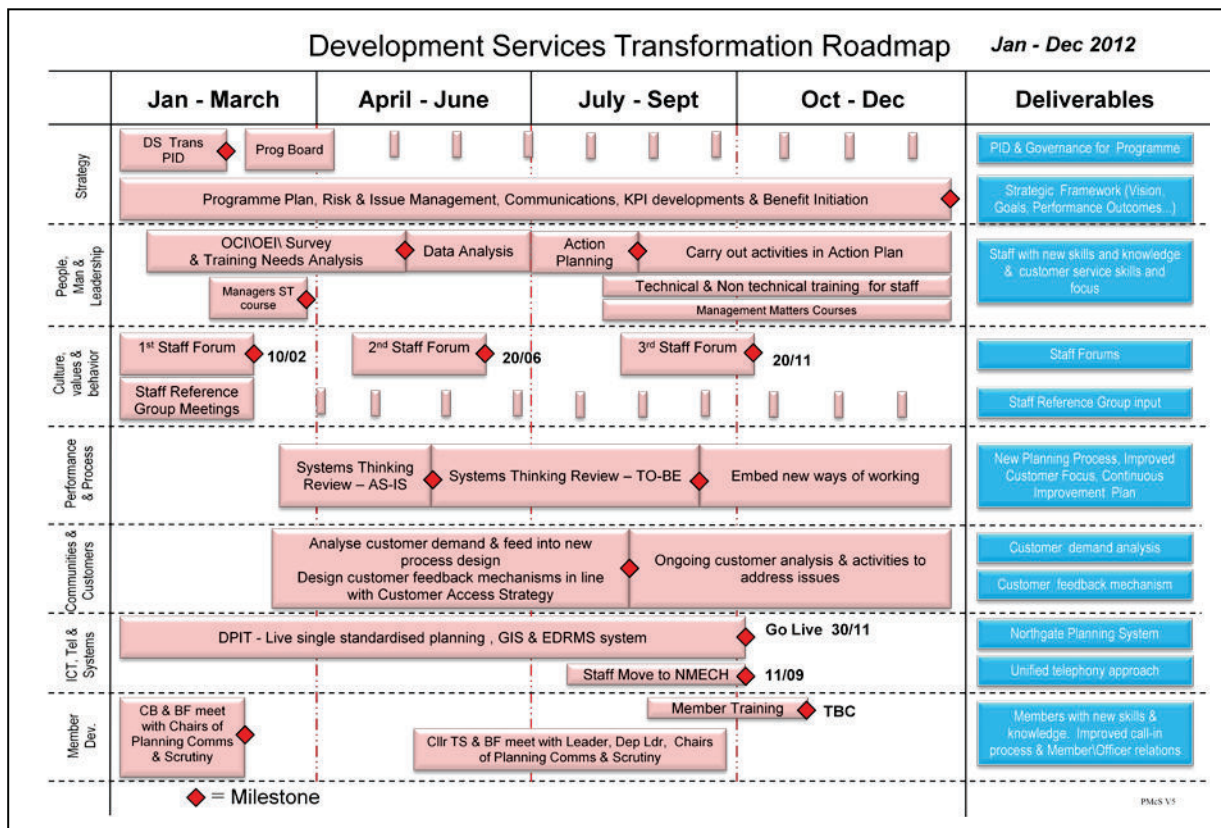


Figure 1. DSTP Roadmap

## 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.

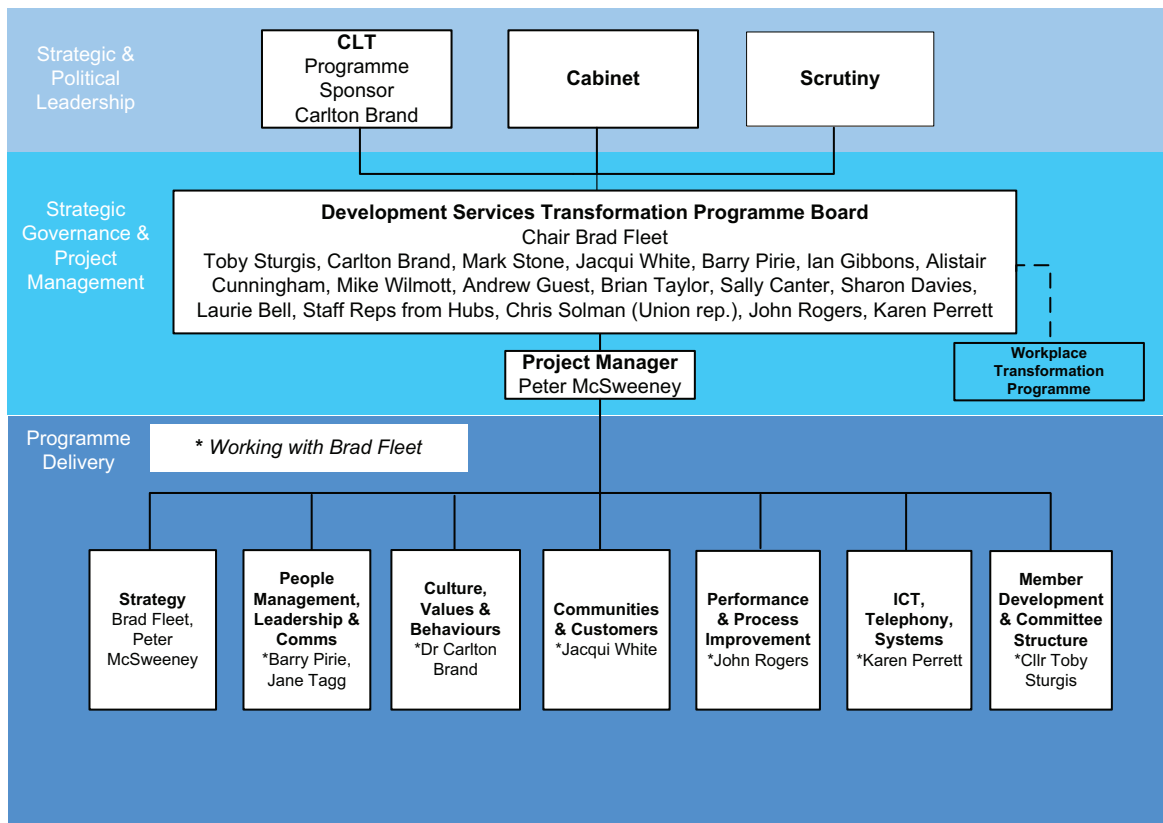


Figure 2. DSTP Governance

- 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.

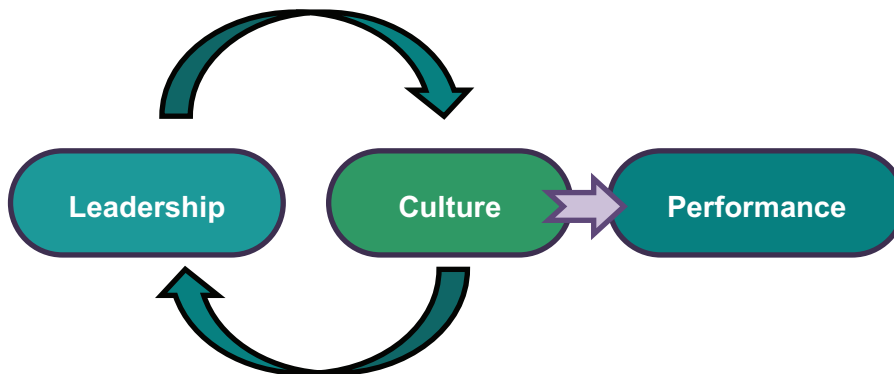


Figure 3. The relationship between Leadership, Culture and Performance

#### 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.

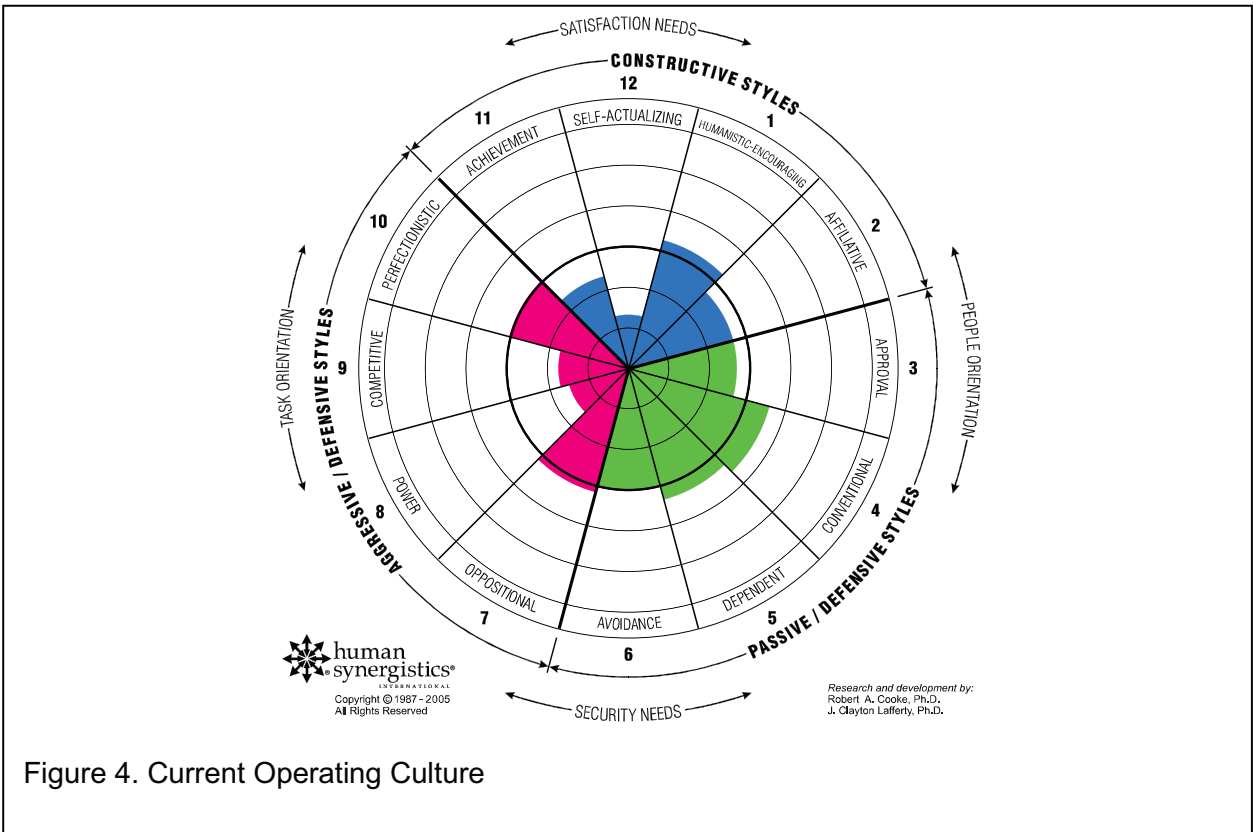


Figure 4. Current Operating Culture

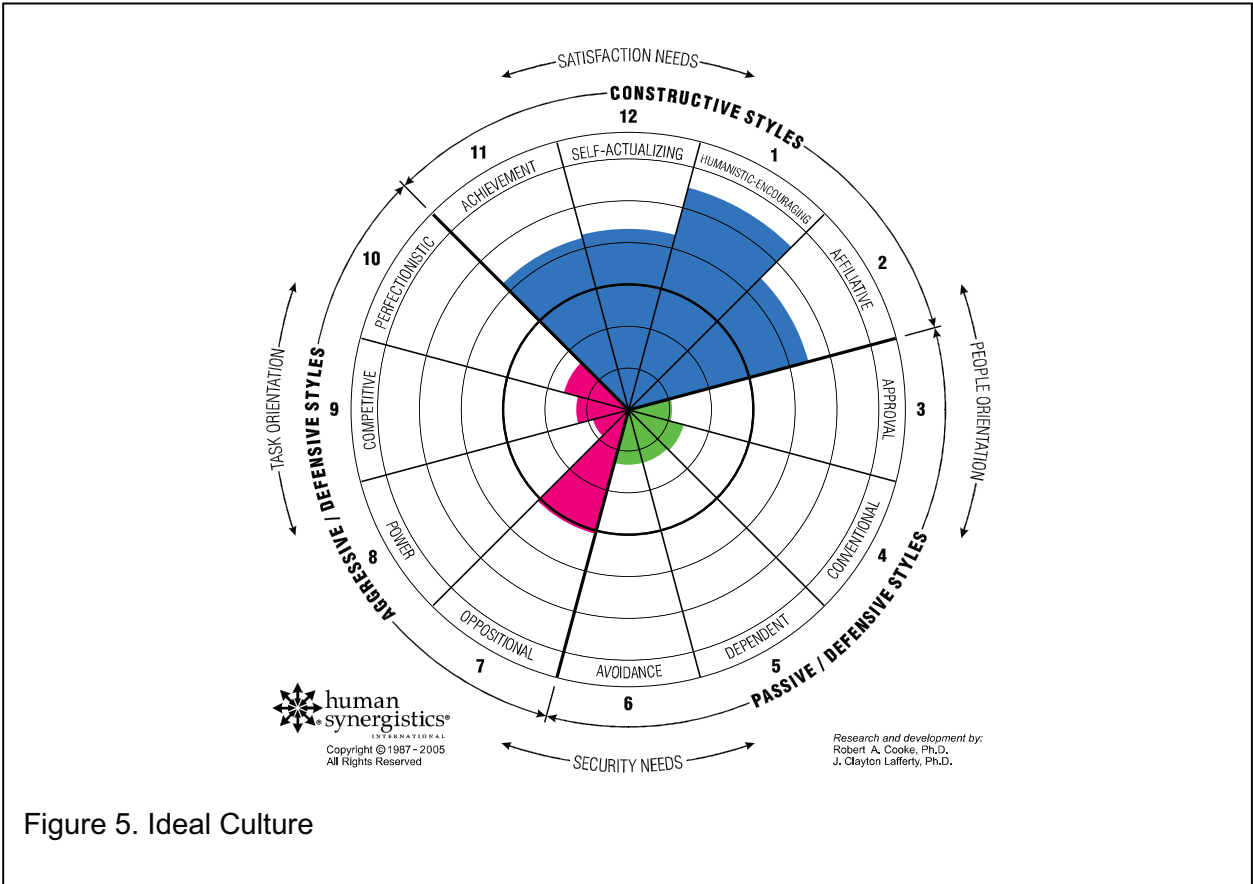


Figure 5. Ideal Culture

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.

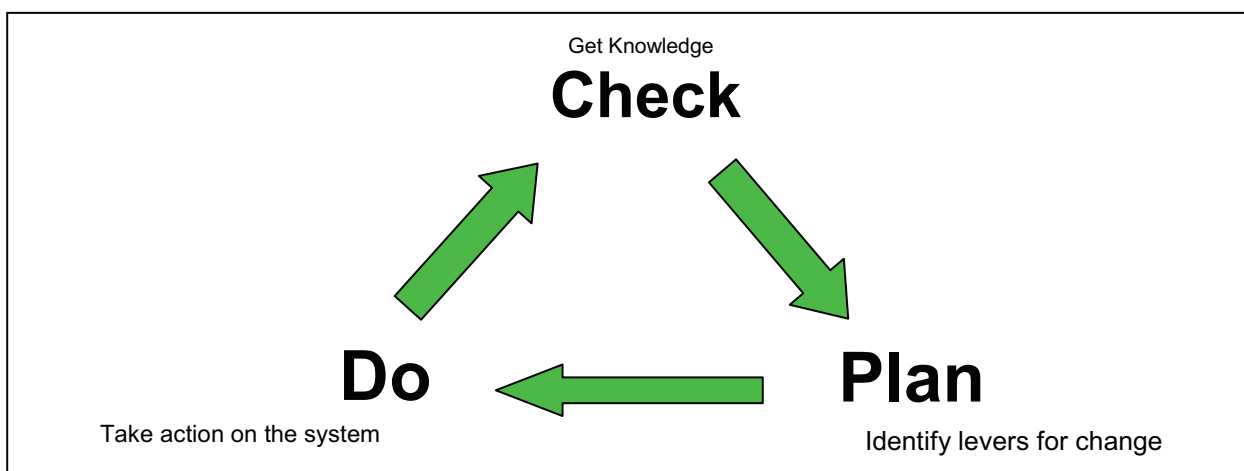


Figure 6. The Systems Thinking approach

### 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:

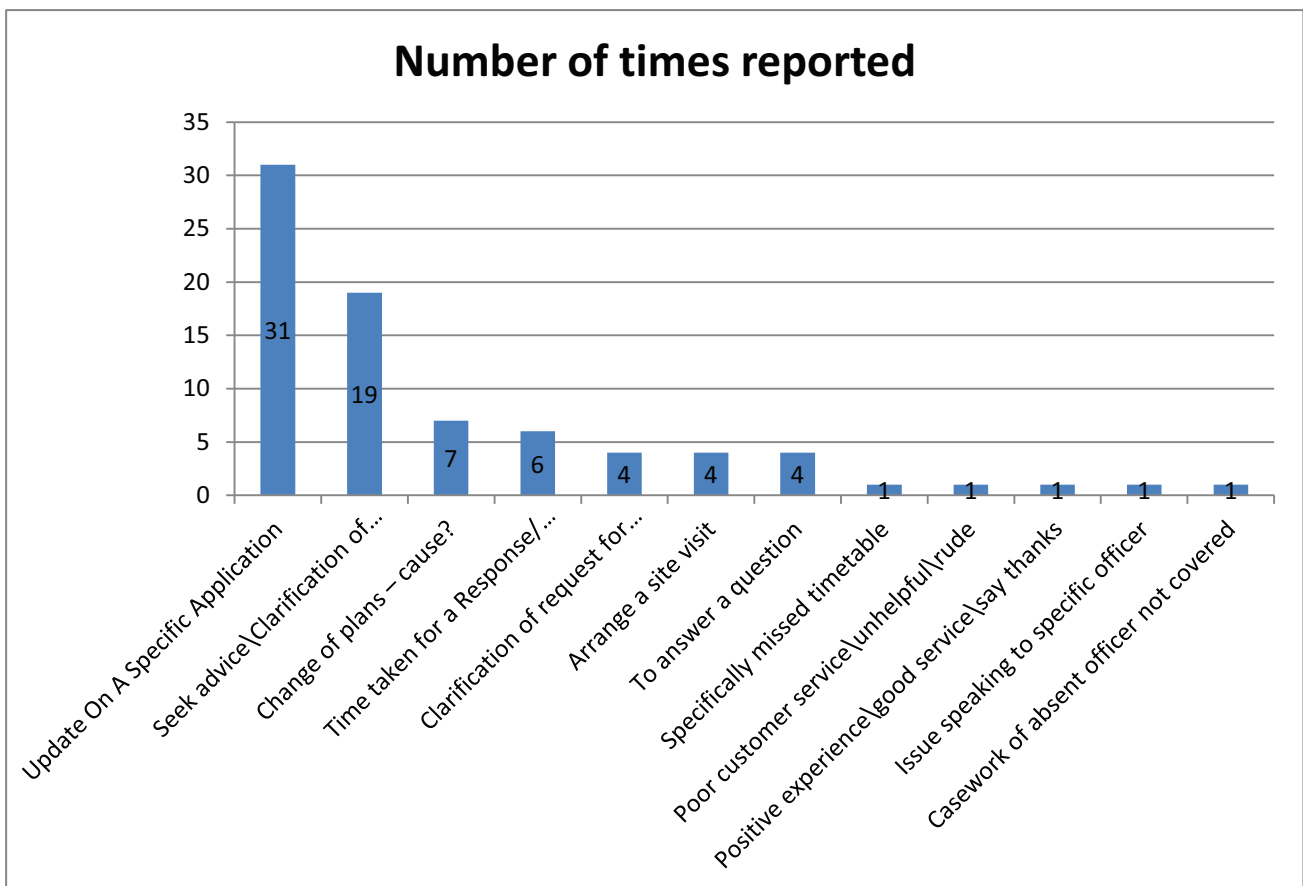


Figure 7. Development Control call categorisation following a survey

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:

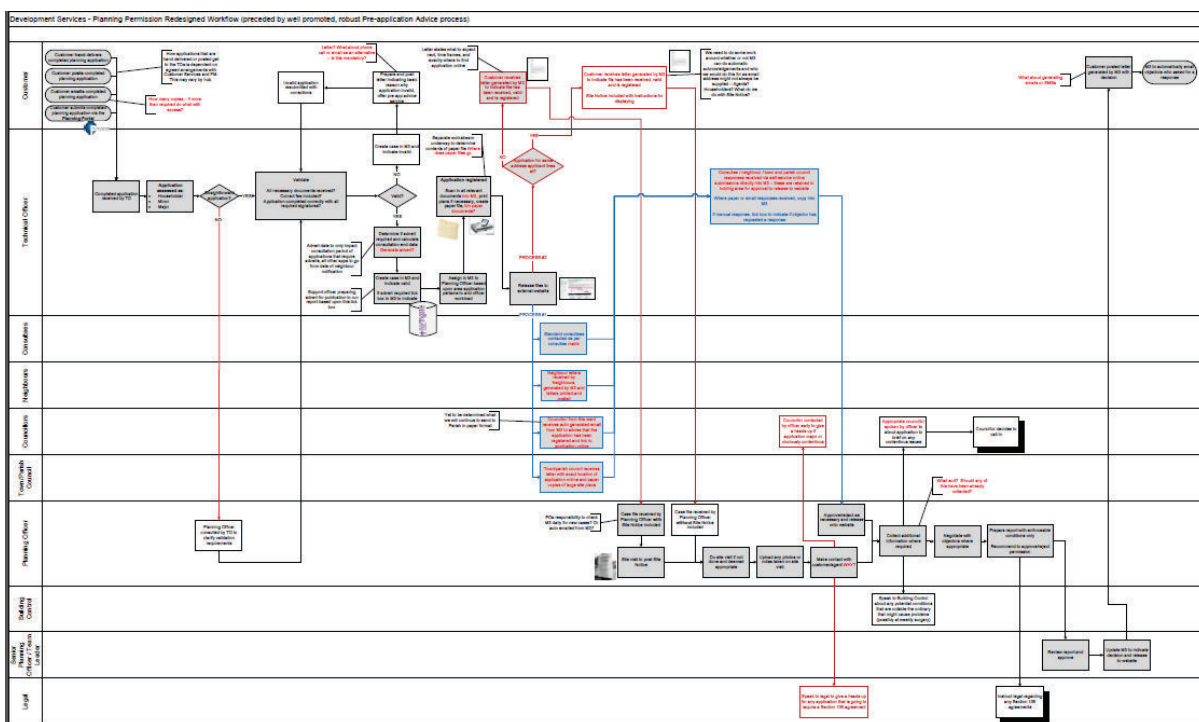


Figure 8. An example of a workflow diagram – the DS draft redesigned process

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.

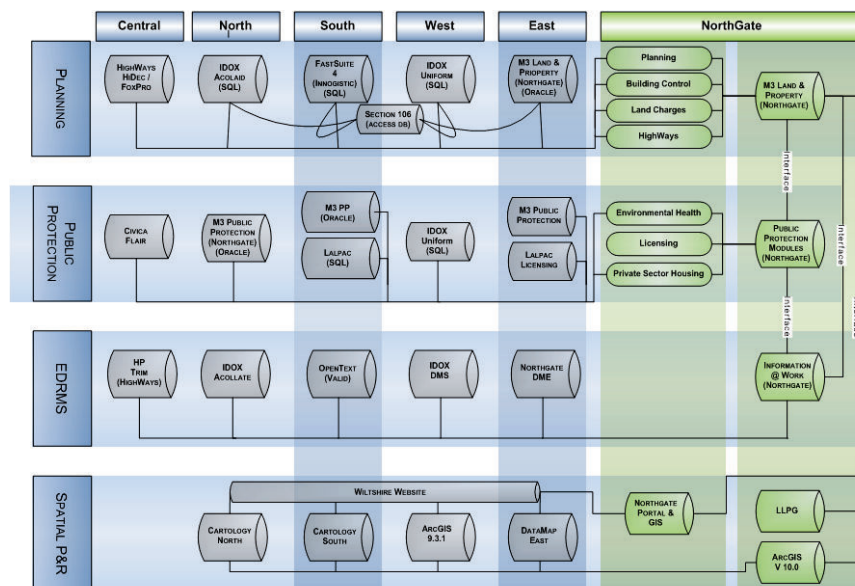


Figure 9. Schema showing the migration path from legacy systems to Northgate's M3

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.

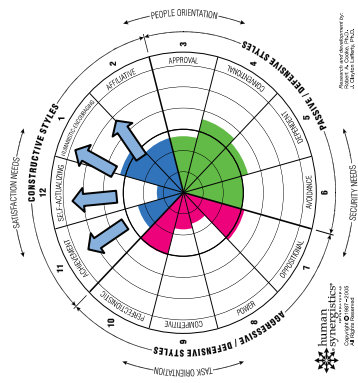
## **7 Conclusions**

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



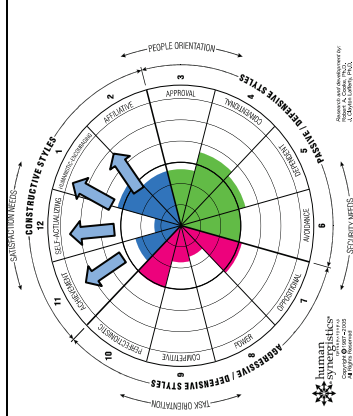
Group	Module	A	S	O	N	D	J	F	M	A	M	J	Notes
HOS	<ul style="list-style-type: none"> <li>Explore key elements of Service and Functional Plans</li> </ul>												
EMT	<ul style="list-style-type: none"> <li>Engagement with service vision/ functional plans and key priorities.</li> </ul>	↑											
All Staff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

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

technical TNA													
<ul style="list-style-type: none"> <li>360 degree appraisals</li> </ul>													
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>LI or other 360 feedback for all HOS and follow up coaching</li> </ul>		↑	↑	↑		↑						
EMT	<ul style="list-style-type: none"> <li>Managing by outcomes: managing teams remotely</li> <li>Leading change and innovation</li> <li>High Performing Teams</li> <li>Develop Coaching as a leadership style</li> <li>Launch 360° feedback LSI / LI and follow up coaching where needed/ requested</li> </ul>				↑								

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

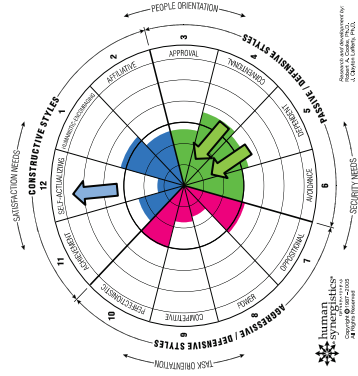
<ul style="list-style-type: none"> <li>• Avoid being officious, always seek to use plain English</li> <li>• Ensure that key findings from systems thinking are acted upon</li> <li>• Managers deal robustly with poor customer service when they see it</li> <li>• Log in to phones</li> <li>• Capacity plan for demand where there are recognised pinch points</li> <li>• Establish baseline performance measures and re-measure in a year</li> <li>• Encourage staff to make improvements to services when they see an opportunity to do so (empower them to do so)</li> <li>• Gain understanding and provide clarity on what customers value</li> <li>• All staff to have some involvement in customer forums</li> </ul>												
Support Programme												
Group Ref.	Activity/module	A	S	O	N	D	J	F	M	M	J	Notes
HOS												
EMT	<ul style="list-style-type: none"> <li>• Change and Innovation (see above section on training and development)</li> </ul>											
All Staff	<ul style="list-style-type: none"> <li>• Customer service Training</li> <li>• Change and Innovation:</li> <li>• Pilot Action Learning Sets at staff level focusing on continuous improvement and customer service</li> </ul>											Provided internally by FC



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

<ul style="list-style-type: none"> <li>Ideas rewarded/ praised/ celebrated</li> <li>Demonstrate quick wins. Being seen to be able to change ideas quickly/ test out ideas</li> <li>Staff reference group, team meetings, joint team meetings, 121s, appraisals all good</li> <li>Shadow staff in other hubs and across other roles</li> <li>Small working groups looking at system Improvement and reporting back</li> <li>Encourage innovative thinking and flexibility: 'what's best for customer service?' ' Can I be flexible here'</li> <li>Encourage staff to take decisions, to take risks</li> <li>Encourage less dependency on asking for authority</li> <li>Clarify 'grey areas' where people are able to step out and take responsibility for decisions made</li> <li>Strengthen trust within teams</li> <li>Develop leadership and empowerment skills within teams</li> </ul>	<p style="text-align: right;">↓ Dependent</p>
<p><b>Upward Communication</b></p> <ul style="list-style-type: none"> <li>Forthright (not Censored)</li> <li>Provided voluntarily (not Provided only when demanded)</li> <li>Whatever needs to be said (not Only what they want to hear)</li> <li>Positive—suggestions (not Negative—complains)</li> <li>Honest and complete (not Filtered and distorted)</li> <li>How we can make things work (not "Why things won't work")</li> <li>Accepted (not Rejected)</li> <li>Understood (not Misinterpreted)</li> <li>Acted On (not Ignored)</li> </ul>	<p>Person Respons.</p> <p>↑ Self-actualising</p> <p>↑ Humanistic encouraging</p> <p>↑ Affiliative</p> <p>↓ Conventional</p> <p>↓ Dependent</p>
<p>Follow up Actions</p> <ul style="list-style-type: none"> <li>Feedback at team meetings on suggestions that have been made by staff, clarify upward and downward communication from meetings</li> <li>Anyone allowed to attend staff reference group, fluid member ship</li> <li>Snap survey to have temperature gauge on staff opinion in new year</li> <li>Encourage staff to meet without managers to discuss issues and seek solutions</li> </ul>	

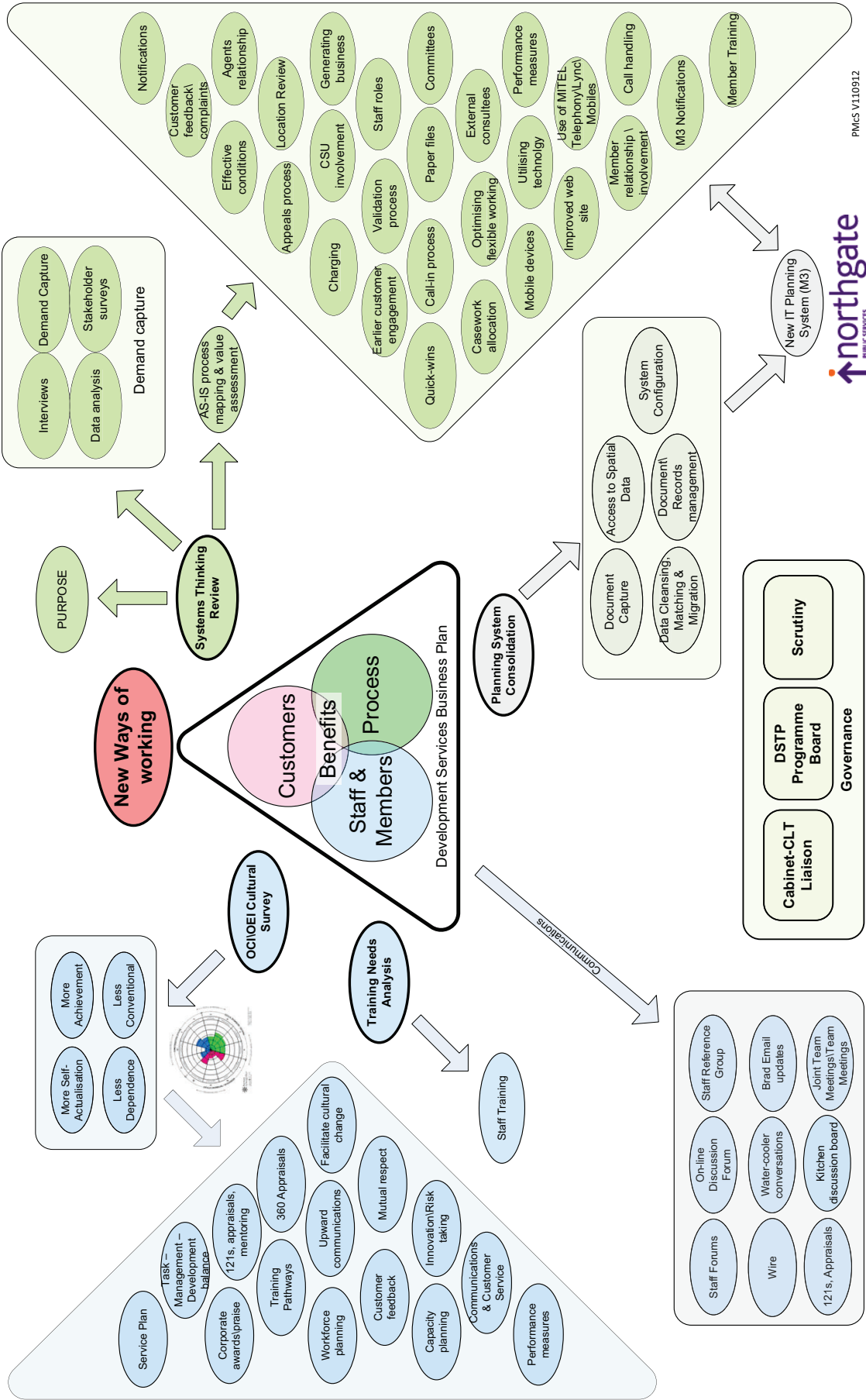
<ul style="list-style-type: none"> <li>Mangers encourage full participation to forums and team meetings</li> <li>When problems are voiced deflect with drive for solutions, encourage staff to find solutions</li> </ul>															
<b>Respect for Staff</b>		<ul style="list-style-type: none"> <li>Decisions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





# Development Services Transformation Programme Overview

- Development Services (including Enforcement)
- Building Control
- Heritage & Design
- Land Charges (not included)
- Minerals & Waste (not included)



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.**

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**OVERVIEW AND SCRUTINY  
FORWARD WORK PROGRAMME**

Subject	Select Committee	Date when proposed	Approved by Management Committee	Scrutiny Role (scrutiny/overview)	When to be considered	Review Date	Background	Rationale for inclusion	Cabinet Member/Portfolio Holder/key officer	Scrutiny/ DSO
Air Quality	Health/ Environment	30/08/12	06/09/12	Joint Task Group	tbc		<p>A proposal to establish a joint Task Group was agreed by the Management Committee on 6 September.</p> <p>Expressions of interested for membership have been invited.</p>	Important strategy prior to submission to Cabinet and monitoring of actions.	Cllr Keith Humphries/ Cllr Toby Sturgis Gary Tomsett	MM/TG
Development Services Transformation Programme (Task Group)	Environment	Legacy 09/07/12	17/07/12	Overview Task Group	Nov-12		<p>The Committee received an update on the planning services peer review at its meeting on 10 January 2012 where it was agreed that a Task Group would be formed to monitor delivery of any action plan to emerge from the peer review.</p> <p>The Group held it's first scoping meeting on 23 March and agreed it's terms of reference at its second meeting held on 25 May 2012.</p> <p>The Group will be holding its final meeting in September and will report back to the Environment Select Committee on 1 November 2012.</p>	Monitor action plan emerging from Peer Review of Development Services and transformation of same.	Cllr Toby Sturgis Brad Fleet	RB
Community Infrastructure Levy (CIL)	Environment	Legacy 09/07/12	17/07/12	Overview Task Group - policy development	Feb-13		<p>To consider following Cabinet and member briefing sessions but before final decision by Council.</p> <p>The Committee to test out the proposals and how CIL fits in with wider Council objectives.</p> <p>A proposal for the establishment of a Task Group was agreed by the Management Committee on 6 September.</p> <p>Inaugural meeting of the CIL task group held on 24/9/12. Next meeting planned for 28/11/12</p>	Important corporate issue supported by national regulation.	Cllr Fleur de Rhe-Philipe Alistair Cunningham	MM/KE
Low Carbon and Renewable Energy Plans	Environment	Legacy 09/07/12	17/07/12	Scrutiny	Nov-12		The Chairman and Vice Chairman to meet with Service Director and Cabinet Member on 9 October and report to Environment Committee 1 November.	Council responsibility	Cllr Toby Sturgis Ariane Crampton	MM/KE
Street Lighting Savings	Environment	09/07/12	17/07/12	Rapid Scrutiny Exercise	Nov-12		<p>To consider proposals following public consultation towards the end of the year.</p> <p>A proposal for a Rapid Scrutiny Exercise was agreed by the Management Committee on 6 September.</p> <p>The exercise will be conducted on receipt of the report and its findings report to the next Environment Committee on 1 November.</p>	Budget decision - Executive request.	Cllr Dick Tonge Peter Binley	MM/KE
Highways and Amenities Contract Update	Environment	Legacy 09/07/12	17/07/12	Scrutiny	Nov-12		A report to be presented to Committee on 1 November to establish whether future engagement is required.	Very large contracts coming to an end in May 2013. New contracts to be considered.	Cllr Dick Tonge Parvis Khansari	MM/KE

Subject	Select Committee	Date when proposed	Approved by Management Committee	Scrutiny Role (scrutiny/overview)	When to be considered	Review Date	Background	Rationale for inclusion	Cabinet Member/Portfolio Holder/key officer	Scrutiny/ DSO
Waste - Future Service Delivery Project	Environment	Legacy 09/07/12	17/07/12	Overview Task Group - policy development	Feb-12		<p>A proposal for a Task Group was agreed by the Management Committee on 6 September.</p> <p>The Group will consider the review of service, strategy and ensuing proposals for countrywide waste disposal options.</p> <p>Inaugural meeting of the Waste TaskGroup to take place on 10 October 2012.</p>	Important service review and spend for the Council	Clr Toby Sturgis Tracy Carter	MM/KE
Energy Efficient Homes	Environment	Full Council 26/06/12	17/07/12	Overview Rapid Scrutiny Exercise - policy development	Nov-12		<p>A proposal for a Task Group was approved by the Management Committee on 6 September.</p> <p>The Rapid Scrutiny Exercise will review the issues and report back in November. Clr Richard Clewer will be invited to join the exercise.</p>	Requested by full Council on 26 June during debate on the Core Strategy.	Clr Toby Sturgis Alistair Cunningham	MM/KE
