

Planning and Regulatory Services Improvement Plan 2016 – 17

Service Improvement Area	Service Improvement Action	Action, Targets or Milestones	Team and Action Owner	Notes on progress
71	Service Restructure Actions	<ul style="list-style-type: none"> Selection process for Service Managers against revised job descriptions April 2016. Revised Job descriptions for Team Leaders and other roles and recruitment to vacancies 	Head of Service - Patsy Dell	<ul style="list-style-type: none"> New head of Service in post Two Managers confirmed in post with new job descriptions, Vacancy for Development Management Service Manager to be recruited to.
	Best in Class (BiC) service ambition and direction of travel	<p>All Service teams developing team improvement plans setting out what BiC looks like for that service area:</p> <ul style="list-style-type: none"> External BiC service providers will be identified and comparative benchmarking undertaken; Teams to audit themselves against BiC and identify actions to move teams to BiC Team plans to be in place by 1 September 2016 Undertake proactive service feedback approaches using focus groups and direct survey each year. Review operation of the Development Management User Group (DMUG) with participants through focus groups. July 2016 Implement new customer feedback process for all planning applications and pre-application discussions Actions from Planning and Environmental Health ISO9001 and Customer Service Excellence (CSE) accreditations to be implemented, as a priority review of all existing Standard Operating Procedures (SPO's) to ensure all Development Management and enforcement activities are as lean and efficient as possible by December 2016 Reduce the number of complaints received regarding customer service matters by 25% pa – 2015/16 taken as the baseline. Promoting high quality development: enhance urban design skills and capacity across the planning service Review operation of the current Oxford Design Review Panel/CaBE contract, seek feedback from members/service users and others and pick up and implement any actions arising from the review – July 2016 Agreed programme of member and officer development - on-going 	Patsy Dell and Service Managers	<ul style="list-style-type: none"> Service restructure, service plan and service improvement plan all underway. Best in Class ambition communicated to all staff and engagement on delivery of that ambition being discussed with teams as part of preparing team plans and identifying actions ISO9001 and Customer Service Excellent accreditations awarded in 2015
	Recruitment and retention of permanent staff	<ul style="list-style-type: none"> Ambition for the service and its future direction of travel now clear. Recent period of uncertainty and change now settling down. New service management structure agreed, new manager for Development Management being recruited through a national campaign All current staff vacancies to be recruited to or filled by permanent staff by September 2016 Establish career grades across the service on a priority basis to improve recruitment and retention, work with staff and Human Resources to develop a 	<p>Patsy Dell and Service Managers</p> <p>Patsy Dell and new task and finish group</p>	<ul style="list-style-type: none"> Recruitment underway for DM Manager, Team Leaders and Officer vacancies Career Grade task and finish group to be established by June 2016

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		<p>new career grade scheme for implementation by August 2016</p> <ul style="list-style-type: none"> Establish and recruit to new Apprentice posts in Planning and Building Control, begin process of 'growing own staff' in service areas where recruitment and retention is an issue. Thereafter use apprentices/career grades/staff development and workforce planning to improve the supply of newly qualified staff available to the service. 	<p>from across the service</p> <p>Patsy Dell and Service Managers</p>	<ul style="list-style-type: none"> First Apprentice posts agreed April 2016 Career grades being introduced mid-2016 Recruitment to vacancies underway Reputation of Oxford City Council as employer of choice being strengthened by restructure actions Recruitment to Apprentice posts underway May 2016.
	Review service income targets	<ul style="list-style-type: none"> Analysis of income targets and potential in areas where income targets have not been met to be discussed with Finance team ahead of the start of 2017/2018 budget working paper process (by July 2016) 	Patsy Dell and Service Managers	<ul style="list-style-type: none"> Initial meeting held with Finance to scope out the issues
	Service funding and resilience	<ul style="list-style-type: none"> Develop model working approach using Planning Performance Agreements and contracts for enhanced planning service/directly funded posts by July 2016. Ensure full cost recovery for pre-application and other charges. 	Patsy Dell and Service Managers	<ul style="list-style-type: none"> PPA in place with Network Rail
72	Implement Team moves and agreed new line management changes	<ul style="list-style-type: none"> Enhancing the Resilience of the Building Control Service through undertaking service review and developing a BC improvement plan by August 2016 (including full review of service costs, charges and recharges, recruitment to vacancies and market analysis). Improvement plan to be implemented once actions and timescales agreed with Board Member. External marketing of BC service to increase, improved opportunities for working across the council on OCC construction activities with Direct Services to be pursued Establish a customer/Service User feedback Forum – by August 2016, to meet twice yearly as a minimum 	Patsy Dell, Environmental Health Service Manager (Ian Wright) and BC Team Leader.	
	Planning Enforcement responsibilities moving to a combined enforcement team with the Private Sector Safety Team (PSST) in Regulatory Services.	<ul style="list-style-type: none"> Planning Enforcement activities to be integrated in a combined enforcement team Team improvement plan and standard operating practices for the planning investigations to be developed, Recruitment to all vacancies by September 2016. Improvement plan to be implemented once agreed. Develop an enforcement policy and review of service standards for planning enforcement by December 2016 	Patsy Dell, Environmental Health Service Manager (Ian Wright) and PSST Team Leader.	
	Improved Management information and reporting and exploration of Digital/mobile working capabilities across the service	<ul style="list-style-type: none"> Review current use of access reports for management information and investigate alternatives with greater functionality Teams to investigate available mobile/digital solutions in use by others across these service areas by December 2016 Appraisal of costs and benefits and any business cases for investment in new technology upgrades to be produced by March 2017 	Service Managers and Team Leaders	