

Service Improvement Plan Update

Service Improvement Area	Service Improvement Action	Action, Targets or Milestones	Team and Action Owner	Notes on progress at May 2017
25	Service Leadership	<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 • All Service Managers in post with new job descriptions • Team Leaders in post in Development Management, Recruitment to take place for Design, Heritage and Trees • Sustainable Development part of wider service from April 2017
	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 	Patsy Dell and Service Managers	<ul style="list-style-type: none"> • Service restructure, service plan and service improvement plan implemented and in place. • Significant permanent recruitment has taken place across the service • Best in Class ambition communicated to all staff and engagement on delivery of that ambition is in place • ISO9001 and Customer Service Excellent accreditations awarded in 2015 and 2016 • New customer user groups set up in planning – Planning Service User Group and Planning Agents Forum • New contract for ODRP being negotiated • Member development provided 2016, new programme set up for 2017 • Improvement actions and changes in Development Management (DM) including ICT have been delivered, DM performance has and continues to improve meeting and exceeding government performance targets – Appendix B demonstrates

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27		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.		
	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"> Income targets resolved in 17/18 budget working cycle.
	Service funding and resilience	<ul style="list-style-type: none"> Develop model working approach using Planning Performance Agreements (PPA) 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 PPA's being negotiated with a number of other organisations to address specific resourcing pressures and appetite for enhanced service offer
Implement Team moves and agreed new line management changes	Building Control (BC) team management under Environmental Health Service Manager responsibility following restructure.	<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.	<ul style="list-style-type: none"> Building Control is struggling with appointing permanent staff and good quality contractors are also becoming more difficult to secure. Long term sickness absence has impacted upon progress in moving the desired service changes forward Service resilience is closely related to permanent recruitment and that will be the focus over coming months
	Planning Enforcement	<ul style="list-style-type: none"> Planning Enforcement activities to be integrated in a combined enforcement team 	Patsy Dell, Environmental	<ul style="list-style-type: none"> New team set up, greater support and resilience for enforcement function secured back log of work had been

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	responsibilities moving to a combined enforcement team with the Private Sector Safety Team (PSST) in Regulatory Services.	<ul style="list-style-type: none"> • 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 	Health Service Manager (Ian Wright) and PSST Team Leader.	<p>reduced, more responsive approach in place</p> <ul style="list-style-type: none"> • Senior Planning Enforcement Officer recruitment successful. Planning Apprentice post set up in enforcement team • New enforcement service standards and operating procedures approved by Executive Councillor
Improved Management information and reporting and exploration of Digital/mobile working capabilities across the service	<ul style="list-style-type: none"> • Development Management • Building Control • Food safety • Private Sector Safety • HMO Enforcement 	<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	<ul style="list-style-type: none"> • New ICT systems being procured in regulatory service area - Rock time • Enterprise workflow has been implemented in Development Management