

# Development Management Quarterly Measures Report

## 1<sup>st</sup> Quarter – April – June 2009

### Introduction:

This quarter has been one of consolidation and settling down with the new system. The working principles for all levels of staff – frontline, managers and leaders have been embedded in the working practices to such an extent that they are not seen as a separate subject but are now instinctive. The relevant principles for frontline staff are:

1. Making sure all work done focuses on the planning applicant.
2. The teams own the casework, not the individuals.
3. Make sure as far as possible all incoming information is clean.
4. Be accountable for raising issues and looking for solutions.
5. Be adaptable to the needs of the customer as they change
6. Know what 'good' looks like
7. Make sure all outgoing communications are clear.

For managers they are:

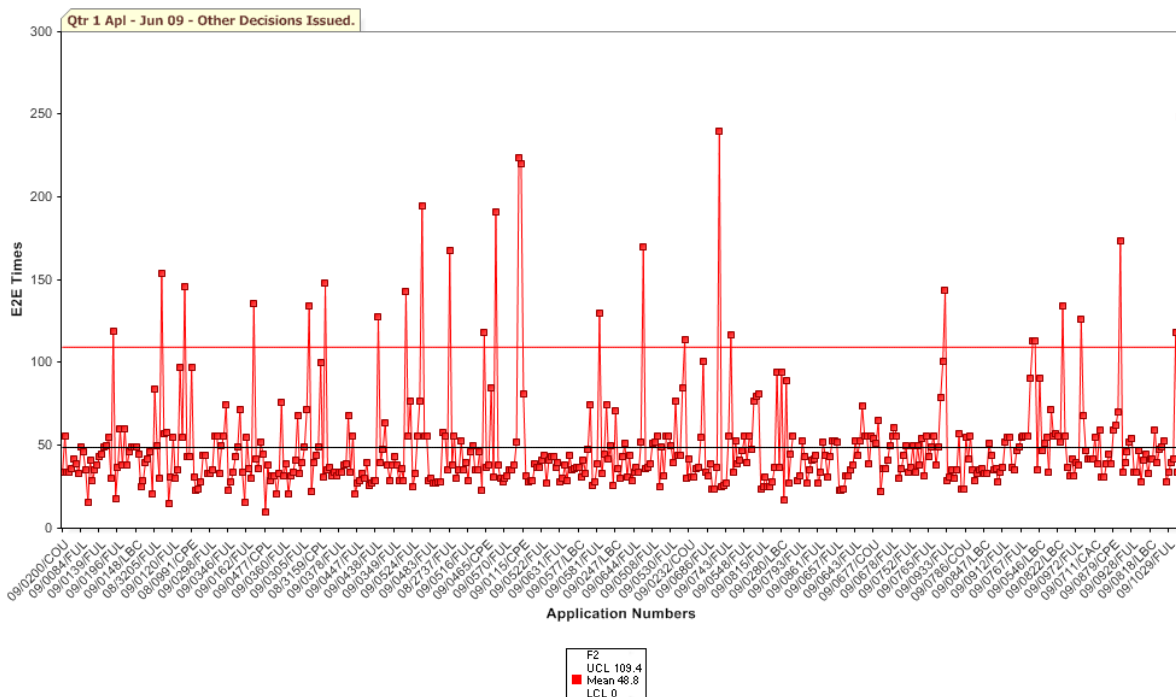
1. Resolve issues raised by frontline staff.
2. Ensure frontline staff focuses on the customer's needs.
3. Prepare for changes in the workload/staff resources/legislation etc in advance.
4. Ensure skills are improved by organising training.
5. Move resources to meet customer demands
6. Reduce waste in the system
7. Monitor performance and react positively to changes.

Performance this quarter has seen some significant improvements.

### Leading Measures

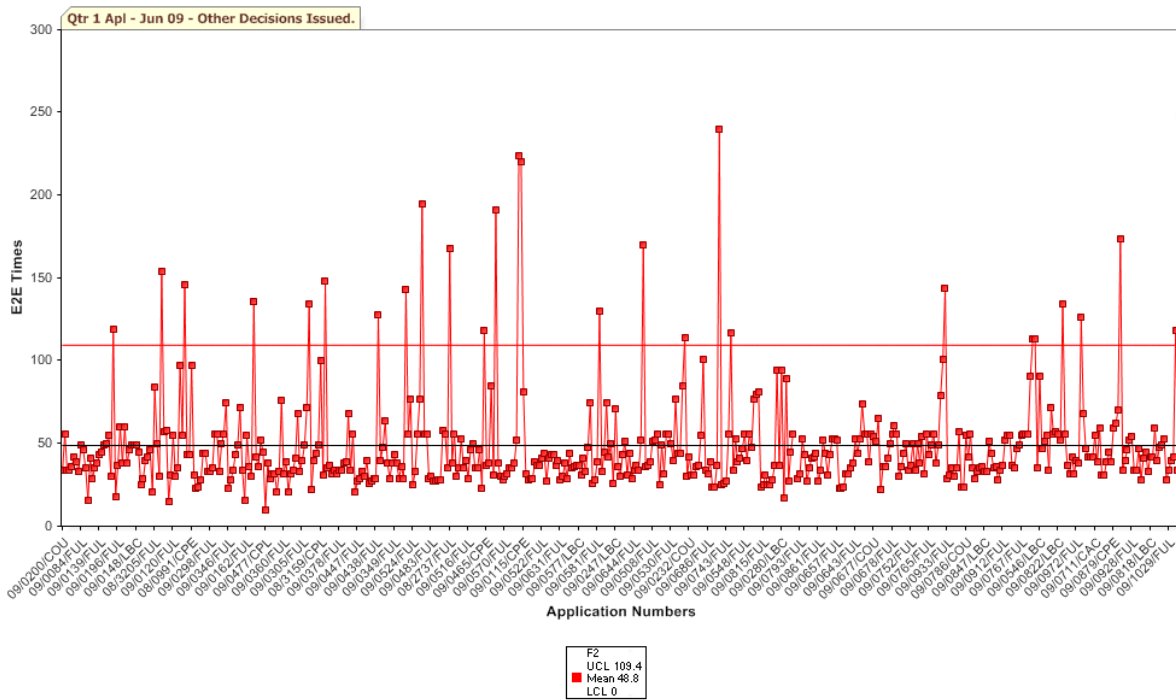
#### E2E Times in the 5 Work streams

#### Planning applications - (i) All decisions (major, minor and other) Apl - Jun 2009





### (iii) Other applications Apl – Jun 2009



#### Analysis

There has been a two week improvement in the decision times for minor category planning applications which has brought down the overall time taken for major, minor and other applications to be determined by 9 days showing that there continues to be a steady improvement in service performance since the new system became embedded and the old backlog of files was removed.

There were 373 applications on hand at the beginning of the quarter and 371 at the end of June, which is 20 applications more on hand at any given time than for the last quarter, but indicates that no backlog of applications has built up during the quarter.

#### Actions Taken

There is still an identifiable gap between applications completing their consultation exercise and the decision being issued as well as some batching of decisions. It is our intention to drill down through this to see if we can do anything to reduce this happening.

#### Pre Application Enquiries

The average time taken in April - June quarter was 16.1 days, the previous Quarter being 20 days.

#### Analysis

This is satisfactory.

#### Actions Taken

None required.

## Permitted Development Enquiries Jan-March 2009

These took 1.5 days during this quarter, a reduction of 2 days on the previous quarter.

### Analysis

Again this is satisfactory.

### Actions Taken

None required.

### Minor Amendments

The average E2E time for the quarter remains at 1 day.

### Conditions Discharge

The average E2E time for the quarter was 12.5 days, a reduction of 1 day on the previous quarter.

### Analysis

The number outstanding has increased from 28 at the end of the quarter to 56 now although the E2E trend has remained steady. This is because the number being received has increased, as there has been no slow down in actual turnaround times.

### Actions Taken

Nothing specific required – this work stream is not top priority and has to be fitted in around other activities.

### Value & Preventable Demand Survey

The survey took place during 2<sup>nd</sup> – 13<sup>th</sup> Jun 2009

	<b>Mar 09 Value Demand</b>	<b>Jun 09 Value Demand</b>	<b>Mar 09 Preventable Demand</b>	<b>Jun 09 Preventable Demand</b>
Telephone	63.3%	62.8%	36.7%	37.2%
Post	85.5%	90.3%	14.5%	9.6%
Email	75.1%	69.7%	24.9%	30.3%

### Analysis

**Telephone:** Preventable demand increased by 0.5%. 494 calls were received during the week and the highest 'preventable' request was 'can you give me an update on my/my client's application – 78 instances.

**Post:** Preventable demand reduced by 4.9% - Volume of letters has reduced from 255 to 124. Principal reason for this reduction is the use of email.

**Email:** Preventable demand increased by 5.4% - 191 emails were received during the survey, 107 emails were objections/expressions of support to/for applications.

**Analysis**

The percentage split between value and preventable demand remains steady to two thirds, one third.

**Actions Taken**

Preventable demand came down from 40% before Systems to 30% where it has remained steady. This needs a re-review and will be added to the Issues log.

**Capability of Point of Transaction Survey**

The survey took place between 13<sup>th</sup> - 17<sup>th</sup> July 2009

	Phone Calls %		Post %		Email %	
	Mar 09	Jul 09	Mar 09	Jul 09	Mar 09	Jul 09
One Stop	66.9	77.9%	90.5	99%	89.9	93.1%
Pass back	6.2	6.4%	3.2	0	3.1	1%
Pass on	21.8	10.3%	5.7	1%	7.0	5.7%
Pull down	1.52	4.25	0	0	0	0
Call back	3.43	1%	0	0	0	0

**Analysis**

In all categories the one stop category has improved which is beneficial for the customer.

**Actions Taken**

Nothing specific required at this time.

**Lagging Measures:**

**Applicant Satisfaction Survey**

Development Control: The survey carried out during this quarter showed a return of 96% satisfaction, with 80% scoring the service 8 or above. This is a 1% increase on the previous quarter. The total number of applicants contacted was 57.

**Actions Taken:**

None required

**Staff Morale**

All the teams of the service have recently been through a Happy Healthy Here audit via a questionnaire, focus group session, a feedback session and the creation of action plans. The overall impression is that the staff in development management have overcome their initial concerns and problems associated with a major change in their working practices and have now settled down well with the new system as the results above testify.

## Budgets

No specific actions under this heading this quarter.

## National Indicator Returns

### N157 a, b, c:

Type	DCLG Target	Quarter Jan - Mar	This Quarter Apl - Jun
Major applications	60% in 13 weeks	16.6%	50%
Minor applications	65% in 8 weeks	62.50%	72.46%
Other applications	80% in 8 weeks	82.50%	82.68%

These statistics show a very crude representation of performance and do not accurately reflect the notable improvement in all the workstream activity. They focus only on certain categories of planning application and give a retrospective three month average.

Nevertheless, there has been a notable improvement in performance in the minor category where we have always struggled to meet the Government's target.

### BVPI 204 Appeals Allowed:

Target	Last quarter Jan- March	This Quarter April-June
Local/national 35%	35%	22.2%

## Analysis

Appeals are a very volatile measure and the percentage can vary enormously in proportion to the number of appeal decisions received in the quarter. However we are now performing above the National Average of 35% appeals allowed (the smaller the number the better). The number of appeals has also gone down as we ensure that only the truly defensible cases get refused. To some extent this contradicts our 'say yes to good development' as we are obliged to pass moderate development but our reduced success rate with appeals was causing concern and needed to be rectified.

## Future Projects

1. We are intending shortly to examine the question of capacity – the workload relationship to the number of staff in order to understand what level or resources are required as workload increases or decreases. However this must take into account the size of case, the amount of work necessary to ensure a clean application and the complexity of the problems a development throws up and not just be a numbers exercise.
2. We are also intending to try to measure the added value our input has on applications to see whether we are achieving our purpose of 'saying yes to good development.'