

# The Planning Performance Framework



Photographs depict schemes which achieved Commendations or Awards  
under the Aberdeenshire Council Design Award Scheme



# 1. National Headline Indicators (NHIs)

Key outcomes	2011-2012		
<b>Development Planning:</b> <ul style="list-style-type: none"> <li>age of local development plan(s) (full years) <i>Requirement: less than 5 years</i></li> <li>development plan scheme: on track? (Y/N)</li> </ul>	<b>4 months</b>  <b>Yes</b>		
<b>Effective Land Supply and Delivery of Outputs</b> <ul style="list-style-type: none"> <li>effective housing land: years supply</li> <li>effective housing land supply</li> <li>housing approvals</li> <li>effective employment land supply</li> <li>employment land take-up</li> <li>effective commercial floor space supply</li> <li>commercial floor space delivered</li> </ul>	<b>Aberdeen Housing Market Area</b>  <b>4.4 years</b>  <b>8602 units</b>  <b>815 units</b>	<b>Rural Housing Market Area</b>  <b>4.9 years</b>  <b>3089 units</b>  <b>347 units</b>	<b>See Note 1</b>
	<b>211 ha</b>  <b>8.8 ha</b>  <b>Not available</b>  <b>Not available</b>		
<b>Development Management</b> <b>Project Planning</b> <ul style="list-style-type: none"> <li>percentage of applications subject to pre-application advice</li> <li>number of major applications subject to processing agreement or other project plan</li> <li>percentage planned timescales met</li> </ul>	<b>30%/1624</b>  <b>0</b>  <b>n/a</b>		<b>See Note 2</b>  <b>See Note 3</b>  <b>See Note 4</b>

<b>Decision-making</b> <ul style="list-style-type: none"> <li>• application approval rate</li> <li>• delegation rate</li> </ul>	<b>92%</b> <b>91%</b>	
<b>Decision-making timescales</b> Average number of weeks to decision: <ul style="list-style-type: none"> <li>• major developments</li> <li>• local developments (non-householder)</li> <li>• householder developments</li> </ul>	<b>96.7 weeks</b> <b>34.4 weeks</b> <b>17.9 weeks</b>	<b>See Note 5</b>
<b>Enforcement</b> <ul style="list-style-type: none"> <li>• time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i></li> <li>• number of breaches identified / resolved</li> </ul>	<b>Reviewed in August 2012 now being amended with a view to re-publication in October 2012.</b>  <b>907 / 812</b>	

**Notes:**

**Note 1:** The audit this year does not provide a complete picture of the land available to house building, mainly due to the timing of the preparation of the two local development plans. A more accurate picture will be available for next year's audit. Whilst the effective supply is just short of the five year requirement, the established supply has increased by some 70%, to the highest level it has been over the period 1996-2012. Three main factors are expected to increase the effective supply by the next audit date, 1 January 2013: the local development plans were not adopted by the audit date, so not all allocated sites were included this year; with the adoption of the plans, developers are now expected to progress sites more quickly; and, allocated sites owned by Aberdeen City Council have now been marketed and so will contribute to next year's effective supply.

**Note 2:** The data for percentage of applications subject to pre-application advice is an approximate % number. This is based on 30% of applicants who responded within the Customer Surveys sent out by the Planning Service (Development Management) who indicated that they had participated in the pre application process prior to submitting their application. The figure 1624 is based on the Enquiry data base held by the Planning Service. This records the numbers of permitted development enquiries, pre application enquiries and pre major enquiries. Aberdeenshire Council have had a Major Application pre application service in place since 2007. We are currently in the process of updating and providing a more comprehensive and formalised pre application service for all other types of development. **(See Section 3 'Supporting Evidence').**

**Note 3:** Although Aberdeenshire Council actively promote the use of Processing Agreements, it has generally been found that there is reluctance amongst applicants/developers to utilise this facility. To date there has been two informal Processing Agreements created, but on each occasion they have had to remain informal given the applicant's reluctance to sign up to them formally.

**Note 4:** Aberdeenshire Council are currently in the process of reviewing their Scheme of Delegation, part of which involves consulting elected members on applications where up to 5 representations are received. In 2011/12 664 planning applications were referred to local members, 17.2% of which were subsequently referred to committee.

**Note 5:** Over the year, 24 major development and 1,739 developments were determined. 731 (42%) of local developments were determined within 2 months. 1,528 householder developments were determined, of which 864 (78%) were determined within 2 months. Aberdeenshire Council have not identified any 'exceptional cases' in respect of applications with extenuating circumstances causing extreme delays in decision making. It is worth noting that wind turbine applications take a long time to deal with due to large volumes of objections and lengthy technical consultations, for example, on noise measurement. Aberdeenshire Council in 2011/12 received 4052 applications and in that period 60.4% of all planning applications were determined in 2 months as compared to 53% the previous year. Aberdeenshire is currently experiencing a high number of wind turbine applications and in 2011/12 Aberdeenshire Council determined 257 such applications which constituted 20.9% of all wind turbine applications determined in Scotland. 6.9% of planning applications determined by Aberdeenshire Council were wind turbine applications in comparison to 3.1% of all applications determined by Local Authorities being for wind turbines.

## PLANNING PERFORMANCE FRAMEWORK

### 2. Defining and measuring a high-quality planning service

<i>Open for business</i>	<p><b>Development Planning</b></p> <p>Aberdeenshire Local Development Plan was adopted 1 June 2012 following a high level of widespread engagement on the process and its contents. This pro active document identifies areas for growth, where it is expected that most of the development will take place. Also identified are 'regeneration areas' where the Council and their Partners will develop a strategy to encourage economic growth and tackle disadvantage.</p> <p>The LDP has developed the Aberdeen City and Shire Structure Plan's strategy to make the area an attractive place to live, visit and do business in. It recognises the need for fundamental change in order to meet the plan's vision. The structure plan aims to promote economic growth while leading the way in tackling the urgent challenges of sustainable development and climate change. It identifies local development plans as one of the major ways of achieving these aims, and highlights a number of areas where we need to take action.</p> <p>We have a holistic approach to economic development and investment opportunities in partnership with others, internal and external to the authority. This is demonstrated by policies within the plan relating to the Energetica Framework area and regeneration in the Banff and Buchan areas of Aberdeenshire. In both areas the development plan supports initiatives promoted by others and provides a land use planning context for action. In general the development plan seeks to meet aspirations for business development at appropriate locations in line with demands. However, it has not been possible to meet all aspirations.</p> <p>The Action Programme is too new to demonstrate subsequent success in delivery. Publication of the Action Programme every 2 years would be an appropriate time to record efforts and successes.</p> <p>The development plan is very clear on the infrastructure that is required to enable development to take place. The policy and supplementary</p>
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guidance both stress the “proportionate and reasonable” aspects of government guidance on this topic.

## **Development Management**

### **Masterplan Process**

A fundamental part of the new LDP is the introduction of a formal Masterplan process to ensure high standards of design of new developments, in particular large developments, that considers the whole development site and puts this in a context for subsequent planning applications. This policy sets out a framework for development, which identifies the need for this early thinking and thus engagement with developers on design issues as well as appropriate engagement of the local community for all scales of development.

### **Major Application Pre Application process**

This encourages early engagement on large economically important developments. Pre application should allow early delivery of important and significant sites through the planning process.

### **Formal Pre application process for Local and Other developments**

This is currently pending, but active encouragement of its use once available is already happening. Pre application and general planning advice is contained within the Aberdeenshire website.

### **Agent and Developer Engagement**

Bi-annual forums take place to update and advise Aberdeenshire Council’s main stakeholders. Good relationship building with stakeholders through frequent and barrier free engagement.

### **Application Engagement process in place**

Same day return of telephone calls  
Encourage use of electronic communication  
Pre decision notification to applicants/agents; no surprises.

### **Wind Turbine Team**

In recognition of the scale of wind turbine development and the resulting impact a dedicated

	<p>resource has been given to processing wind turbine/wind energy applications. This has been established to ensure a fast, efficient and consistent approach to the determination of these applications.</p> <p><b>Additional Temporary Resources</b>  These have been introduced since September 2012 to run until March 2013. This is to reflect business demand and the scale and type of applications being submitted to each of the 6 development management teams. This is to ensure each team is proportionally resourced to deal with the specific pressures and demands.</p>
<i>High quality development on the ground</i>	<p><b>Development Planning</b></p> <p>The “masterplanning” and “layout siting and design” policies provide a clear policy context for place shaping and quality design.</p> <p>As part of the Main Issues Report (MIR) consultation on the Structure Plan we undertook a large amount of community awareness raising on development plan matters.</p> <p>Design context is set out in Strategic Development Frameworks, Masterplans, Design Briefs or similar. This is a key part of the approach required by the LDP.</p> <p><b>Development Management</b></p> <p><b>Local Development Plan Design Policies</b>  There is a significant emphasis on the siting, layout and design on the delivery of sites.</p> <p><b>Aberdeen City and Aberdeenshire Design Review Panel</b>  In order to raise awareness of design in the North East, a Design Review Panel has been set up. The panel is a joint venture between Aberdeen City Council and Aberdeenshire Councils. The Design Review offers constructive and objective advice at an early stage in the process which should lead to a better output and a stronger working relationship between all those involved. The advice given will draw on professional knowledge and experience within a local context, offering the opportunity for comprehensive evaluation of development proposals.</p>



**Bi Annual Aberdeenshire Design Awards**

Recognises and encourages high quality design in various categories.

**Development Frameworks/Masterplans/  
Development Briefs**

These are promoted strongly through LDP policy. There is a dedicated resource in co-ordinating this approach and to ensure high quality design and deliverability through pre application and the planning application process.

*Certainty***Development Planning**

Key agencies and lead persons were consulted on the development of the Action Programme and ability to deliver.

We measure departures, and analyse reasons for departures as part of our LDP monitoring processes.

General timescales are contained in the development plan scheme. Thereafter requests for information and “working timescales” are developed on an ad hoc basis with other services and agencies according to the work programme and the need to deliver the various products.

Robust project management processes are in place for development planning and are used effectively. The development plan scheme has an appropriate level of detail contained within it.

**Development Management****Delivery of Sites**

Aberdeenshire Council have a dedicated resource engaging with the development industry and infrastructure providers. This is through the provision of Action Programmes, Masterplan process and Future Infrastructure Requirements for Services (FIRS group). This group is concerned with informing the development industry of the infrastructure requirements and a fairer attribution of infrastructure costs amongst development partners. It looks to provide up-front funding for certain infrastructure and apportion costs among all developers through the course of development on a pro rata basis, with the

	<p>ultimate aim of providing more certainty of developers and Aberdeenshire Council.</p> <p><b>Data Collection and Research</b> Information and Research Team constantly collect and feed data into the LDP to ensure accurate and up to date information on Housing, Land and Employment supply in addition to population trends and forecasts.</p>
<i>Communications, engagement and customer service</i>	<p><b>Development Planning</b></p> <p>Customer surveys have been conducted as part of the lessons learned after the adoption of the plan. The results will inform the next LDP programme and process. Some external evaluation of the methods to be used was made during development of plan stages, but this was ad hoc and as needed.</p> <p>Proactive seeking of feedback has been undertaken but has only attracted negative comments from a very small minority of participants in the LDP process.</p> <p>Eplanning has been pursued, and online LDP implemented. Electronic communication is used throughout the development plan process.</p> <p>Young people have been specifically targeted in previous consultations.</p> <p><b>Development Management</b></p> <p><b>Regular Customer Surveys</b> Two (December 2012 and June 2012) have been carried out to date. Output from surveys being used to inform the performance strategy and address any specific issues raised.</p> <p><b>Community Council Survey</b> Output from surveys similarly being used to inform the performance strategy and will lead to training/engagement sessions with the Community Councils.</p> <p><b>Agents/Developers Forums &amp; Workshops</b> In 2011/2012 specific workshop sessions were carried out with agents and developers on the issue of performance and how we could engage better with agents/developers in order to improve service delivery and performance.</p>

In addition bi annual forums are held with agents and developers to update and advise them of any up and coming new procedures, regulations etc and to address any issues they may have/wish to discuss.

#### **Website**

The planning pages of the Council's website are continually being updated and added to. Currently all Planning advice and guidance is being revamped with a view to give easier access for all.

#### **E-Planning**

Aberdeenshire Council encourage all agents/developers/applicants to use the e-planning portal to submit applications.

#### **E-Communication**

All staff are encouraged to use electronic communication with the public/agents/developers.

#### **Early Contact**

Early contact with applicant/agents is also encouraged :

- (i) as soon as an application is validated
- (ii) prior to the recommendation//decision.

*Efficient and effective decision-making*

#### **Development Planning**

Team and committee structures and governance arrangements have been established. A collective sense of urgency has been evident in the acceptance of committees for short notice meetings to address particular issues. Much of the need for urgent committee meetings has been removed through rigorous and early scheduling within the work programming.

Management processes allow for early identification and resolutions when exceptions to the work programme occur. This results in delays being dealt with effectively.

All development plan staff are offered training in the time management process used to develop the LDP, and a localised form of PRINCE II is adopted

## **Development Management**

### **Scheme of Delegation**

Review currently being carried out

### **Improving Performance Strategy**

#### **Aims identified were:**

- (i) To address overall performance. This involves the need to improve performance with a view to ensuring Aberdeenshire Council substantially improves its position nationally and establish itself as a high performing Council in the delivery of planning decisions. Culturally, therefore, a shift towards the management of performance, allied to a focus on customer engagement, transparency and a positive focus on encouraging high quality development focused on enabling and enhancing the economy of the North East.
- (ii) To seek to establish both long term and short term improvement mechanisms.

#### **Objectives identified were:**

- (i) Prepare an Improving Performance Strategy (IPS) with cognisance of the following three areas:
  - areas within our control e.g. time taken to register applications etc.
  - areas outside of our control e.g. time taken for consultees to respond
  - areas of choice e.g. collection of planning gain can slow performance.

The strategy will seek to identify the methods of improvement to establish realistic targets and focus overall on a cultural shift to one of performance management inclusive of a fully transparent approach and engagement with service users.

- (ii) Set up and manage an Improving Performance Working Group (IPWG) to seek internal and external review of the issues pertaining to the three areas above.
- (iii) To identify, establish and implement changes and methods of improvement as part of the Improving Performance Strategy for short and long term improvement.

### **Research**

An Improving Performance Working Group (IPWG) was set up in order to carry out the necessary research tasks, assessments and critical analysis of all aspects of the planning application process. The IPWG contains a cross section of staff and has been meeting every two weeks since September 2011. The Group has been primarily concerned with carrying out research not only into performance and performance related issues in Aberdeenshire Council, but also critiquing other Councils for comparison purposes and to seek out best practice.

### **Target Setting**

The setting of specific targets for all DM staff to achieve outputs within statutory timescales.

### **Local Development Plan**

New policies – development management engagement/input into LDP process and subsequent input into planning guidance.

### **Pre application Process**

Emphasis on encouraging pre application engagement for all levels of development

### **Cross service liaison groups**

Working groups to discuss and resolve issues, create more efficient cross working and consistency.

*Effective management structures*

### **Development Planning**

Management and team structures are capable of delivering planning/development priorities. Limited staff resources are prioritised on key tasks.

Good support mechanism in place. When a fluid workforce has been needed then this has been made available with the co-opting in of staff from development management to assist the development

	<p>plan process.</p> <p>Regular management meetings are used to identify and address staff resource issues.</p> <p>There are strong links between senior members of the Development Plan Team and other business areas, neighbouring authorities and other public bodies to deliver joint objectives.</p> <p><b>Development Management</b></p> <p>Organogram – <b>see attached (page 23)</b></p> <p>Aberdeenshire Council is split into 6 administrative areas. Each area has a dedicated development management team.</p> <p>Two planning managers dedicated to development management each covering 3 teams. One planning manager covering policy and environment.</p> <p>Fortnightly Management Meetings. Monthly Area Planning Officer operational meetings Regular one 2 ones with all officers/team leaders and managers. Monitoring system of target setting and outputs established.</p> <p>Reallocation of resources to ensure all DM teams are adequately resourced, proportionally staffed and the ability to make consistent and high quality decision making. As a result temporary staff have been appointed for a temporary period to March 2013.</p> <p>Since 1 September 2012 a dedicated wind turbine team has been in operation to assist with the large numbers of wind energy applications.</p> <p>Data gathering in preparation for a Service Review has commenced. Target date for implementation of Review is April 2013.</p>
<i>Financial management and local governance</i>	<p><b>Development Planning</b></p> <p>Robust project management processes are in place. Overall governance and financial management is by Programme Board. Project Boards manage different parts of the process.</p>

	<p><b>Development Management</b></p> <p>DM planning fees exceeded the anticipated budget. Temporary resources have been brought in to assist with the constantly increasing number of planning applications.</p> <p>Resulting reallocation of resources :</p> <ul style="list-style-type: none"> <li>• New Wind Turbine Team</li> <li>• Masterplan Co-ordinator</li> <li>• Additional planners to resource teams to meet specific needs.</li> </ul> <p>Business Systems are currently under review to replace/update out dated systems. Temporary procurement measures in place to allow existing systems to continue.</p>
<p><i>Culture of continuous improvement</i></p>	<p><b>Development Planning</b></p> <p>Surveys have been conducted as part of the lessons learnt after the adoption of the plan. Some external evaluation of the methods to be used was carried out during the development of the plan stages.</p> <p><b>Development Management</b></p> <ul style="list-style-type: none"> <li>• Improving Performance Project set up</li> <li>• Improving Performance Group created</li> <li>• Improving Performance Strategy currently being created</li> <li>• Customer Surveys</li> <li>• Agents/Developers regularly updated</li> <li>• Kaizen Daily Improvement – Bronze levels achieved by all DM teams</li> </ul> <p>Kaizen Daily Improvement – Silver projects teams established and have completed two silver projects on Validation Process and Report Writing. This work to ensure consistency and improve efficiency.</p> <p><b>Training Days</b> Member Seminars on Wind Turbines, MOD Staff training on various topics.</p> <p>Operational meetings designed to ensure consistency in practices and procedures across the six area teams.</p>

### **3. Supporting evidence**

Part 2 of this report was compiled, drawing on evidence from the following sources:

#### **Percentage of applications subject to Pre application advice**

This data is not presently recorded. Evidence was gathered on this occasion from the Customer Surveys carried out in December 2011 and June 2012 and from the data on enquiries which include permitted development enquiries, pre application enquiries and pre major enquiries. Part of work on going is to create an updated and more formalised pre application process which will run along with the existing major application pre application process. This updated/revamped pre application process will be available via the Council's website by the end of 2012. In addition, a review of the Planning Service's business systems has commenced and liaison with software providers on the recording of the pre application processes forms part of that review.

<http://www.aberdeenshire.gov.uk/planning/devservices/major.asp>

#### **Customer Surveys**

[See Appendix A](#)

#### **Community Council Surveys**

[See Appendix B](#)

#### **Service Plan**

[http://www.aberdeenshire.gov.uk/about/plans/InfrastructureServices-ServicePlan2011-2014\\_Final\\_.pdf](http://www.aberdeenshire.gov.uk/about/plans/InfrastructureServices-ServicePlan2011-2014_Final_.pdf)

#### **Scheme of Delegation**

<http://www.aberdeenshire.gov.uk/planning/devservices/SchemeofDelegation300611.pdf>

#### **Local Development Plan**

[http://www.aberdeenshire.gov.uk/planning/plans\\_policies/plan.asp](http://www.aberdeenshire.gov.uk/planning/plans_policies/plan.asp)

#### **Strategic Development Plan**

[http://www.aberdeenshire.gov.uk/planning/plans\\_policies/plan.asp](http://www.aberdeenshire.gov.uk/planning/plans_policies/plan.asp)

#### **Agents/Developers Forums**

[See Appendix C](#)



Improving Performance Project/Strategy  
Improving Performance Working Group  
Improving Performance Project Board  
[See Appendix D](#)

Updated Planning Guidance  
[http://www.aberdeenshire.gov.uk/planning/plans\\_policies/planning\\_advice.asp](http://www.aberdeenshire.gov.uk/planning/plans_policies/planning_advice.asp)

Kaizen/Kaizen for Daily Improvement  
[See Appendix E](#)

Stakeholder Liaison Groups  
Groups created and meet as and when required. e.g. Development Management/Environmental Health Liaison Group.

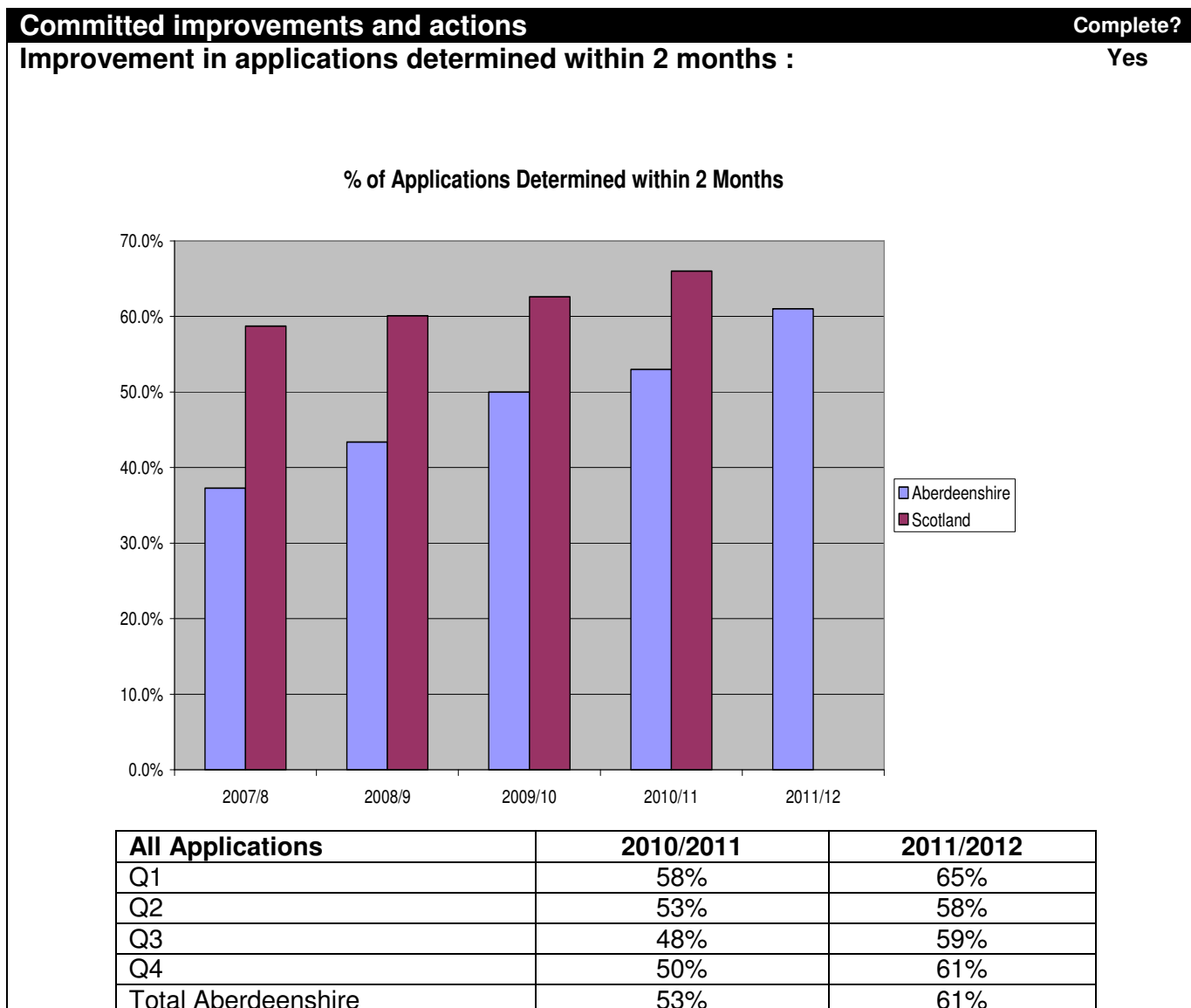
Benchmarking  
[http://www.aberdeenshire.gov.uk/committees/files\\_meta/802572870061668E802579BB00598974/\(19\)%20Dev%20Management%20Improvement%20and%20Performance.doc.pdf](http://www.aberdeenshire.gov.uk/committees/files_meta/802572870061668E802579BB00598974/(19)%20Dev%20Management%20Improvement%20and%20Performance.doc.pdf)

#### 4. Service improvements: 2012-13

In the coming year we will:

- Improve the % performance in determining all major applications within the statutory 4 months timescale to 25%
- Improve the % performance in determining all other applications within the statutory timescales by 5%.
- Complete and implement comprehensive restructuring and resource allocation within the Development Management function.
- Continue to improve on the level of customer engagement with all stakeholders.

#### Delivery of our service improvement actions in 2011-12:



### Improvement in applications determined within 2 months to meet target of :

Householder	75%
Non Householder	40%
Major	n/a
Total	n/a

Yes

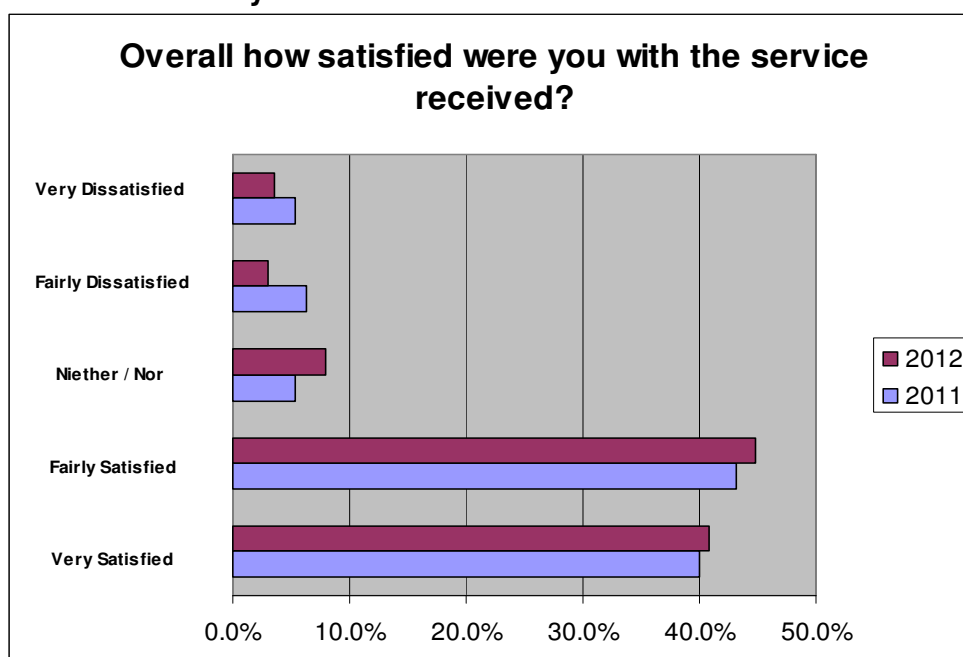
(Targets set within the Infrastructure Services Service Plan 2011/14. These targets were set prior to the Improving Performance Strategy Work commencing.)

### Improve Customer Engagement

Yes

- Carried out 2 x Customer Surveys
- Carried out Community Council Survey
- Regular Agents/Developer Workshops and Forums

### Customer Survey Results



### Address high volume of Wind Turbine Applications

Yes

Temporary Wind Turbine Team resourced and in operation.

- Re allocation of staff and backfill with new staff on temporary basis.

## PLANNING PERFORMANCE FRAMEWORK OFFICIAL STATISTICS

### Decision-making timescales

Category	Total number of decisions 2011-2012	Average timescale (weeks)	
		2011-2012	2012-2013
<b>Major developments</b>	24	96.7	
<b>Local developments (non-householder)</b>			
• Local: less than 2 months	731 (42%)		
• Local: more than 2 months	1008 (58%)	34.4	
<b>Householder developments</b>			
• Local: less than 2 months	1196 (78%)		
• Local: more than 2 months	332 (22%)	17.9	
<b>Housing developments</b>			
<b>Major</b>	12	124.7	
<b>Local housing developments</b>			
• Local: less than 2 months	249 (37%)		
• Local: more than 2 months	425 (63%)	40.8	
<b>Business and industry</b>			
<b>Major</b>	4	98.7	
<b>Local business and industry</b>			
• Local: less than 2 months	113 (47%)		
• Local: more than 2 months	128 (53%)	43.1	
<b>EIA developments</b>	13	55.3	
<b>Other consents*</b>	395	12.5	
<b>Planning/legal agreements**</b>	30	122.6	
<b>Local reviews</b>	46	27.3	

\* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 7 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

\*\* Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

## Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2011-2012 No.	%	2012-2013 No.	%
Local reviews	46	32	70%		
Appeals to Scottish Ministers	29	17	59%		

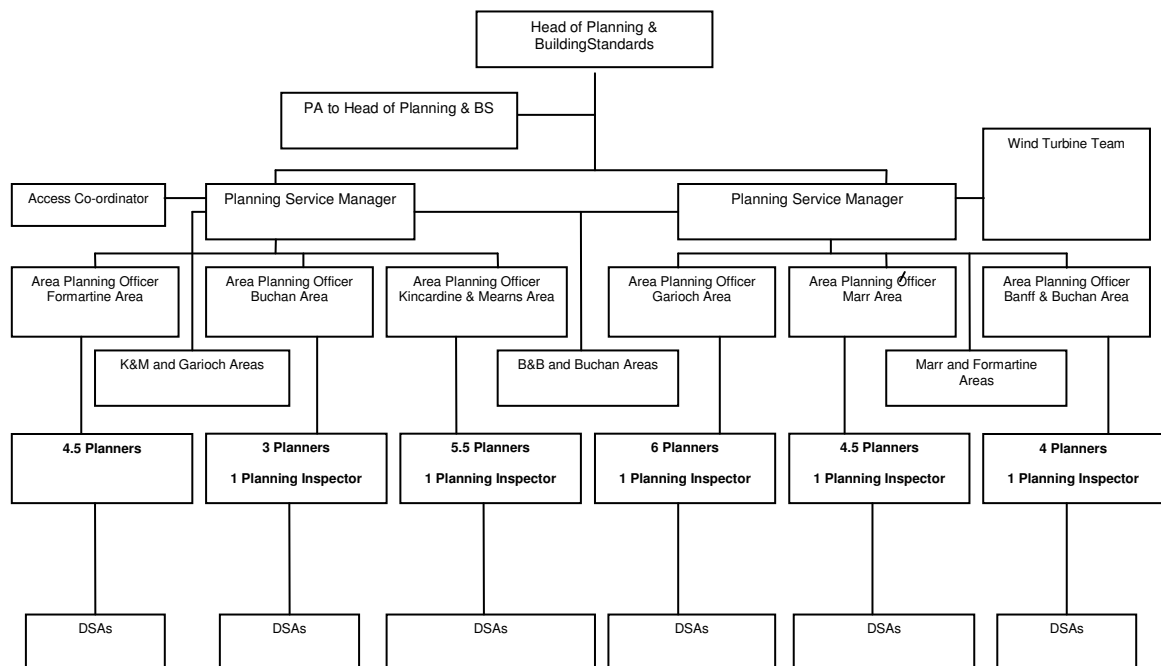
## Enforcement activity

	2011-2012	2012-2013
Cases taken up	788	
Breaches identified	907	
Cases resolved	812	
Notices served***	53	
Reports to Procurator Fiscal	0	
Prosecutions	0	

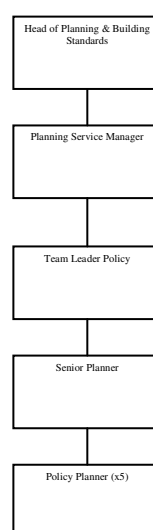
\*\*\* Enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices.

## WORKFORCE AND FINANCIAL INFORMATION

### Development Management Organogram



### Policy Team Organogram



## Staff Salary Scales

<b>Staff</b>	<b>Grade</b>	<b>Salary Scales</b>
Development Services Assistants	<b>Technician G</b>	<b>£19407.05 - £20296.06</b>
Planning Inspectors	<b>Practitioner I</b>	<b>£24589.83 - £26084.13</b>
Planning Officers	<b>Practitioner H-K</b>	<b>£21487.72- £32647.72</b>
Senior Planning Officers	<b>Senior Practitioner L</b>	<b>£34652.74 - £36203.79</b>
Area Planning Officers / Team Leader Policy	<b>Team Leader M</b>	<b>£37887.25 - £39627.45</b>
Planning Managers	<b>Service Manager P</b>	<b>£49501.21 - £51771.04</b>

## Fees

<b>Total Fee Income</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Fees received</b>	£1,980,231.61	£2,217,542.85
<b>Applications received</b>	3846	4052
<b>Average Fee Income</b>	£514.88	£547.88

## CUSTOMER SURVEY

**Development Management Customer Survey**

**\*1. Please indicate below what type of application you submitted.**

- ☐ Domestic Extension including garages, windows and alterations.
- ☐ New Residential Development including conversions.
- ☐ Non Residential Development including businesses, industrial and retail.
- ☐ Agricultural
- ☐ Energy, including commercial and domestic wind turbines

Other (please specify)

**\*2. Were you the applicant, or were you acting as an agent for the applicant?**

- ☐ Applicant
- ☐ Agent

**\*3. In which area did you submit your planning application?**

- ☐ Banff
- ☐ Banff & Buchan
- ☐ Formentor
- ☐ Garioch
- ☐ Kincardine & Meams
- ☐ Mar

**\*4. Please indicate below the decision on your application.**

- ☐ Approved
- ☐ Refused

**\*5. How easy or difficult was it to find information or guidance about the planning application process?**

- ☐ Very easy
- ☐ Fairly easy
- ☐ Fairly difficult
- ☐ Very difficult
- ☐ Not applicable



## Development Management Customer Survey

**\*6. Thinking about the information or guidance you looked for before, during or after your application, in what ways did you access this?**

- ☐ Advice over the phone from the Council planning service
- ☐ Write in by letter or e-mail
- ☐ Visit Council office
- ☐ Council website
- ☐ Other (please specify)

**\*7. How useful, if at all, were each of the following sources of information or guidance you used?**

	Very useful	Useful	Not useful	Did not use
Advice over the phone from a Council planning office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visit Council planning office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

**\*8. Did you seek pre-application advice prior to submitting your application?**

- ☐ Yes
- ☐ No

If yes, what type of advice did you seek?

**9. Thinking specifically about the pre-application process on your most recent application, how helpful, if at all, were we in providing guidance and support?**

- ☐ Very helpful
- ☐ Fairly helpful
- ☐ Not very helpful
- ☐ Did not provide any

## Development Management Customer Survey

**\*10. Thinking about the application process how satisfied were you with the following**

	Very satisfied	Fairly satisfied	Neither / Nor	Fairly dissatisfied	Very dissatisfied
The assistance we gave you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The courtesy / approachability of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of advice you were given	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ability of staff to do deal with an issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The availability of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you wish please expand on your answer below

**\*11. How easy was it for you to speak by telephone to the planning officer dealing with your application?**

- ☐ Very easy
- ☐ Fairly easy
- ☐ Fairly difficult
- ☐ Very difficult
- ☐ Not applicable

**\*12. How satisfied were you with the following**

	Very satisfied	Fairly satisfied	Neither / Nor	Fairly dissatisfied	Very dissatisfied
The information you received on the progress of your application?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The time we took to respond to your messages, letters, or e-mails?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you wish please expand on your answer below

**13. If your application was refused did you receive contact prior to the decision?**

- ☐ Yes
- ☐ No

## Development Management Customer Survey

**14. If your application was refused, how satisfied were you with the explanation of the decision?**

- ☐ Very satisfied  
☐ Fairly satisfied  
☐ Neither / Nor  
☐ Fairly dissatisfied  
☐ Very dissatisfied

If you wish please expand on your answer below

**\*15. Did the Council deal with your application within the expected timescale?**

- ☐ Yes  
☐ No

**\*16. Overall how satisfied were you with the time taken to process your application?**

- ☐ Very satisfied  
☐ Fairly satisfied  
☐ Neither / Nor  
☐ Fairly dissatisfied  
☐ Very dissatisfied

**\*17. Overall how satisfied were you with the service received from us in dealing with your application?**

- ☐ Very satisfied  
☐ Fairly satisfied  
☐ Neither / Nor  
☐ Fairly dissatisfied  
☐ Very dissatisfied

**18. If you wish to comment on your application and how it was handled please comment below**

**Community Council Survey**

1. 17 out of 70 Community Council's responded  
Highest – K&M/Marr, lowest – Garioch  
No return - Buchan
2. 76.5% fairly easy- information clear when provided on application consultation
3. 41.2% - fairly easy – info & guidance on finding planning application
4. 76.5% access information on Council website
5. 60% found Council website most useful tool
6. 52.9% - aware of responsibilities when asked to comment on planning application, but not aware in detail
7. 58.8% aware, but not in detail of what constitutes a valid planning issue
8. 52.9% feel fairly involved in planning process
9. 35.3% fairly satisfied with assistance given (11.8% fairly dissatisfied)  
46.7 % fairly satisfied – courtesy of staff (6.7% - very dissatisfied)  
37.5% fairly satisfied – quality of advice (6.3% very dissatisfied)  
56.3% - fairly satisfied – availability of staff (12.5% – very dissatisfied)
10. 29.4% - fairly easy – to speak to planning officers on phone, 23.5% - fairly difficult, 5.9% - very difficult
11. 43.8% - fairly satisfied - information received, time taken to respond
12. 76.5% - yes to feedback event
13. 70.6% - yes to training event – extent of CC responsibilities
14. 70.6% - yes to training event – how planning applications are processed
15. Training requirements - wish to know more about : Neighbour notification, areas of possible objection in a planning application, CNPA link and co ning requirements : ordination between the Councils, precedence of policies. Interested in training offered – 80% of attendees at CC meeting said they would attend – sooner the better. Last events poorly attended as Christmas and too busy.. How to get more out of the website. Why are applications supported by the City Council turned down and vice versa.

16. Further comments :

Little or poor regard to local community responses, particularly with respect to wind turbine applications.

Survey unsatisfactory as cannot save it for rest of CC members.  
Survey unsatisfactory – amateurish and reflects badly on service.

Biggest fault - not giving enough notice for planning meetings

Useful if **all** details of planning applications were sent to CC

## **INFRASTRUCTURE SERVICES (PLANNING)**

### **AGENTS/DEVELOPERS FORUM**

**Friday 29 June 2012**

**1345 - 1630**

**Curl, Aberdeen**

1.	Welcome	Robert Gray – Head of Planning & Building Standards	10 minutes
2.	Development Management Update	Mairi Stewart – Planning Manager	15 minutes – 1355-1410
3.	Performance Update	Bruce Stewart – Planning Manager	15 minutes – 1410-1425
4.	Local Development Plan – Form of the Plan	Piers Blaxter –Team Leader (Policy)	15 minutes – 1425-1440
5.	Local Development Plan – Design	Piers Blaxter –Team Leader (Policy)	30 minutes – 1440 - 1510
6.	Designing Streets	David Armitage – Policy Manager - Roads	15 minutes – 1510 - 1525
7.	Local Development Plan – Rural Development /Next Plan	Piers Blaxter –Team Leader (Policy)	45 minutes – 1525 - 1610
8.	Question/Answer Session	Robert Gray	1610 - 1630

**Project Document****Background**

Significant reforms such as Modernising of the Planning System Report and the Planning etc. Scotland Act 2006 have taken place in recent years with the purpose of delivering a service that is efficient, inclusive and fit for purpose. Regular monitoring of performance and a commitment to improve are essential to achieving this.

Aberdeenshire Council's performance in terms of speed of decision making has been steadily improving over the past three years. Notwithstanding the steady improvement in performance Aberdeenshire Council sits at 30th position out of the 32 Scotland Local Authorities in the performance leader table as issued by Audit Scotland (2009/2010). It has to be noted that Aberdeenshire Council received 3951 applications in 2009/2010, and this is a higher number than any other Council in Scotland. This also includes the highest number of major planning applications. This demonstrates that the Aberdeenshire area remains one of the busiest parts of Scotland with a high number of applications per staff member. This is evidenced in **Appendix 2**.

Although comparison with other authorities remains difficult in terms of there being quite different sets of circumstances and contexts, application types and application numbers between each, there is concern at this continuing trend of a lowly position in comparison with the other 32 local authorities. It is therefore paramount with due cognisance of the Council's Vision, the Council's Performance Framework and the Infrastructure Services Service Plan 2011-2014 that this position is improved upon.

A paper on development management performance and improvement was reported to members of the Infrastructure Service Committee (ISC) in August 2011. Members agreed that an Improving Performance Strategy should be established.

**Project Aims**

The project aims are identified as being:

- (i) To address overall performance. This involves the need to improve performance with a view to ensuring Aberdeenshire Council substantially improves its position nationally and establish itself as a high performing Council in the delivery of planning decisions. Culturally therefore a shift towards the management of performance, allied to a focus on customer engagement, transparency and a positive focus on encouraging high quality development focused on enabling and enhancing the economy of the North East.

- (ii) To seek to establish both long term and short term improvement mechanisms.

## **Project Objectives**

The project objectives are identified as being:

- (i) Prepare an Improving Performance Strategy (**IPS**) with cognisance of the following three areas: 1) Areas within our control, e.g. time taken to register applications etc. 2) Areas outside of our control, e.g. time taken for consultees to respond, and 3) Areas of choice, e.g. collection of planning gain which slows performance. The Strategy will seek to identify the methods of improvement to establish realistic targets, and focus overall on a cultural shift to one of performance management inclusive of a fully transparent approach and engagement with the service users.
- (ii) Set up and manage an Improving Performance Working Group (**IPWG**) to seek internal and external review of the issues pertaining to the three areas above.
- (ii) To identify, establish and implement changes and methods of improvement as part of the Improving Performance Strategy for short term and long term improvement.

## **Scope**

The Improving Performance Strategy will look at all aspects of the Development Management Function and the various factors that impact directly and indirectly on performance.

The Improving Performance Strategy will seek to establish both long term and short term improvement mechanisms as it is appreciated that it will take some time for Aberdeenshire to reach the levels of performance attained by the high performing Councils. The Planning Service has recognised the need to look more closely at the culture of performance and performance management and the important role Development Management plays in the economy of the area.

The strategy will have been the subject of informal discussion with the Member Officer Working Group (**MOWG**), Elected Members and Senior Management as well as involving and seeking input from Development Management Staff at all levels and various stakeholders.



## **Project Constraints and Tolerances**

The project is constrained by the staff resource available, existing and current priorities within the delivery of the service and by time. The IPS requires to be delivered by a small team, within a six-month period. Much of the research is reliant on the availability and willingness of third parties to participate and realise useful and usable information. Although the aim is to have in place a strategy post March, it is imperative that the pace of performance improvement is increased with immediate effect and evidence of a shift change can be clearly demonstrated by the end of March 2012.

## **Quality Tolerances**

For this project, time will be the main quality tolerance. The IPS should be delivered within six months, which includes the approval of the document at ISC in March 2012. As a result, it will be important that all work is completed in stages governed by strict timescales. Slippage cannot be tolerated, but awareness should be given to the current work pressures and priorities that remain within Development Management and that these may be impacted upon in order to complete the project on time. Notwithstanding, a clear shift change towards smarter, focused working to bring about immediate improvement will continue forthwith through short term methods with clear evidence of this being presented.

## **Project Approach**

### **Option Proposed**

The Strategy will seek to identify the methods of improvement and establish realistic targets. This will be produced following a period of review, both internal and external. The mechanisms of review will include:

- Peer review of high performing Councils to ascertain good practice.
- Continued working with the Kaizen for Daily Improvement Programme.
- Development Management is currently in the process of establishing “silver” projects which are anticipated will assist improvement performance.
- Continued and improved liaison with the Scottish Government, stakeholders, agents and consultees (internal and external).
- An internal review of the structures in terms of teams within Development Management e.g. should a team be established, for example, that only deals with major planning applications.
- An internal review of application processing techniques e.g. the service could consider refusing applications that are deficient in the information

submitted that is required for the Planning Service to adequately assess the proposal.

- Continuous communication and frequent engagement with staff including establishing robust and regular methods of monitoring and target setting.

### **Customer Quality Expectations**

The resulting IPS will be clear, unambiguous, defensible, practical and focused, based on realistic targets with cognisance of resource availability.

### **Interested Parties**

Engagement with interested parties will be targeted both internally and externally with the users and implementers of Development Management. This will be to ensure early acceptance of the strategy and the ability to input into the process. Engagement, through various methods, will be with the following:

Elected Members

Senior Management

Developers/Agents

Applicants

Consultees

Community Councils

Scottish Government

Other local authorities (peer review)

Development Management Staff

### **Major Tasks to be Undertaken**

The major tasks to be undertaken are:

- The production of an Improving Performance Strategy.
- Implementation of the Improving Performance Strategy.
- Control and monitoring of Implementation and improvements.
- Immediate culture shift in managing performance and delivering immediate short term improvement.

Progress will be assessed by:

- Regular meetings with MOWG as the appropriate body for monitoring purposes with a view to reporting progress and ultimately to present a detailed IPS for agreement.
- Regular meetings with the Project Board
- Regular meetings of the Improving Performance Strategy Working Group (IPSWG)
- Quarterly reporting to committee through the Aberdeenshire Performance Reports
- Report to ISC on 15 March 2012 seeking committee approval of the IPS.
- Further monitoring and progress update reporting as required by most convenient methods.




### Effort Needed

The Improving Performance Strategy (**IPS**) will be developed in-house. Development Management staff at various levels of experience will participate directly within the IPWG and additional staff recruited as is necessary. The group will be managed by the Development Management Planning Managers. The awareness of all Development Management staff on the main aims and objectives of the project will be paramount and regular feedback is considered essential.

### Timescales and Milestones

The Gant Chart below shows the steps needed for the IPS and the associated timescales:

**Timetable: Improvement Performance Strategy**

	2011				2012			
Tasks	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Set up IPS Group								
Research								
Assess, Collate & Identify								

<b>Options</b>										
<b>Report to Project Board</b>										
<b>Report to MOWG</b>										
<b>Agree Overall Approach: Within Control/Outwith Control</b>										
<b>Report to ISC</b>										

## Project Plan

The rolling project plan reflects the tasks allocated to the IPWG and progress to date. This will be updated after each IPWG progress meeting:

## Project Management – Actions from 13 October 2011

### EXTERNAL LIAISON

Research / Tasks	Information Required	Target Date		Responsible
		Report Back	Complete	
Peer Review / Website Research (other Local Authorities)	<ul style="list-style-type: none"> <li>Identify Councils</li> <li>Search Websites</li> <li>Gather information based on basic/specific questions*</li> <li>Identify Councils for interview</li> </ul>	29/09/11 5/10/11 13/10/11	Nov 2011	Darren, Chris, Paul
Agents Workshop – Structured	<ul style="list-style-type: none"> <li>Identify Agents per area / liaise with APO's</li> <li>Identify individual targets for 1:1</li> </ul>	29/09/11 5/10/11 13/10/11	22/11/11	Neil, Michael, Tim, Jan
Developers Workshop – Structured	<ul style="list-style-type: none"> <li>As Above</li> </ul>	29/09/11 5/10/11 13/10/11	22/11/11	Neil, Michael, Tim, Jan
Customer Survey – Liaise with Tim	<ul style="list-style-type: none"> <li>Consider best approach</li> <li>Prepare note for discussions</li> </ul>	29/09/11 5/10/11 13/10/11		Neil, Michael, Tim, Jan
Consultee Liaison – KDI Silver Project + Separate Liaison Meetings (e.g. SEPA, SNH)	TBA	5/10/11 13/10/11		TBA
External Liaison – Scottish Government etc	Arrangement to meet – David Liddell, identify topics for discussion		14/11/11	Bruce, Mairi

<b>*Basic / Specific Questions</b> Structure / Set Up: <ul style="list-style-type: none"> <li>Committee structure, Scheme of Delegation</li> <li>Staff Numbers</li> <li>Workloads / Numbers of Applications</li> <li>Processes</li> </ul>	<b>Specifics</b> <ul style="list-style-type: none"> <li>Sections 75s – Procedures</li> <li>Planning Gain – Procedures / When Applied etc.</li> <li>Application – Extent of Negotiation</li> </ul>
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## INTERNAL LIAISON

Research / Tasks	Information Required	Target Date		Responsible
		Report Back	Complete	
Management Liaison Robert / Stephen	Liaise with Robert / Stephen	28/09/11-MT 29/09/11	18/10/11	Bruce, Mairi
Sessions with:  • APOs • Seniors / Planners • DSAs • Admin • Planning Inspectors	<ul style="list-style-type: none"> <li>• Arrange separate APO meeting</li> <li>• Consider format of sessions –</li> <li>• method, how, where and when</li> </ul>	5/10/11 13/10/11	5/10/11 10/11/11  10/11/11  TBA  TBA	Bruce, Darren, Neil, Mairi  Allan, David (Seniors & Planners)  Stuart (DSAs) Elaine (Admin) Chris (Planning Inspectors)
Process Steps	<ul style="list-style-type: none"> <li>• Identify process – timeline</li> <li>• On-line &amp; Non on-line application process</li> <li>• Comparison of processes (6 areas)</li> </ul>	29/09/11 5/10/11 13/10/11  Identify headings (spreadsheet)		Rob, Elaine, Tim, Tom
Area Chairs & ISC Chair & Vice Chair	Arrange best way to meet	29/09/11	02/12/11	Bruce, Mairi
Area Managers	Arrange best way to meet	29/09/11	11/11/11	Bruce, Mairi
Consultee Liaison (e.g. Env Health, Roads)	TBS	TBA	Env Health – 17/11/11	Bruce, Mairi

### Key stages in the development of the IPS can be identified as follows:

- Identification and confirmation of the aims and objectives.
- Set up IPS working group
- Research and review completed by November 2011
- Assessment, collation of information and identification of options by mid December 2011
- Report to MOWG on 30 November 2011 and January 2012
- Report monthly to the Project Board
- Instigate short term improvement through immediate shift change in performance culture
- Finalise IPS by mid January 2012
- Prepare and report to ISC 15 March 2012

### **Key decision and review points**

Key decisions will be made at the IPWG and reported to MOWG. Reviews between the Project Board and Project Managers will be undertaken on a monthly basis. Interim progress reports may be necessary if required. Dates will be confirmed at the first meeting with the Project Board, and Project Managers on 18<sup>th</sup> October 2011.

## APPENDIX 1

### Roles

Roles required within the project are divided into Project Board, and Project Team. Within the **project board** there are:

- The Project Executive has specific responsibilities to oversee the development of the project brief and business case and ensures that the project meets the objectives of the business case at each stage. He is also responsible for Project Board meetings and is the authority to close the project on completion. He is responsible for the overall business assurance of the project and ensuring there is a coherent organisational structure and logical plan. **Stephen Archer** holds this role.
- Senior users representative: This person is responsible for identifying and assuring the needs of those who will use the final product are met. Effectively this role represents both the members who will be asked to approve the final product, and of the staff who will be expected to deliver the outcomes based upon it. Effectively this person's role is to assure that what is proposed is reasonable, do-able, and (as best as can be ascertained) politically acceptable.  
It is proposed that **Douglas Milne** is assigned this role.

Senior Supplier representative: this person is responsible for the interests of those developing the products. A specific role is the approval of the product descriptions (i.e. what it is that the project team will “scope” and how that will be delivered), and as a consequence this individual is involved in resolving issues of priority and resource allocation within the project. This individual will advise on the methods to be used in the project and that all agreed aspects of the project are actually delivered (i.e. what was said would be done, has been done). It is proposed that **Robert Gray** is assigned this role, in addition to being the Project Executive.

- Project Assurance: This role assesses the quality of the work being undertaken, that it is meeting the required standards and it is delivering what is required. This role could be undertaken independently within the Project Board but, due to the nature of this project it is proposed to ascribe this responsibility to the Senior User i.e. **Douglas Milne**, as an independent assessor.



## The Project Team

The project team consists of the Project Managers and the Project Team and Project support.

- The Project Managers: This role provides the day-to-day management of the project on behalf of the board. His prime responsibility is to ensure the project produces the required products to the required quality in the required time. They are responsible for all the Project management functions prescribed in the Prince II methodology except “Directing a project” (DP). The planning, production and management of the project outcomes are this roles responsibility. Due to the nature of this particular project it is proposed that the role of Project Manager will also be responsible for the production of parts of the work. It is proposed that **Bruce Stewart** and **Mairi Stewart** assume the roles of Project Managers.

**KAIZEN / KAIZEN FOR DAILY IMPROVEMENT**

**Statement from the Chief Executive**

As Individuals and as team members within Aberdeenshire Council, you have the answers to the challenges we face, we must give you the support, the power and the skills within Kaizen for Daily Improvement to get on and “Just do it!”

**Statement from the Corporate Improvement Manager:**

It is our vision for Aberdeenshire Council to be recognised as being the Best Council by 2012; the Council can only achieve this by embedding the practice of day-to-day continuous improvement in all of its Service areas.

We are committed to involving all our employees in this change activity and to them developing behaviours appropriate to a class leading Council. The Kaizen for Daily Improvement programme has been developed to achieve this.

We seek to undertake an improvement journey, which has as its focus, a committed and sustainable approach to meet the demands and service requirements of our customers, today and perhaps more importantly in these challenging times, for the future.

To achieve this we must empower you, the experts, and engage with you to allow your wealth of knowledge and abilities to be applied to maximum effect.

In realising our vision and demonstrating increasing customer satisfaction and improved operational performance your Managers will be key in supporting you in the application of the tools and learning gained from the Kaizen for Daily Improvement Programme.

By applying these tools and methodologies we can all ensure that our services achieve significant improvements to costs, lead times, quality and customer/employee satisfaction.

We seek to ensure that by our actions and approach we will create a learning environment for all of our staff, in which Council improvement activity is part of the way we work; developing and self sustaining.

**Statement from the Directorate Management Team:**

“There is nothing so  
wasteful as doing with  
great efficiency that  
which doesn’t have to  
be done at all” -

Anonymous

'Kaizen for Daily Improvement' was launched in August 2008 in two pilot areas of the Council and is now being rolled out across all Council Services. The programme builds upon and compliments the Kaizen Blitz methodology that has been successfully used in the service over recent years.

Everyone in the service will be going through the KDI programme. If your function is split into several areas across the Shire each team will spend some time working on its own but at other times representatives from all areas will come together. In this way our Service can achieve consistency across all areas but can also respond to particular area needs.

All members of your team will be involved but at different times and on different subject areas. It will be the responsibility of the staff involved in a piece of work to cascade the learning and information to their colleagues.

Each team will be assigned a Continuous Improvement Officer to take them through the KDI programme but the ultimate aim is for the team to become self sufficient and carry out their own Continuous Improvement activity.

Through the roll out of Kaizen for Daily Improvement it is our aim that the service will achieve the following goals:

- Ensure all staff understand the value of the contribution they make to delivering the Council's vision and strategic priorities
- Understand who are our customers and what they want
- Deliver a consistent service across Aberdeenshire
- Make the most of our limited resources

We look forward to working with you and following your progress in our goal to become the best Council. It is our intention to visit your team at key points in the programme and we look forward to celebrating with you your future success.

## INTRODUCTION – EMBEDDED CONTINUOUS IMPROVEMENT IS A CULTURE

The manager plays a very important role in ensuring that the culture of continuous improvement is embedded in the team. 'Culture' is witnessed as behaviours exhibited by the members of the group. The manager will directly influence these behaviours by his or her own behaviour (consciously or unconsciously) and must therefore consider themselves as role models from which others will take example.

Here are two examples of this:

I know an MD and owner of a conference centre and hotel. He regularly parks his Jaguar in the space by reception, where a sign quite clearly declares '10 minutes parking only. This space reserved for guests checking in'.

This may seem to be a minor transgression and he being the owner, he can do as he likes – can't he? But ask the people who work for him what message this gives – not only does it build an 'us and them' attitude, but it also says to them that customers don't matter. As the forty or so people who work in this business are customer facing, this is a very bad behaviour to cultivate. I have heard some say '*why should I bother – he doesn't!*' and they will do the *minimum* required of them. Delighting the customer – going the extra mile - is most definitely *not* in their behaviours.

The second example is one I read by Jim Kirkpatrick, author of 'The Kirkpatrick Four Levels – a fresh look after 50 years'.

Here is a story of two men who seemingly have the same job. The first is a man that I (Jim) saw in front of a hotel in Asia. While I was waiting for a taxi, I went up to him and asked him, "*What is your job here at the hotel?*" Without looking at me, he answered, "I wash windows". Since we had little else to talk about, I went back to my taxi.

The next day I was in Brunei, conducting a workshop. During the break, I wandered over to this young man (washing windows) and asked him "*What is your job here at the hotel?*" Chai stopped what he was doing, walked over to me and said "*I am part of the team that creates exceptional experiences for our guests*" After I picked my jaw up off the ground, we carried on quite a conversation, which included Chai (who introduced himself by name) asking me about my stay, if I had everything I needed and what I thought of *his* grounds and *his* country.

...Chai told me about his orientation, training and the coaching and encouragement he received from his supervisor. He was taught that he was in training in order *to learn, perform, enhance his career possibilities and ultimately serve as an ambassador for his resort and his country.*

## MANAGERS SET PRIORITIES

Managers also influence what their team members do by what they set as priorities. Team members will assume what is a priority by what the manager asks for – or by inference does not ask for!

The Bronze Silver Gold works by encouraging members to be involved through attending audits, participating in workshops and by undertaking ownership of the various actions that arise from audits and workshops. Managers can show that these things are important in the same way that they show other things like work schedules and health and safety to be important: by talking about them, asking about them and investing some of their time in ensuring that their people are engaged and that the improvement actions are fulfilled.

In the same way that time spent on embedding Health and Safety thinking brings its return by avoiding time lost to accidents, so time spent on BSG activity will be paid back ultimately through improved processes and a more motivated workforce.

As an example of how much time managers might spend on improvement, consider a former MD of one of the Hotpoint sites of 600 people, Dave Turner, who devoted two solid days a month to attending all the progress reporting of the live improvement projects (typically around ten at any one time), delivered to him verbally and in person by the project teams. This was in addition to informal feed back he received when he walked about the site. What message did *this* send to the team? That these projects and the team members mattered, that he wanted to see results and he was willing and able to assist, where support was needed.

## MANAGERS SET EXAMPLES OF BEHAVIOUR

The Management and Team Leader Launch presentation explores the behaviours that a manager involved in a Bronze Silver Gold implementation should exhibit. Every manager is encouraged to attend this presentation, prior to a team launch of BSG

### **What must I do to ensure success of Kaizen For Daily Improvement?**

The strength of Kaizen for Daily Improvement lies in its focus on real problems, on getting the team involved in solving these problems, and on finding and implementing solutions that deliver lasting, measurable improvements. Managers should adopt a supportive leadership role with their team that encourages participation and involvement.

Your full commitment is essential and must be demonstrated in the following enabling ways:

- Adopting a supportive leadership role with your team
- By participating in improvement activity with your team
- By following the vision for achieving excellence in performance through the Bronze/Silver/Gold model
- By being involved with briefing/team sessions
- Ensuring team members are available and cover is provided if needed for improvement activity
- By ensuring those who need the time to carry forward any implementation of improvement actions get it
- By continuing to engage with your team to encourage, monitor and sustain continuous improvement activity
- By unblocking any problems around the improvement action plans generated by your team
- Celebrating with your team the attainment of each accreditation level towards being a Centre of Excellence

## CHECK LIST OF ACTIONS FOR A MANAGER OF A BRONZE/SILVER/GOLD TEAM

In the table below, the 'Time' is an indication of the time a manager ought to spend on the listed activities per BSG team.

STAGE	ACTIVITY	TIME	Dly	Wky	M'ly
Prior to Team launch	<ol style="list-style-type: none"> <li>1. Attend a briefing with the Continuous Improvement Officer;</li> <li>2. Attend the Manager and Team Leader launch presentation.</li> </ol>	1-2 hrs 3 hrs			
Team Launch	<ol style="list-style-type: none"> <li>1. Introduce the launch session – the CIO can assist with preparation for this.</li> <li>2. Ensure that Team has a Visual Display Board.</li> </ol>	½ hr, plus some prep			
Audits	<ol style="list-style-type: none"> <li>1. Ensure the Team Leader attends every audit and create a rota of attendance of the other team members;</li> <li>2. Visit the team and review the Visual Display Board with them; review the actions</li> <li>3. Physically 'walk' the area to judge the sustaining of 5S activity.</li> </ol>	1 hr			x 2
		30 mins			x 2
Monthly Reporting	<ol style="list-style-type: none"> <li>1. Review the audit actions and scores with Team Leader.</li> </ol>	1 hr			x 1
Team Talks	<ol style="list-style-type: none"> <li>1. Maintain BSG as an item on any Team meeting to do with communication, performance, individual appraisal.</li> </ol>				
Post Conditional Bronze	<ol style="list-style-type: none"> <li>1. Ensure audits continue monthly</li> <li>2. Continue to submit monthly report</li> <li>3. Continue monthly meetings with the Team to receive reports on progress on outstanding, continuing actions, such as               <ul style="list-style-type: none"> <li>- 5S</li> <li>- NVA elimination</li> <li>- Procedure writing</li> </ul> </li> </ol>	10 mins			x 1
		1 hr			x 1



## MONTHLY MEETINGS AND AUDITS

The monthly meeting is best combined with a 'walk-through' the team area and so should be conducted in their workplace.

The agenda could look like:

- Review the *Kaizen for Daily Improvement* visual display board
- Review status – latest score and progress since previous meeting
- Conduct a walk-round of the area to ensure maintenance of the 5S discipline
- Discuss the 'NVA reduction' projects and give help where requested
- Check on the status of the SIPOC and procedures documentation
- Help the team to quantify the realisable benefits of the actions and capture these for inclusion in the monthly DMT report
- Congratulate and encourage the team to continue with their activities

## WHAT TO LOOK FOR IN AN AUDIT

The following is a checklist of things to look out for with a team, using the audit sheets as a guide:

QUALIFYING REQUIREMENT – BRIEF DESCRIPTION OF ACTIVITIES	WHAT THE MANAGER SHOULD LOOK OUT FOR
<p><b>QUALIFYING REQUIREMENT 1.0</b> <i>How we take pride in our workplace</i></p> <p>The activities in this QR require that the team undertakes and sustains 5S workplace organisation.</p> <p>This means that they have first to understand 5S (activity 1.1), apply it in their area (1.2) and can show that they are doing this regularly by completing 5S sheets and updating the 5S board (1.3) and that they are continually identifying workplace issues with organisation and addressing them (1.4)</p>	<ul style="list-style-type: none"> <li>• ensure everyone attends 5S training and workshop, including new starters</li> <li>• inspect regularly the work area and highlight untidiness and slippage from standard</li> <li>• encourage standards to be maintained</li> <li>• check the 5S board for up-to-date 5S sheets and action plans for workplace improvement</li> <li>• offer assistance with actions where appropriate</li> <li>• compliment the team, when appropriate</li> </ul>
<p><b>QUALIFYING REQUIREMENT 2.0</b> <i>How we contribute to service provision</i></p> <p>This QR encourages the development of a customer-focused mindset by getting the team members to think about their role in the wider organisation – their <i>raison d'être</i> – and how their key processes are intended to deliver a quality service to the customer (internal and external).</p> <p>This includes workshop activity to get the team to review the corporate vision, the area vision (if one exists) and so develop a local vision that is meaningful to them and describes what they are there for, in a customer-focused way (2.1). With the understanding of what their customer needs (internal or external requirement), the team will identify those processes which are key to ensuring service delivery and for</p>	<ul style="list-style-type: none"> <li>• a corporate and service vision statement is prominent in all team areas</li> <li>• a local vision is also displayed and the team members can relate to its language and sentiment</li> <li>• the manager should preface all main communications with the team by describing its context in the corporate and local vision statements (e.g. monthly team briefs, tool box talks)</li> <li>• the core processes are mapped as SIPOCs and displayed on the Visual Display Board</li> <li>• organisation charts are kept</li> </ul>

<p>each one prepare a SIPOC (high-level process map) (2.2).</p> <p>In association with the processes that ensure customer service delivery, the <i>individual</i> contributions are captured on a team organisation chart (2.3) and everyone is continually made aware of how well they are satisfying customers, through standardised communication of customer feedback (2.4)</p>	<p>up-to-date and reviewed regularly ,as new starters join</p> <ul style="list-style-type: none"> <li>the manager should make sure that the team members have a clear understanding of the requirements of their customers – with due regard for internal customers – and are motivated to deliver that service to the best of their abilities.</li> </ul>
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	<ul style="list-style-type: none"> <li>customer feedback – both good and bad – should be communicated to the team in a timely fashion and should be used as an opportunity to discuss how the team performs in the eyes of the customers</li> <li>poor feedback should be used to encourage team reviews of their performance</li> </ul>
<p><b>QUALIFYING REQUIREMENT 3.0</b> <i>How well we perform</i></p> <p>The activities in this QR are intended to develop a mindset of self-monitoring against self-set targets of performance (3.1 and 3.2)</p> <p>Although there are imposed measures of <b>Key Performance Indicators</b>, this QR is guiding an empowered team to look <i>within</i> its processes at the activities that have a strong influence on the output and which the team can use as their ‘speed dials’ to ensure that what they are doing is sufficient and effective (3.3 and 3.4).</p>	<ul style="list-style-type: none"> <li>ensure that the team has selected meaningful and relevant metrics that relate to overall performance</li> <li>ensure that these metrics are easily collectable, without creating undue ‘nva’</li> <li>regularly review the team’s metrics, comparing their activity with the target – ask frequently about performance and inspect the Visual Display Board for up-to-date performance reporting</li> <li>make sure that the collection of data is frequent (to suit the cycle of the process) – typically daily</li> <li>encourage teams to review their own performance and to take action themselves to</li> </ul>

	<p>rectify any 'drift' from target performance</p> <ul style="list-style-type: none"> <li>do not treat shortfall as a reason to reprimand, unless the team ignores shortfalls and fails to respond positively and then check first that the targets are achievable</li> <li>ask for regular reports on actual versus target, explanations of variances and action taken to return to target performance</li> </ul>
<p><b>QUALIFYING REQUIREMENT 4.0</b>  <i>How we work flexibly</i></p> <p>This QR considers the impact of the team members skill set on service delivery. It is about ensuring that the team is able to deliver a continued service to the customer by having the appropriate mix of skills (4.1 and 4.2) that make sure it is robust against the fluctuating service demand (workload) and the variation in capacity internally, due to absences.</p> <p>Team members should participate actively in improving the team's flexibility (4.3 and 4.4).</p>	<ul style="list-style-type: none"> <li>there is an up-to-date skills matrix displayed, that is maintained and regularly reviewed (following new starters, training, departures from team)</li> <li>there is an associated training plan that is also displayed</li> <li>the manager is aware of team changes in the skill set and reviews the team's ability to meet customer demand</li> <li>the manager encourages the team to improve its flexibility to deliver by encouraging members to widen their skills through training and practice</li> </ul>
<p><b>QUALIFYING REQUIREMENT 5.0</b>  <i>How we do our work</i></p> <p>This QR is intended to build a more consistent service delivery by ensuring that variation in the team's processes is reduced through <i>STANDARDISATION</i>. The requirement is to identify what processes and sub-processes need to be detail-mapped and/or written down (5.1) as a <i>procedure</i> and that these are regularly kept up-to-date (5.4) by the team members (5.2) and are used by them (5.3).</p>	<ul style="list-style-type: none"> <li>ensure that the list of required procedures is addressed over a relatively short time (i.e. make sure that processes are being written down according to a time plan)</li> <li>ensure that the procedures are being used at the workplace, not stored away in a filing cabinet</li> <li>check that procedures are regularly reviewed and rewritten, if necessary</li> <li>ensure that the users are</li> </ul>

	participant in any writes and rewrites
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## MONTHLY REPORTING

Reports are made on a monthly basis to the Infrastructure Services Directorate Management Team; page 12 contains an example of a report and includes the following detail;

- When teams are launched.
- The dates of audits and workshops
- Audit scores
- Project progress, if required
- The date when the team achieve bronze level of the BSG
- Once the team reach Bronze the frequency of future audits and NVA meetings

In addition to the information above page 13 shows the annotated part of the report, which highlights the benefits, both measurable, and qualitative, which have been achieved so far by the team.

There is also a section that details any updates with regards the deployment of the KDI process into the team, this may include details of why progress has been delayed, any exceptional achievements etc.

Once the team have achieved Bronze status, audits and NVA actions should be posted on the teams "My Projects" entry on Arcadia, this will automatically distribute a copy to all project members, the relevant Head of Service, and to your Continuous Improvement Officer who will subsequently update the DMT Report.

If there is a need to update the annotated section for the benefits reporting or any other issues the team wish to highlight these should be forwarded to your Continuous Improvement Officer for inclusion in the report.



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- providing elected leadership for our area
- working with our partners in the North East and beyond
- always looking to the future

