

A Revolution in Planning

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Head of Planning

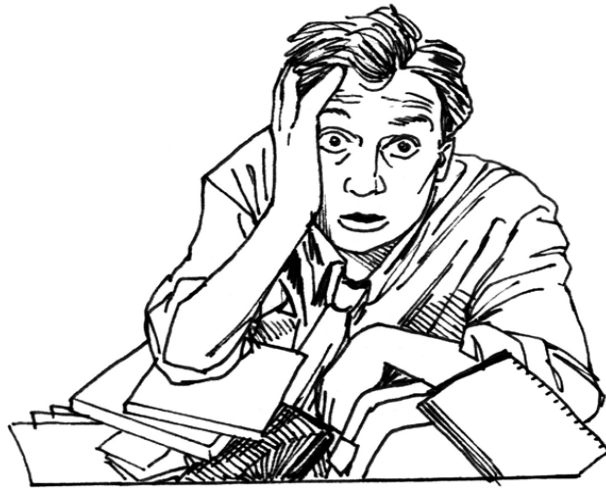
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3 YEARS AGO (BEFORE)

- **Unhappy Customers – New Chief Executive**
- **Defence – “we are top quartile”**
 - “we have a can do attitude”**
 - (we don’t have not enough resources)**
 - (if only they understood planning)**
 - (it’s the governments fault)**



AFTER

- **“In days where it becomes increasingly difficult to even obtain registration of an application, and where officers generally appear to spend their time finding reasons to return or refuse applications, it has been a most refreshing experience”.**
- **“We deal with many Local Authorities, and it is a great pity that more do not follow your example.”**

AFTER

- **“It’s inspiring to see the Local Authority being so proactive!”**
- **“Thanks for the efficient way you've dealt with the application. I think other Councils could learn a lot from WCC!”**

AFTER

- **“I just wish all of our work was within your area. Its like drawing blood getting a response from some authorities.”**
- **“Thank you for a prompt and fantastic service I was impressed by how quick it took to go through and the staff were very helpful and polite.”**
- **“I wish all LPA’s were as efficient!”**

RTPI WEST MIDS LPA OF THE YEAR

- **Chief executive Simon Warren said “The planning team’s experience demonstrates the power of systems thinking in putting the customer first and empowering employees to provide a better service. We should all be very proud of their achievements.”**

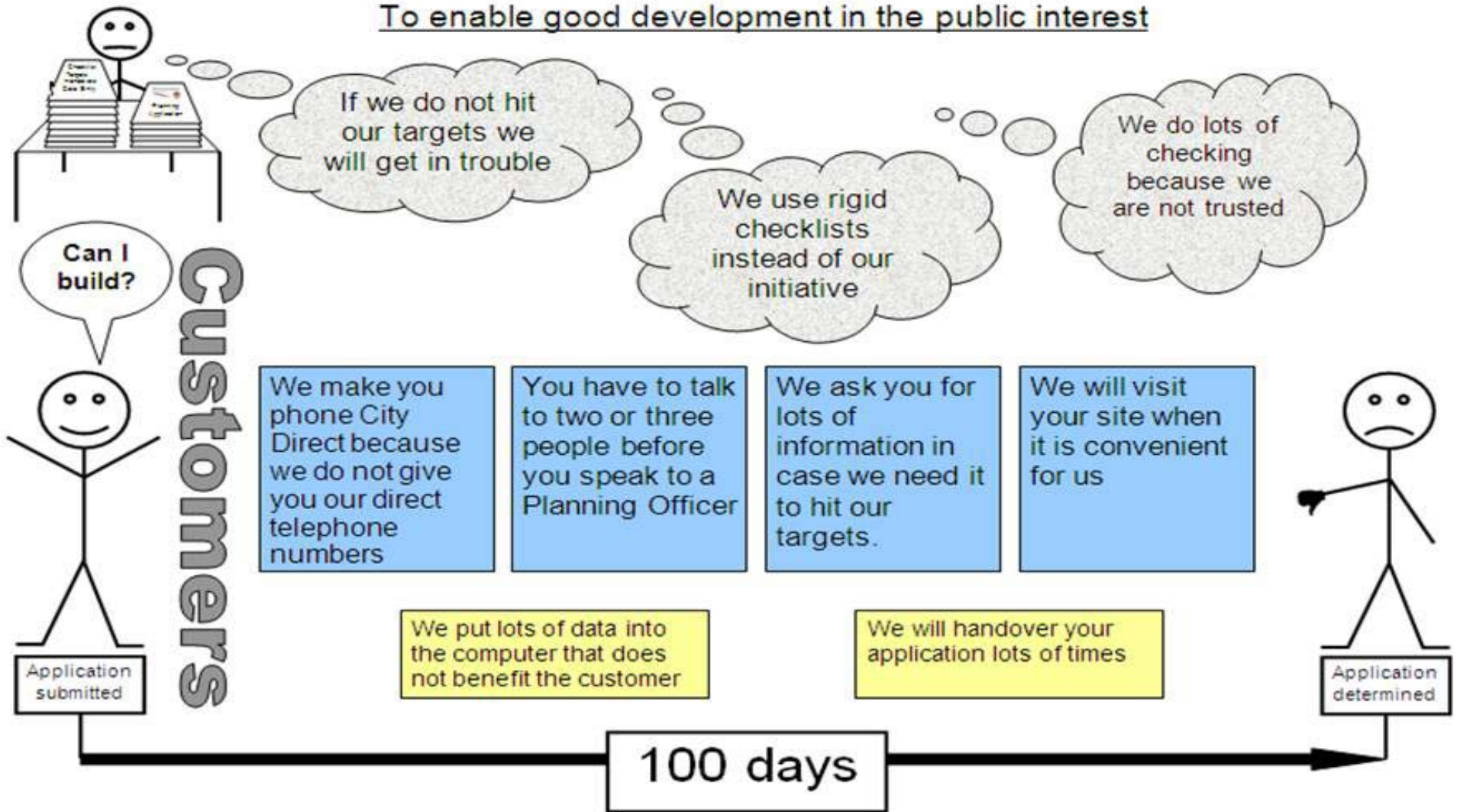
Good Development in the Public Interest

- **Happy Customers**
 - **End to end time three times faster**
 - **Most applications approved within 30 days**
 - **Better quality development**
- **No complaints**
- **“No” Refusals / appeals**
- **Enabling investment and jobs**

How did we do it?

- **Find out what's really happening:**
 - 55% transactions with public due to system failure**
 - 134 days end to end times**
 - 50% applications not “registered / validated”**
 - Refusals / Withdrawn**
 - Lots of Conditions**
- **Lots of time feeding the IT system**
- **Lots of handovers / checks**

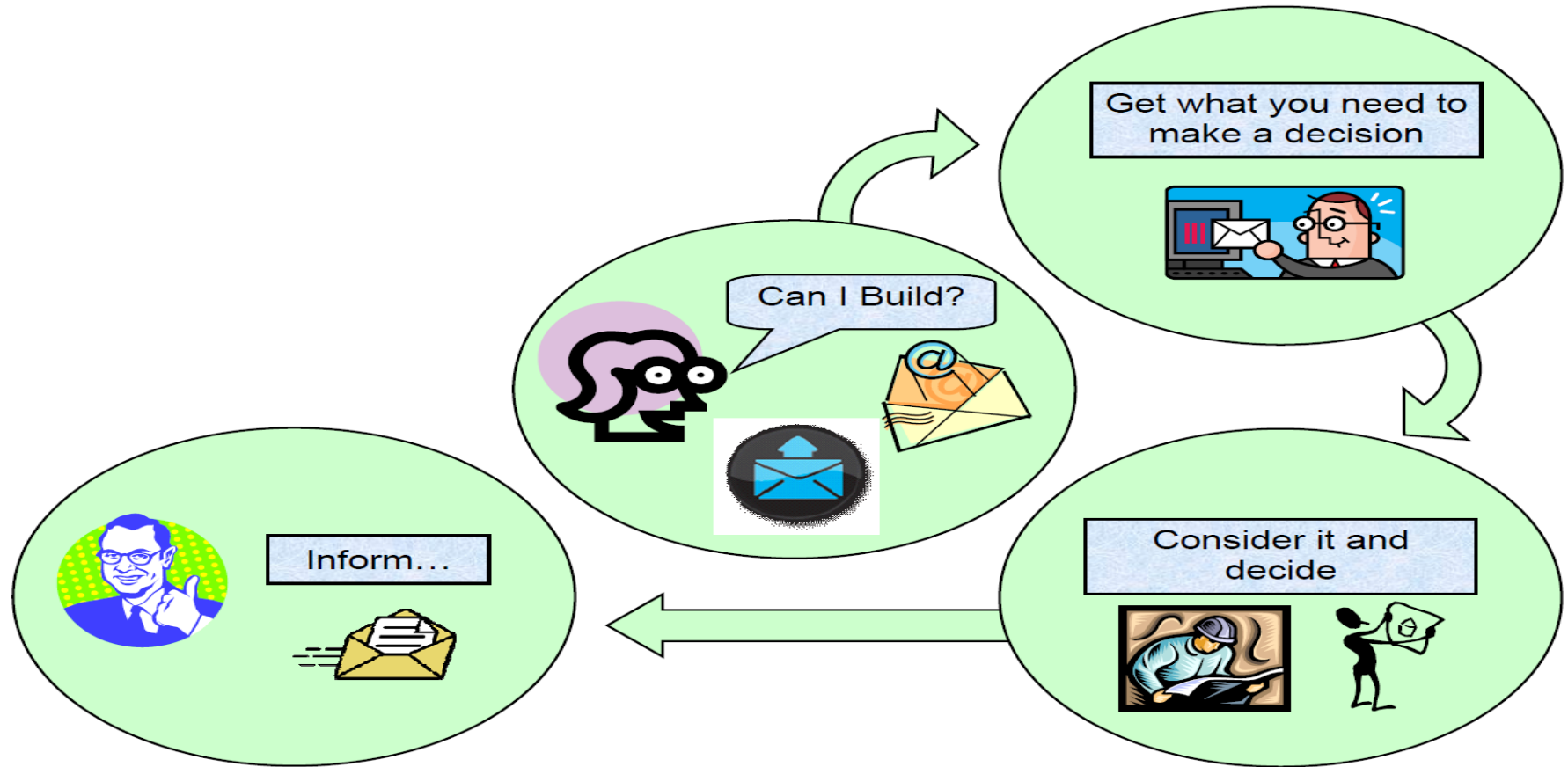
To enable good development in the public interest



New Way of Thinking and Working

- **Start with a blank sheet of paper**
- **Redesign system by experimenting**
 - **Fish and Chip Shop**
 - **Factory extension (15 new jobs)**
 - **A ramp for Mrs Smith**
- **Make it normal**

Method



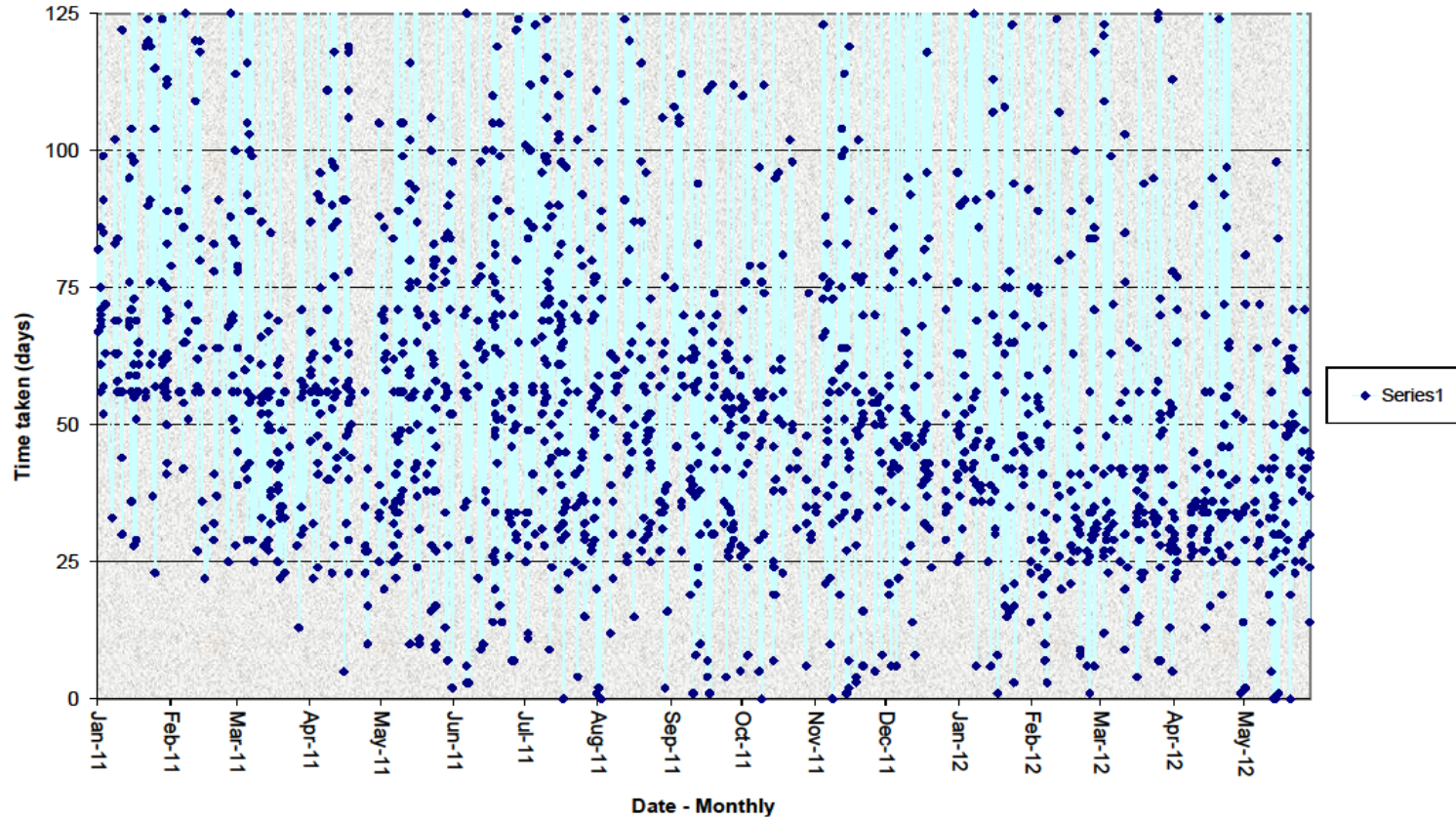
Measures

- **Purpose: To enable good development in the public interest**
- **In the past arbitrary targets have lead to failure demand and poor service.**
- **Measures are a mechanism to allow us to understand whether the system is working properly and identify blockages/issues to resolve**

Measures

- **How long from ‘can I build’ to ‘I can build’ (or ‘I know why I can’t’)?**
- **Is the building good?**

Can I build to decision



New Way of Thinking and Working

- **Successfully working – two years of experience**
- **Continual Improvement – by the planners**
- **Stability in a changing world – planners absorb variety**
- **“Men of Gondor, *whatever comes through that door, you will stand and fight!*” (Gandalf – Twin Towers)**
- **Planners thinking for themselves**
- **Learning – in action / reflection / CPD**

GOOD QUALITY DEVELOPMENT



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