DEVELOPMENT MANAGEMENT TRANSFORMATION PROJECT (DMTP)

UPDATE November 2011

1. OVERVIEW

The Development Management Transformation Project (DMTP) has been programme of work which has been on-going for a period of about 18 months to review all of the existing systems and procedures, to create a robust system with new hardware and to standardise all of the historic records onto one IT system. It was also concerned with transforming our working practices to make them more efficient, and to deliver a new staffing structure that would be fit for purpose as well as meeting budget targets.

2. PROJECT SCOPE (FROM THE ORIGINAL PID)

To enable delivery of the whole Programme the work was organised into 4 work streams as follows:

Process Work
- Implementing standardised processes
- Implementing new ways of working
- Provide system requirements
- Delivery of training to support new processes
- Delivering performance management and business benefits

IT Work
- Implementing changes to the Web site to enable self-help
- Implementing the updated Planning Application System and modules to support, Land Charges, Enforcement & Pre-application advice
- Delivering integration with Planning Portal
- Implementation and integration into Corporate GIS Solution
- Consolidation of document management systems onto a single version incorporating business requirements
- Delivering the DM Desk Top strategy and roll out of any new equipment
- Migrating old Planning Application legacy systems data onto one system
- User acceptance testing
- Decommissioning of all old systems and infrastructure to deliver cost reduction

Human Resources
- Managing the business "Change" process & communications
- Facilitating staff and union engagement
- New job descriptions
- Facilitating resource engagement and redeployment

Organisational Development

- Developing the new DM Organisational Design
- Defining and delivering Training & development needs
- Defining the Customer access strategy

3. WORK COMPLETED

Infrastructure Build & Configuration
The IT hardware and how it worked
- Completed (14 January 2011)

Build 74 Software Upgrade & New Module Software Implementation
Upgrade to next version of the Swift APAS operating system, including implementation of single Enforcement system, and Pre-App Module
- Completed (10 March 2011)

Single version of Document Management System
- Completed April 2011

Data Conversion & Migration
Existing legacy data from Crewe/Congleton/County IT systems to be converted onto the one system (Swift APAS)
- Transfer of legacy planning application and enforcement textural data from the former Crewe & Congleton systems completed.
- Transfer of the legacy planning application spatial data (digital mapping data) from Crewe & Congleton systems completed
- Enforcement spatial data from Crewe & Congleton system (Completed 23 June 2011)

Deliver Operational Improvements
The Desk Top Refresh was run as a separate project outside of this programme, but has now been largely completed (September 2011)

Define & Implement New Operating Model & Structure
Completed (1 April 2011) and on budget.

Customer Contact Strategy
New customer contact model completed (April 2011).
In response to feedback, a subsequent review has rationalised contact processes to enable customers to contact the right person for the right level of enquiry.

4. OUTSTANDING WORK

Website Improvements
Work has now begun on a separate mini project to implement the original requirements to improve the planning application pages on the Website. This will enable menus and layouts to adopt the corporate style, but also create a more

user friendly interface as well as increasing speed and reliability. Early signs are very encouraging.
Completion by end of 2011/Jan 2012

New Land Charges System
A single integrated system for Cheshire East based upon Swift module was put back from the original project due to staff resource difficulties.
Separate mini project created 6 week programme of works to now become a separate mini-project
Completion due by mid December for new single system,
Transfer of Legacy information due by February 2012.

GIS Integration and constraint layers
The lack of detailed constraint layers within the Planning System causes problems for staff when considering planning applications, and also in providing advice to the public. It also maintains a reliance on the use of old legacy systems.
Work is ongoing to provide a satisfactory solution – but with no milestone for completion.

5. OUTSTANDING ISSUES
A number of issues have been identified by the business which still affects day-to-day usability of the new systems. These have been logged and are being work on. Some of the initial requirements from the business evidently cannot be provided.

The Ways of Working (WOW) improvements as part of the Process work stream have not been made due to the identified issues/delays with the IT work stream. The implementation of work process improvements will now take place within the business and as part of day-to-day continual improvements.

6. BENEFITS DELIVERY
The staffing restructure has already been delivered with associated cost savings. Further cost savings from decommissioning of existing legacy systems is due in early 2012.

7. PROJECT IMPLEMENTATION REVIEW (PIR)
A full review of the DMTP, and lessons learnt has been completed in draft pending resolution of the outstanding issues and timescale for delivery.