

**HISTORIC SCOTLAND BOARD****REPORT ON PHASE III OF THE INSPECTORATE'S MODERNISATION PROGRAMME****Purpose:**

1. To update the Board on phase III of the Inspectorate's modernisation programme.

**Background**

2. Board members will recall that the Inspectorate modernisation programme has three stages. **Stage 1**, which commenced late in 2005, focussed on the Inspectorate's structure and processes. It also included the development of a new CPD programme to help achieve our goals of quality, consistency, timeliness and transparency. **Stage 2** completes this financial year and includes initiatives such as the introduction of *ePlanning*, the new casework-management system, the introduction of *Joint Working Agreements* with local authorities and the replacement of the *Memorandum of Guidance* with a new leaflet series.

3. The third stage reflects Mr Russell's particular interests and has also been designed to reinforce some of the earlier changes we have introduced. It focusing in particular on designation and advisory work and the need for a client-centred approach (with a focus on communication) and also to develop our problem-solving approach to regulation. The three **Stage 3** projects are:

- Client-centred designation
- Client-centred advice
- Problem-solving regulation

4. We have also identified a fourth (supporting) project on training and culture change to help ensure that the current and previous modernisation work has been effectively implemented across the Inspectorate.

5. The first two projects will use as the core of the work a targeted customer survey. We have identified a sample of customers who have worked with us over the past year and have written to them to ask if they would be prepared to take part in the survey to help our business improvement programme. We have commissioned *George St Research* to undertake the questionnaire and we are drawing in the Scottish Government's Office of the Chief Researcher (OCR) to assist in developing the questionnaire. We expect the results of the questionnaire to be available by the end of this financial year.

6. Under the third project we have sent a number of our senior managers on a detailed course on modern regulation run by Professor Malcolm Sparrow (Harvard University). We intend to use this as a focus for ongoing discussions within the Inspectorate's management team about our strategy and approach to our work. Also under this project we have designed and commissioned the development of specifically tailored role-play training for our staff which focuses on the development of problem-solving skills for our teams. A pilot for this training will be run before the end of this financial year with the full course implemented in

2010. Scottish Government Planners, SEPA and SNH have each expressed an interest in this course for their own staff development.

7. For the fourth project, working with our HR group, we have procured specialist support from an external consultant who will work with us on each of the three main Stage 3 projects to ensure that our training, course material and managers work reinforce the modernisation work across the Inspectorate. We have also designed a new Inspectorate newsletter to act as a vehicle for communicating our improvement works to our customers and this will be launched in April 2010.

**Deborah Mays**

Head of Listing and Modernisation Programme Manager

**Malcolm Cooper**

Chief Inspector

20 October 2009