



2010/11 Improvement Plans

Environment & Street Scene

Key Performance Indicator Improvement Plan 2010/11

N.I. 196 – Improved Street and Environmental Cleanliness (Fly-tipping)



N.I. 196 – Improved Street and Environmental Cleanliness (Fly-tipping)



KPI IMPROVEMENT PLAN 2010/11

KPI IMPROVEMENT PLAN 2010/11	
KPI reference and description	NI 196: The local authority's performance based on a combination of calculating its year on year change in total incidents of fly-tipping dealt with, compared with its year on year change in enforcement actions taken against fly-tipping.
Responsible officer	John Gilbert
Outturn 2007/08	Grade 1
Outturn 2008/09	Grade 2
Outturn 2009/10	Grade 3
Target 2010/11	Grade 2
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	The methodology associated with the collection and collation of fly-tipping data has been completely reviewed to ensure full compliance with government guidelines. This has resulted in the previous "scores" being unreliable which in turn means that comparisons will be inaccurate until such time as we have a series of data under the new data collection methodology. On that basis the maintenance of Grade 2 will require a concerted effort to fully investigate and where possible prosecute reported incidences of fly tipping. This in turn will only be possible with the support of the public in terms of reporting fly tipping, taking details of alleged offenders (vehicle registrations etc) and their willingness to provide evidence. It is intended to maintain high level of publicity regarding fly tipping and to prosecute in every case where there is sufficient supporting evidence.
What are the timescales and milestones for improvement of the KPI in 2010/11?	Monitor at each four month data collection point and review enforcement activities

What is the cost of providing the service measured by the KPI?	Is not separately budgeted with costs held within the Waste Management and Environment & Street Scene budgets. Costs of prosecution are within the Corporate Support Services legal services budgets. The Council does seek to recover costs where prosecutions are achieved.
What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	Within 2010/11 budgets and no additional resources required
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	Not relevant
Progress	Good progress in terms of an increasing number of successful prosecutions, although these remain a very small proportion of the total numbers of fly tipping incidents reported. Data collection arrangements updated to full compliance with government guidelines.
Corporate Executive Forum Comments/Approval	

N.I. 196 – Improved Street and Environmental Cleanliness (Fly-tipping)

Key Performance Indicator Improvement Plan 2010/11

LPI 51 – Complaints Response (Enviro-Crime and Rapid Response)



LPI 51 – Complaints Response (Enviro-Crime and Rapid Response)



KPI IMPROVEMENT PLAN 2010/11

KPI IMPROVEMENT PLAN 2010/11	
KPI reference and description	LPI 51: The percentage of incidents reported to the Environment & Neighbourhoods Team which are responded to within 3 working days of receipt
Responsible officer	John Gilbert
Outturn 2007/08	N/A
Outturn 2008/09	N/A
Outturn 2009/10	96.54%
Target 2010/11	95.00%
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	The target for 2009/10 was 90% and was achieved. Although the outcome for 2009/10 was 96.54% it is considered prudent to set the target for 2010/11 at 95% since sustained achievement at levels above 95% is very dependant upon staffing levels remaining at full establishment and minimal absences for other reasons. 95% is considered to be a very good response rate. Performance will be monitored through the M3 computer database.
What are the timescales and milestones for improvement of the KPI in 2010/11?	Achieving the target for 2010/11 relies upon retaining full establishment throughout the year.

KPI IMPROVEMENT PLAN 2010/11

What is the cost of providing the service measured by the KPI?	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Employees:</td> <td style="width: 30%;">£284,130</td> <td style="width: 40%;"></td> </tr> <tr> <td>Transport:</td> <td>£ 17,850</td> <td></td> </tr> <tr> <td>Supplies:</td> <td>£ 12,890</td> <td></td> </tr> <tr> <td>Support Services:</td> <td>£211,610</td> <td></td> </tr> <tr> <td>Depreciation charges:</td> <td>£ 4,050</td> <td style="text-align: right;">530,540</td> </tr> <tr> <td>Income:</td> <td>£ 0</td> <td></td> </tr> <tr> <td>Net cost:</td> <td>£530,540</td> <td></td> </tr> </table>	Employees:	£284,130		Transport:	£ 17,850		Supplies:	£ 12,890		Support Services:	£211,610		Depreciation charges:	£ 4,050	530,540	Income:	£ 0		Net cost:	£530,540	
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What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	These are all existing CSB resources. No additional resources required.																					
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	Not relevant																					
Progress	<p>Unit fully operational. All officers accredited with Essex Police.</p> <p>Successful prosecutions for fly tipping</p> <p>Response target met for 2009/10</p> <p>Rapid response unit very successful in dealing with minor environmental issues receiving a number of compliments for its early response to issues.</p>																					
Corporate Executive Forum Comments/Approval																						



2010/11 Improvement Plans

Finance & ICT

Key Performance Indicator Improvement Plan 2010/11

N.I. 181 – Housing / Council Tax Benefit – Claims Processing (Time)



N.I. 181 – Housing / Council Tax Benefit – Claims Processing (Time)

KPI IMPROVEMENT PLAN 2010/11

KPI reference and description	NI 181: The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit.
Responsible officer	Bob Palmer
Outturn 2007/08	
Outturn 2008/09	11.54
Outturn 2009/10	8.16
Target 2010/11	13.00
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	Performance is monitored on a weekly basis and improvements to processes have been made when appropriate. Performance has improved and continues to improve but the section does need to be fully staffed in order to maintain these improvements and meet the target.

What are the timescales and milestones for improvement of the KPI in 2010/11?	Regular monitoring on a weekly basis. If performance can be maintained at the current level, the target will be achieved. Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis.
What is the cost of providing the service measured by the KPI?	Total gross cost of the Benefits Service is £1.94m per annum
What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	The section needs to be fully staffed in order to achieve the KPI. There have been difficulties in attracting experienced Officers to vacant posts, however, experienced agency staff are currently employed to cover for vacant posts and maternity leave.
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	In July 2009, the Cabinet approved a restructure of the Benefits Division. A further report on the progress and effectiveness of the restructure will be submitted to the Cabinet in October 2010, together with any further recommendations.
Progress	April – June outturn was 14.86 days. Quarter 1 generally shows a slightly poorer performance than compared with the rest of the year as there is always an increase in work at the start of the new financial year. Performance at present is showing an improvement on previous years and therefore should be on target to achieve an average over the year of less than 13 days.
Corporate Executive Forum Comments/Approval	

Key Performance Indicator Improvement Plan 2010/11

LPI 16 – Housing / Council Tax Benefits – New Claims Processing (Time)



LPI 16 – Housing / Council Tax Benefits – New Claims Processing (Time)



KPI IMPROVEMENT PLAN 2010/11

KPI reference and description	LPI 16: The average time taken (in days) for processing new benefit claims
Responsible officer	Bob Palmer
Outturn 2007/08	37.34 days
Outturn 2008/09	47.12 days
Outturn 2009/10	33.41 days
Target 2010/11	25.00 days
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	<p>Performance for new claim processing times in 2008/09 and 2009/10 was severely affected by the conversion of the Revenues and Benefits IT system, which included a period of 6 weeks in December/January 2009 when no processing work could be carried out. It then took time for staff to become familiar with the system and to clear the backlog of work that had accrued. Performance is monitored on a weekly basis and improvements to processes have been made when appropriate. Performance has improved and continues to improve but the section does need to be fully staffed in order to maintain these improvements.</p>

What are the timescales and milestones for improvement of the KPI in 2010/11?	Regular monitoring on a weekly basis. If performance can be maintained at the current level, the target will be achieved. Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis.
What is the cost of providing the service measured by the KPI?	Total gross cost of the Benefits Service is £1.94m per annum
What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	The section needs to be fully staffed in order to achieve the KPI. There have been difficulties in attracting experienced Officers to vacant posts, however, experienced agency staff are currently employed to cover for vacant posts and maternity leave.
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	In July 2009, the Cabinet approved a restructure of the Benefits Division. A further report on the progress and effectiveness of the restructure will be submitted to the Cabinet in October 2010, together with any further recommendations.
Progress	April – June outturn was 29.45 days. Quarter 1 generally shows a slightly poorer performance than compared with the rest of the year as there is always an increase in work at the start of the new financial year. Performance should be on target to achieve an average over the year of 25 days. July has an outturn of 21.04 days.
Corporate Executive Forum Comments/Approval	

Key Performance Indicator Improvement Plan 2010/11

LPI 17 – Housing / Council Tax Benefits – Changes of Circumstances (Time)



LPI 17 – Housing / Council Tax Benefits – Changes of Circumstances (Time)

KPI IMPROVEMENT PLAN 2010/11

KPI reference and description	LPI 17: The average time taken (in days) for processing notification of changes of circumstances for benefit claims
Responsible officer	Bob Palmer
Outturn 2007/08	14.39 days
Outturn 2008/09	6.05 days
Outturn 2009/10	4.85 days
Target 2010/11	8.00 days
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	Although performance in 2008/09 and 2009/10 was severely affected by the conversion of the Revenues and Benefits IT system, the targets for processing changes in circumstances were achieved in those years. Performance is monitored on a weekly basis and improvements to processes have been made when appropriate. Performance has improved and continues to improve but the section does need to be fully staffed in order to maintain these improvements.

What are the timescales and milestones for improvement of the KPI in 2010/11?	Regular monitoring on a weekly basis. If performance can be maintained at the current level, the target will be achieved. Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis.
What is the cost of providing the service measured by the KPI?	Total gross cost of the Benefits Service is £ 1.94m per annum
What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	The section needs to be fully staffed in order to achieve the KPI. There have been difficulties in attracting experienced Officers to vacant posts, however, experienced agency staff are currently employed to cover for vacant posts and maternity leave.
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	In July 2009, the Cabinet approved a restructure of the Benefits Division. A further report on the progress and effectiveness of the restructure will be submitted to the Cabinet in October 2010, together with any further recommendations.
Progress	April – June outturn was 10.67 days. Quarter 1 generally shows a slightly poorer performance than compared with the rest of the year as there is always an increase in work at the start of the new financial year due to rent increases, pension increases etc. July has an outturn of 9.77 days. Performance at present is showing an improvement on previous years and therefore should be on target to achieve an average over the year of less than 8 days.
Corporate Executive Forum Comments/Approval	

Key Performance Indicator Improvement Plan 2010/11

LPI 53 – Housing / Council Tax Benefit – Fraud Investigation



KPI IMPROVEMENT PLAN 2010/11

KPI reference and description	LPI 53: The number of completed fraud investigations carried out by the Benefits Investigation team.
Responsible officer	Bob Palmer
Outturn 2007/08	N/A
Outturn 2008/09	N/A
Outturn 2009/10	285
Target 2010/11	500
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	The target was set using the individual performance targets set for each of the Investigation Officers. However, this does rely on the Investigation team being fully staffed during the year. The team has experienced long term sickness absence, disciplinary action and vacant posts throughout the previous 3 years and therefore the overall performance targets could not been met. The team is still currently understaffed and there is also a lack of experience within the team. Recruitment of experienced officers has been a major problem with recruitment exercises attracting no suitable candidates. Training is ongoing for the officers in post with weekly monitoring of their work. A more experienced officer is due to commence employment in August 2010.

What are the timescales and milestones for improvement of the KPI in 2010/11?	Regular monitoring on a weekly basis. Performance is expected to improve in the second half of the year with the employment of an additional officer. Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis.
What is the cost of providing the service measured by the KPI?	Total gross cost of the Benefits Investigation Team is £361,000 per annum
What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	The section needs to be fully staffed in order to achieve the KPI. There have been difficulties in attracting experienced Officers to vacant posts and it is unlikely that the target can be achieved this year. The employment of temporary Investigation Officers is not an attractive solution as they command high salary levels and can take time to become effective and produce results for the authority.
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	In July 2009, the Cabinet approved a restructure of the Benefits Division. A further report on the progress and effectiveness of the restructure will be submitted to the Cabinet in October 2010, together with any further recommendations.

Progress	April – June outturn was 48 which was significantly below target. The target was not likely to be met for this quarter as there was a vacant post throughout this period. However, training issues have been identified with the officers in post and are being addressed. In view of the staffing problems that have been encountered, It is proposed that the target for 2010/11 should be revised to 300 completed investigations for the year. The target should return to 500 for 2011/12.
Corporate Executive Forum Comments/Approval	



2010/11 Improvement Plans

Housing

Key Performance Indicator Improvement Plan 2010/11

LPI 5 – Re-letting of Council Dwellings



LPI 5 – Re-letting of Council Dwellings



KPI IMPROVEMENT PLAN 2010/11

KPI IMPROVEMENT PLAN 2010/11	
KPI reference and description	LPI 05: The time in calendar days from the date when the tenancy is terminated up to and including the date when the new tenancy agreement starts, excluding certain categories of property.
Responsible officer	Alan Hall
Outturn 2007/08	54.00 days
Outturn 2008/09	50.00 days
Outturn 2009/10	28.00 days
Target 2010/11	30.00 days

<p>What actions are needed to achieve or maintain target performance for the KPI in 2010/11?</p>	<p>The Council will continue with the following actions to improve performance further.</p> <ul style="list-style-type: none"> • Continue the officer Voids Working Party • Continue the rent-free week for tenants who sign up on a Thursday/Friday • Write regularly to all older people on the Housing Register, and those in lower Bands, explaining the availability of difficult to let properties • Ensure that all properties which meet with CLG definition are taken out of charge • Calculate the effect difficult-to-let properties are having on the overall void period • Write to all tenants who are under occupying accommodation • Undertake surveys of applicants who refuse accommodation <p>The Council will take the following additional actions during this year.</p> <ul style="list-style-type: none"> • Consider working with the Choice Based Lettings Consortium on a separate scheme for pooling difficult-to-let properties across all 6 authority areas • Consider incentives for difficult-to-let older people's properties • Explore the possible changes of use of the "very sheltered housing scheme" at Jessopp Court, Waltham Abbey and if sheltered housing schemes are fit-for-purpose under the proposed Older People's Strategic Review • Undertake multiple accompanied viewings on all difficult-to-let properties • Consider de-designating more properties on housing estates from older people's use • Ensure that maximum amount of work is being undertaken with the tenant on occupation • Introduce a penalty clause in the Allocations Scheme whereby any applicant who refuses 3 offers of accommodation in any 3-month period will be ineligible to express an interest in any property for 6 months
<p>What are the timescales and milestones for improvement of the KPI in 2010/11?</p>	<p>All actions listed in the previous sections are on-going apart from the following:</p> <ul style="list-style-type: none"> • Consider working with the Choice Based Lettings Consortium on a separate scheme for pooling difficult-to-let properties across all 6 authority areas by end of the financial year • Consider incentives for difficult-to-let older people's properties by end of the calendar year • Explore the possible changes of use of the "very sheltered housing scheme" at Jessopp Court, Waltham Abbey and if sheltered housing schemes are fit-for-purpose under the proposed Older People's Strategic Review by end of the financial year • Introduce a penalty clause in the Allocations Scheme whereby any applicant who refuses 3 offers of accommodation in any 3-month period will be ineligible to express an interest in any property for 6 months. This change will be considered by the Cabinet at its meeting on 13 September 2010.

What is the cost of providing the service measured by the KPI?	Within existing resources
What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	None
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	N/A
Progress	
Corporate Executive Forum Comments/Approval	

Key Performance Indicator Improvement Plan 2010/11

LPI 8 – Urgent Repairs (Housing Revenue Account Dwellings)



LPI 8 – Urgent Repairs (Housing Revenue Account Dwellings)



KPI IMPROVEMENT PLAN 2010/11

KPI reference and description	LPI 08: The percentage of urgent jobs completed within the target time (7days)
Responsible officer	Alan Hall
Outturn 2007/08	89.00%
Outturn 2008/09	86.00%
Outturn 2009/10	93.03%
Target 2010/11	95.00%
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	<p>Following the top management restructure in 2007, the Housing Repairs and Building Maintenance Works Unit were amalgamated in May 2008. A review of the combined sections and their working practices has led to the decision to appoint an External Management Contractor to oversee a range of improvements and new targets. One particular improvement that has been identified is to make use of existing framework agreement contracts let for planned maintenance works to carry out a range of specialist activities arising from responsive repairs. This will allow the Works Unit to focus of a faster turn around for routine, urgent and emergency works.</p> <p>An OJEU notice has been posted and a shortlist of applicants for the role of External Management Contractor has been agreed. Tenders will be sought, and an appointment made during 2010/11.</p> <p>Recruitment to the 5 newly created positions within the combined Housing Repairs Service will be completed in 2010. This will help to focus on managing the repairs to achieve the targets.</p>

What are the timescales and milestones for improvement of the KPI in 2010/11?	The appointment of the External Management Contractor is likely to take place by January 2011. Recruitment to the 5 newly created posts in the Housing Repairs Service are likely to be in post by September 2010. However, a number of framework agreements are already in place with others due to be set up and implemented with 12 months.
What is the cost of providing the service measured by the KPI?	<p>Annually, the Council spends around £2m on responsive repairs and a further £600k on void refurbishment. It is envisaged that there will be no additional cost, other than that already budgeted for, to provide this service.</p> <p>The restructure of the newly formed Housing Repairs Service, as reported to the Cabinet in November 2009, has generated a saving of around £20,000 per annum in staff costs.</p>
What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	With the exception of the appointment of an External Management Contractor, all other resources will be from the existing establishment.
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	All additional resources will be appointed based on EU procurement rules in accordance with Contract Standing Orders.
Progress	<p>15 Framework agreements for specialist services used for planned maintenance have been set up over the last 4-years. 4 new frameworks are currently in the process of being procured.</p> <p>The former Repairs Section have relocated to the Epping Depot site, electronic ordering via the Marketplace has successfully been introduced and an improved post inspection procedure, Craft workers undertaking pre-inspections to increase the number of jobs "Fixed first time" and Trackers fitted in all fleet vehicles.</p> <p>The Repairs Advisory Group continues to monitor progress, and a new Tenants Repairs Focus Group has been formed and has met. This group were very supportive of the initiatives already put into place and being planned.</p>
Corporate Executive Forum Comments/Approval	

LPI 8 – Urgent Repairs (Housing Revenue Account Dwellings)

Key Performance Indicator Improvement Plan 2010/11

LPI 9 – Routine Repairs (Housing Revenue Account Dwellings)



LPI 9 – Routine Repairs (Housing Revenue Account Dwellings)



KPI IMPROVEMENT PLAN 2010/11

KPI reference and description	LPI 09: The percentage of routine repairs completed within target time (up to 6 weeks)
Responsible officer	Alan Hall
Outturn 2007/08	84.00%
Outturn 2008/09	86.00%
Outturn 2009/10	95.05%
Target 2010/11	95.00%
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	<p>Following the top management restructure in 2007, the Housing Repairs and Building Maintenance Works Unit were amalgamated in May 2008. A review of the combined sections and their working practices has led to the decision to appoint an External Management Contractor to oversee a range of improvements and new targets. One particular improvement that has been identified is to make use of existing framework agreement contracts let for planned maintenance works to carry out a range of specialist activities arising from responsive repairs. This will allow the Works Unit to focus of a faster turn around for routine, urgent and emergency works.</p> <p>An OJEU notice has been posted and a shortlist of applicants for the role of External Management Contractor has been agreed. Tenders will be sought, and an appointment made during 2010/11.</p> <p>Recruitment to the 5 newly created positions within the combined Housing Repairs Service will be completed in 2010. This will help to focus on managing the repairs to achieve the targets.</p> <p>During 2009/10, the target response times for routine repairs was reduced from 8 weeks to 6 weeks. Even with a 25% reduction in the overall response time, over 95% of all routine jobs were completed on time during the year, which is the first time this has ever been achieved.</p>

What are the timescales and milestones for improvement of the KPI in 2010/11?	The appointment of the External Management Contractor is likely to take place by January 2011. Recruitment to the 5 newly created posts in the Housing Repairs Service are likely to be in post by September 2010. However, a number of framework agreements are already in place with others due to be set up and implemented with 12 months.
What is the cost of providing the service measured by the KPI?	Annually, the Council spends around £2m on responsive repairs and a further £600k on void refurbishment. It is envisaged that there will be no additional cost, other than that already budgeted for, to provide this service. The restructure of the newly formed Housing Repairs Service, as reported to the Cabinet in November 2009, has generated a saving of around £20,000 per annum in staff costs.
What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	With the exception of the appointment of an External Management Contractor, all other resources will be from the existing establishment.
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	All additional resources will be appointed based on EU procurement rules in accordance with Contract Standing Orders.
Progress	15 Framework agreements for specialist services used for planned maintenance have been set up over the last 4-years. 4 new frameworks are currently in the process of being procured. The former Repairs Section have relocated to the Epping Depot site, electronic ordering via the Marketplace has successfully been introduced and an improved post inspection procedure, Craft workers undertaking pre-inspections to increase the number of jobs "Fixed first time" and Trackers fitted in all fleet vehicles. The Repairs Advisory Group continues to monitor progress, and a new Tenants Repairs Focus Group has been formed and has met. This group were very supportive of the initiatives already put into place and being planned.
Corporate Executive Forum Comments/Approval	

LPI 9 – Routine Repairs (Housing Revenue Account Dwellings)



2010/11 Improvement Plans

Planning & Economic Development

Key Performance Indicator Improvement Plan 2010/11

N.I. 157(b) – Processing of Planning Applications – ‘Minor’ Applications



N.I. 157(b) – Processing of Planning Applications – ‘Minor’ Applications



KPI IMPROVEMENT PLAN 2010/11

KPI IMPROVEMENT PLAN 2010/11	
KPI reference and description	NI 157(b): The percentage of ‘minor’ planning applications determined in a timely manner where a timely manner is defined as within 8 weeks for ‘minor’ applications.
Responsible officer	John Preston
Outturn 2007/08	78.05%
Outturn 2008/09	79.64%
Outturn 2009/10	79.67%
Target 2010/11	TBC – to be set at planning Performance Scrutiny Standing Panel on 2 September 2010

What actions are needed to achieve or maintain target performance for the KPI in 2010/11?

1. All minor applications be determined under delegated powers, because given previous years outturn, this performance could be met and exceeded at delegated level.
2. However, Members very unlikely to agree, and therefore Principal Planning Officers need to monitor frequency and workload of individual case officers in allocating such applications and, at an early stage in the process, target the relevant committee date.
3. Ensure Planning Validation checklist is adhered to at application deposit stage, so that there is no delay caused by requesting further information once the application is up and running.
4. Resist negotiating with the applicant during the course of the application so as to achieve a decision in target time. However, this has the potential to adversely impact on LPI45 (Planning Appeals) target if more appeals are lodged as a result.
5. The vast majority of minor planning applications that have a decision outside the 8 week target are those that go to a planning committee, because they are recommended to be granted planning permission, and are usually those where they result in an increase in the number of homes (anything from 1-9 new homes is classified as a "Minor" application) on a particular site. Members have rejected a shorter frequency of meetings, which would have benefited, therefore Principal Planning Officers in conjunction with the case officer, need to pre-guess the response of local residents and the local council, which is possible if the application is a resubmission following a previous refusal.
6. Relevant Principal Planning Officer to monitor at 2 week interval the progress of the application with an update given by the case officer.
7. Resist deferral by Members at planning related Committee meetings as this inevitably results in the target being missed. Chair/Vice-Chair meeting and Planning Services Scrutiny Standing Panel be used to encourage Members to seek, prior to a planning committee meeting, answers to queries they may have rather than raising them for the first time on the evening of the meeting, as well as carry out site visits beforehand to prevent deferral for this reason. Committee agenda to start having case officer name included against each item.

What are the timescales and milestones for improvement of the KPI in 2010/11?	Officers have already been briefed and formal procedure to be followed from beginning of August. Deferrals and Member query to be discussed at Chair/Vice-Chair meeting on 2 August 2010. Committee agenda's from August 2010 to contain contact officer name and extension number.
What is the cost of providing the service measured by the KPI?	As existing.
What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?	Full Development Control and support staff compliment as existing. Performance will rely very much on staff stability without vacancies.
If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?	Overtime, if necessary and agreed, though Officers do presently stay later to complete reports to meet deadlines. For deferred applications from Area Plans Committee, emergency Area Plans Committee to be held the following week if there is a likelihood of still hitting the performance target.
Progress	Quarter 1 performance – 76.04%
Corporate Executive Forum Comments/Approval	

N.I. 157(b) – Processing of Planning Applications – ‘Minor’ Applications

Key Performance Indicator Improvement Plan 2010/11

LPI 45 – Planning Appeals



KPI IMPROVEMENT PLAN 2010/11

KPI IMPROVEMENT PLAN 2010/11	
KPI reference and description	LPI45: The number of appeals allowed against refusal of planning permission applications, as a percentage of the total number of appeals against refusal of planning permission applications
Responsible officer	John Preston
Outturn 2007/08	28.70%
Outturn 2008/09	40.3%
Outturn 2009/10	30.93%
Target 2010/11	TBC at Planning Services Scrutiny Standing Panel meeting on 2 September 2010
What actions are needed to achieve or maintain target performance for the KPI in 2010/11?	<ol style="list-style-type: none"> 1. After the refusal of a planning permission, but only where there is potential for a more favourable recommendation, encourage resubmission of a revised, new planning application rather than the applicant necessarily going straight to appeal. This to be done by sending with the refused decision notice a copy of the planning officers report and a covering letter of suggested changes to the proposed development. The Planning Inspectorate is encouraging use of “mediation” to identify issues that could be overcome, before an appeal is lodged, which Planning Officers will be willing to engage in. 2. Recommendations and decisions to ensure that all material planning considerations are taken into account and not be swayed by objections if they do not outweigh the planning merits of the particular case. 3. Committee meetings are webcast and are increasingly being scrutinised by appellant agents when putting their case together to lodge an appeal. Members therefore need to be clear and precise as to what the issues are and why they are recommending a refusal of planning permission. 4. In the case of decisions made at Plans Committees and where the resultant appeal is to be dealt with by a Hearing or Public Inquiry, Planning Officers to contact the relevant Committee Members (Ward/ Chairman) and engage them in the appeal process to help defend at the date of appeal.

<p>What are the timescales and milestones for improvement of the KPI in 2010/11?</p>	<p>All relevant refused planning applications to include officer report and covering letter from August 2010.</p> <p>Monitor and report on appeal decision performance to District Development Control Committee and Planning Services Scrutiny Standing Panel towards the end of the financial year.</p> <p>Member training to be added onto Area Plans Committee, by December 2010, advising of general planning criteria/judgement in assessing whether to grant or refuse planning permission.</p>
<p>What is the cost of providing the service measured by the KPI?</p>	<p>As existing</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2010/11? Are these existing or additional resources?</p>	<p>As existing staff, but in the case of time-consuming, large or contentious appeals, there is a budget allocation to use external appeal consultants, where necessary.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2010/11, how will these be secured?</p>	<p>Availability of Members for appeal hearings and inquiries.</p>
<p>Progress</p>	<p>Quarter 1 – 36.4%</p>
<p>Corporate Executive Forum Comments/Approval</p>	