



Key Performance Indicator Improvement Plan 2011/12

KPI 25 - What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?

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KPI IMPROVEMENT PLAN 2011/12

KPI reference and description	KPI 25 - What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?
Responsible officer	John Gilbert
Outturn 2008/09	N/A
Outturn 2009/10	97.09%
Outturn 2010/11	96.60%
Target 2011/12	97.00%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	The target of 95% for 2010/11 has been surpassed and increased for 2011/12 to reflect that outturn. However, achievement to that level will be dependant upon staffing levels remaining at full establishment and minimal absences for other reasons. Performance will be monitored through the M3 computer database.
What are the timescales and milestones for improvement of the KPI in 2011/12?	Achieving the target for 2011/12 relies upon retaining full establishment throughout the year

What resources are required to achieve or maintain target performance for the KPI in 2011/12? 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 2011/12, how will these be secured?	Not relevant
Management Board Comments/Approval	

KPI 25 - What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?



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KPI 30 - What percentage of the invoices we received were paid within 30 days?

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KPI reference and description	KPI 30 - What percentage of the invoices we received were paid within 30 days?
Responsible officer	Bob Palmer
Outturn 2008/09	97%
Outturn 2009/10	98%
Outturn 2010/11	97%
Target 2011/12	97%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>Reports are produced on a weekly basis listing invoices due for payment that have been registered but not input to the system. These reports are sent to directorates to assist them in identifying which invoices are due and need to be passed for payment.</p> <p>Housing Services in particular have fallen well short of the target. The Housing Repairs area sees high volumes of invoices often for quite small amounts of money from a number of different suppliers. This is a very labour intensive operation and the staffing difficulties experienced have made it difficult to keep on top of the invoice processing. It is proposed that the provision of building supplies be subject to a tendering process in an attempt to achieve better value for money and reduce the number of invoices. This should significantly reduce the administrative burden currently experienced with somewhat fewer invoices being processed.</p> <p>Additional work chasing payments can be carried out within Finance & ICT but will mean diverting resources from other functions.</p>
What are the timescales and milestones for improvement of the KPI in 2011/12?	<p>The quarter 1 performance (90%) suggests that whatever action is taken it will be difficult to turn the indicator round (91% month 4). The exercise referred to above will need to commence as soon as practically possible for it to have any positive effect on the indicator for 2011/12.</p>

<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>Resources would need to be diverted from other functions in both Finance and other Directorates to these processes unless additional resources could be made available. This seems unlikely in the current climate.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>By diverting resources from other areas.</p>
<p>Management Board Comments/Approval</p>	

KPI 30 - What percentage of the invoices we received were paid within 30 days?



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KPI 33 - On average, how many days did it take us to process new benefit claims?

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KPI reference and description	KPI 33 - On average, how many days did it take us to process new benefit claims?
Responsible officer	Bob Palmer
Outturn 2008/09	47.12 days
Outturn 2009/10	33.41 days
Outturn 2010/11	22.96 days
Target 2011/12	23.00 days
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	Performance is monitored on a weekly basis and improvements to processes have been made when appropriate. The section needs to be fully staffed in order to achieve the KPI. Currently there are two vacant posts which is having an impact but resources are being managed to target performance for the KPI's, whilst activities not relating to performance improvement are not being prioritised.
What are the timescales and milestones for improvement of the KPI in 2011/12?	Regular monitoring on a weekly basis. If performance can be maintained at the current level, the target is likely to be achieved. Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis.
What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?	Performance improved throughout 2010/11 as agency staff were employed to cover for vacant posts, maternity leave and short periods of sickness absence and annual leave. This meant that there was little outstanding work at the start of 2011/12 and performance for the first quarter of 2011/12 is another improvement on the equivalent period in 2010/11. However, the section does need to be fully staffed in order to maintain these improvements but there are currently two vacant posts which we have been unable to fill at this time .

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If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?

Recruitment will be carried out once the recruitment freeze has been lifted.

Management Board Comments/Approval

KPI 33 - On average, how many days did it take us to process new benefit claims?



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KPI 34 - On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?

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KPI IMPROVEMENT PLAN 2011/12	
KPI reference and description	KPI 34 - On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?
Responsible officer	Bob Palmer
Outturn 2008/09	6.05 days
Outturn 2009/10	4.85 days
Outturn 2010/11	4.67 days
Target 2011/12	8.00 days
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>Performance is monitored on a weekly basis and improvements to processes have been made when appropriate. The section needs to be fully staffed in order to achieve the KPI. Currently there are two vacant posts which is having an impact but resources are being managed to target performance for the KPI's, whilst activities not relating to performance improvement are not being prioritised.</p> <p>The DWP is commencing a new project in July 2011 called ATLAS (Automated Transfer to Local Authority Systems). This entails changes to Tax Credits by the HMRC being automatically loaded into the Academy system. Customers will not then have to report the changes themselves which should reduce overpayments. Although these claims should produce a 1 day processing statistic, due to the timing of the file transfer by the DWP a 2 day processing statistic will be produced. This process will encompass other state benefits later in the year but processing times for changes in circumstances should improve by using this process.</p>
What are the timescales and milestones for improvement of the KPI in 2011/12?	Regular monitoring on a weekly basis. If performance can be maintained at the current level, the target is likely to be achieved. Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis.
What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?	Performance improved throughout 2010/11 as agency staff were employed to cover for vacant posts, maternity leave and short periods of sickness absence and annual leave. This meant that there was little outstanding work at the start of 2011/12 and performance for the first quarter of 2011/12 is another improvement on the equivalent period in 2010/11. However, the section does need to be fully staffed in order to maintain these improvements but there are currently two vacant posts which we have been unable to fill at this time .

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If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?

Recruitment will be carried out once the recruitment freeze has been lifted.

Management Board Comments/Approval

KPI 34 - On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?



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KPI 35 - How many benefits fraud investigations were completed by the Council?

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KPI IMPROVEMENT PLAN 2011/12

KPI reference and description	KPI 35 - How many benefits fraud investigations were completed by the Council?
Responsible officer	Bob Palmer
Outturn 2008/09	N/A
Outturn 2009/10	285
Outturn 2010/11	301
Target 2011/12	500
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	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. There is a lack of experience within the team and training is ongoing for the officers in post with monthly monitoring of their work. The post of Senior Investigation & Prosecution Officer is currently vacant. This is being managed by directing resources towards completing investigations and stopping benefit, rather than undertaking sanction work (which includes prosecution work) which is very time consuming, resource intensive and costly.
What are the timescales and milestones for improvement of the KPI in 2011/12?	Regular monitoring on a monthly basis. Performance is reported to the Finance & Performance Management Scrutiny Panel on a quarterly basis
What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?	The section needs to be fully staffed in order to achieve the KPI. Training is continuing but the lack of a Senior Officer in the vacant post means that some of the day to day management and supervision is lacking and the Officers are not receiving the level of guidance and support that we would like. Even if the recruitment freeze was not in place, 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.

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If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?

Recruitment will be carried out for the vacant post once the recruitment freeze has been lifted.

Management Board Comments/Approval

KPI 35 - How many benefits fraud investigations were completed by the Council?



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KPI 42 - What percentage of emergency repairs to our council properties were completed within 24 hours?

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KPI IMPROVEMENT PLAN 2011/12

KPI IMPROVEMENT PLAN 2011/12	
KPI reference and description	KPI 42 - What percentage of emergency repairs to our council properties were completed within 24 hours?
Responsible officer	Alan Hall
Outturn 2008/09	99%
Outturn 2009/10	97%
Outturn 2010/11	98%
Target 2011/12	99%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>Now that Mears have commenced work as the Repairs Management Contractor, a change management plan is being prepared, which takes account of current practice and procedures and maps what needs to be done to improve performance against Repairs Response Targets . It is anticipated that the introduction of the new Repairs Management Workflow IT system, which was highlighted as a "Key Deliverable" as part of the contract will have a major impact on our ability to meet the target for Emergency Repairs.</p> <p>The proposed IT system (MCM) will link the global repairs management functions with mobile working for operatives, appointments (including text messaging) and stores management, allowing more effective management of workflow, with key reports being available including jobs due within the next 1,3,5 days to ensure that jobs about to go out of time are managed pro-actively.</p> <p>A business case is being prepared by Mears, which identifies the issues that need to be resolved with such a major change such as interface and integration with the Council's existing IT systems, IT security, training for staff and procurement of mobile working devices.</p>

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<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>It is anticipated that the Mears Repairs Management Workflow IT System (known as MCM) will be installed and implemented (including training for staff) between September 2011 and November 2011.</p> <p>Performance against the targets for Emergency Repairs as well as all other performance targets will continue to be monitored throughout the process, and incentive payments will only be paid to the Repairs Management Contractor if all targets for Repairs are achieved.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>There are a number of vacant posts within the Housing Repairs Service, which is having an impact of the delivery of the Repairs Service. Vacant posts that are most affecting our ability to meet targets include Electricians, Plumbers and Carpenters. Where vacant posts exist, the work that cannot be undertaken by our own staff is being carried out by Contractors at a higher cost.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>Without the ability to recruit tradesmen, the cost of achieving the target performance for Emergency Repairs in 2011/12 is to be funded from the Housing Repairs Fund. However, the need to appoint Contractors to undertake responsive repairs (and voids) so as to comply with Contract Standing Orders and EU Procurement legislation has been identified. It is anticipated that a tender exercise will be undertaken in 2012 once the demand is known.</p>
<p>Management Board Comments/Approval</p>	

KPI 42 - What percentage of emergency repairs to our council properties were completed within 24 hours?



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KPI 43 - What percentage of urgent repairs to our council properties were completed within five working days?

KPI 43 - What percentage of urgent repairs to our council properties were completed within five working days?



KPI IMPROVEMENT PLAN 2011/12

KPI IMPROVEMENT PLAN 2011/12	
KPI reference and description	KPI 43 - What percentage of urgent repairs to our council properties were completed within five working days?
Responsible officer	Alan Hall
Outturn 2008/09	86%
Outturn 2009/10	93%
Outturn 2010/11	69%
Target 2011/12	95%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>Now that Mears have commenced work as the Repairs Management Contractor, a change management plan is being prepared, which takes account of current practice and procedures and maps what needs to be done to improve performance against Repairs Response Targets. It is anticipated that the introduction of the new Repairs Management Workflow IT system, which was highlighted as a "Key Deliverable" as part of the contract will have a major impact on our ability to meet the target for Urgent Repairs. The proposed IT system (MCM) will link the global repairs management functions with mobile working for operatives, appointments (including text messaging) and stores management, allowing more effective management of workflow, with key reports being available including jobs due within the next 1,3,5 days to ensure that jobs about to go out of time are managed pro-actively. A business case is being prepared by Mears, which identifies the issues that need to be resolved with such a major change such as interface and integration with the Council's existing IT systems, IT security, training for staff and procurement of mobile working devices.</p> <p>Whilst there have been some operational difficulties (eg Recruitment following the restructure of the Repairs Service) that have affected our performance on Urgent Repairs during 2010/11, it is felt that it would be more effective use of time to work on implementing the new MCM Repairs Management Workflow IT System, which will provide more reliable performance data in the future.</p>

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<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>It is anticipated that the Mears Repairs Management Workflow IT System (known as MCM) will be installed and implemented (including training for staff) between September 2011 and November 2011.</p> <p>Performance against targets for Urgent Repairs as well as all other performance targets will continue to be monitored throughout the process, and incentive payments will only be paid to the Repairs Management Contractor if all targets for Repairs are achieved.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>There are a number of vacant posts within the Housing Repairs Service, which is having an impact of the delivery of the Repairs Service. Vacant posts that are most affecting our ability to meet targets include Electricians, Plumbers and Carpenters. Where vacant posts exist, the work that cannot be undertaken by our own staff is being carried out by Contractors at a higher cost.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>Without the ability to recruit tradesmen, the cost of achieving the target performance for Urgent Repairs through the appointment of sub-contractors in 2011/12 is to be funded from the Housing Repairs Fund. However, the need to appoint Contractors to undertake responsive repairs (and voids) so as to comply with Contract Standing Orders and EU Procurement legislation has been identified. It is anticipated that a tender exercise will be undertaken in 2012 once the demand is known.</p>
<p>Management Board Comments/Approval</p>	

KPI 43 - What percentage of urgent repairs to our council properties were completed within five working days?



Key Performance Indicator Improvement Plan 2011/12

KPI 50 - What was the net increase or decrease in the number of homes in the district?

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KPI IMPROVEMENT PLAN 2011/12

KPI IMPROVEMENT PLAN 2011/12	
KPI reference and description	KPI 50 - What was the net increase or decrease in the number of homes in the district?
Responsible officer	John Preston (Collecting officer: Sarah King)
Outturn 2008/09	157
Outturn 2009/10	176
Outturn 2010/11	356
Target 2011/12	180
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<p>The Council clearly cannot control the housing market – so performance cannot be improved easily or quickly. However, where incentives are available to encourage the implementation of planning permission the Council will pursue these where possible. The Council must grant permission for sufficient homes to meet adopted targets, and strategically plan where new development will be through the Local Development Framework (LDF).</p> <p>Identifying further supply of land for residential development will be ensured by progress on the LDF Core Strategy, and by preparing a Strategic Housing Land Availability Assessment (SHLAA). Both of these are funded through the LDF budget.</p> <p>It should be noted that the Coalition Government have announced their intent to abolish Regional Spatial Strategies through the Localism Bill; this will include the East of England Plan. With a new emphasis on localism, Councils must now undertake research and consult widely with their residents to create their own 'local' housing targets. This Council does not yet have such local targets, and so, for now, the only target which can be suggested is still based on the East of England Plan. Clearly this will be altered if the Council determines that evidence suggests that alternative figures should be used.</p>

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	<p>The Council is more than meeting its target for housing growth within the East of England Plan. Performance against the target was particularly good during 2010/11, but this is because building works on very large sites such as St Margaret's Hospital and Epping Forest College are nearing the end, and so an unusually high number of units are being completed.</p>
<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>The actions above will be undertaken through the emerging LDF, and housing completions will be monitored quarterly, to assess progress (under KPI 50).</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>In order to produce the indicator, the Council produces an Annual Monitoring Report (part of the LDF), and updates the net additional homes figure quarterly. Excel spreadsheets and data from Northgate (the planning/building control applications system) are utilised. This is to be achieved within the existing Local Development Framework budget.</p> <p>KPI 50 could not be collected without the existence of the Forward Planning team, or without the Building Control and the Development Control teams, from whose data this indicator is prepared, and who process the Planning and Building Regulations applications. Housing completion information is only held in the Building Control team.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>The resources required to achieve a sound Core Strategy are kept under periodic review.</p>
<p>Management Board Comments/Approval</p>	

KPI 50 - What was the net increase or decrease in the number of homes in the district?



Key Performance Indicator Improvement Plan 2011/12

KPI 52 - What percentage of minor planning applications were processed within 8 weeks?

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KPI IMPROVEMENT PLAN 2011/12

KPI IMPROVEMENT PLAN 2011/12	
KPI reference and description	KPI 52 - What percentage of minor planning applications were processed within 8 weeks?
Responsible officer	John Preston
Outturn 2008/09	79.64%
Outturn 2009/10	79.67%
Outturn 2010/11	80.55%
Target 2011/12	81.00%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<ol style="list-style-type: none"> 1. Principal Planning Officers need to monitor frequency and workload of individual case officers when allocating such applications and, at an early stage in the process, target any relevant committee date. 2. 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. 3. 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. 4. In respect of any resubmission of a planning application following a refusal, assume same objections will be received that may trigger a committee case. 5. Relevant Principal Planning Officer to monitor at 2 week interval the progress of the application with an update given by the case officer. 6. 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.

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<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>August 2011 Development Control Team Meeting : Officers to be reminded of this more formal procedure, particularly the deadline for committee meetings, given this is the target time even if subject to a later completion of a legal agreement.</p> <p>Area Committee Presenting Officer at agenda preparation stage to seek from officer any pre-application proposals in order to inform Members at pre-committee briefing.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>Existing - Full complement of staff required, particularly at planning application registration, assessment and recommendation, decision making stages.</p> <p>Unfortunately, Members have changed the planning committee cycle from 3 to 4 weeks, therefore there is now more pressure and likelihood of planning applications reported to committees missing their target.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>Overtime, if necessary and agreed, although Officers do where necessary get in early and/or stay later to meet deadlines.</p>
<p>Management Board Comments/Approval</p>	

KPI 52 - What percentage of minor planning applications were processed within 8 weeks?



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KPI 53 - What percentage of other planning applications were processed within 8 weeks?

KPI 53 - What percentage of other planning applications were processed within 8 weeks?



KPI IMPROVEMENT PLAN 2011/12

KPI IMPROVEMENT PLAN 2011/12	
KPI reference and description	KPI 53 - What percentage of other planning applications were processed within 8 weeks?
Responsible officer	John Preston
Outturn 2008/09	89.88%
Outturn 2009/10	93.05%
Outturn 2010/11	92.21%
Target 2011/12	93.00%
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<ol style="list-style-type: none"> 1. Aim for all "Other" applications to be determined in target time under delegated powers. Principal Planning Officers continue to monitor frequency and workload of individual case officers in allocating such applications, ensuring early site visit and, at an early stage in the process, target where relevant the committee date. 2. 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. 3. 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 KPI 54 and 55 (Planning Appeals) target if more appeals are lodged as a result. 4. Relevant Principal Planning Officer to monitor at 2 week interval the progress of the application with an update given by the case officer. 5. 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.

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<p>What are the timescales and milestones for improvement of the KPI in 2011/12?</p>	<p>On-going and regular case load monitoring by Principal Planning Officer.</p> <p>August 2011 Development Control Team Meeting : Officers to be reminded of this more formal procedure, particularly the deadline for committee meetings, given this is the target time even if subject to a later completion of a legal agreement.</p>
<p>What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?</p>	<p>Existing - Full complement of staff required, particularly at planning application registration, assessment and recommendation, decision making stages.</p> <p>Unfortunately, Members have changed the planning committee cycle from 3 to 4 weeks, therefore there is now more pressure and likelihood of planning applications reported to committees missing their target.</p>
<p>If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?</p>	<p>Overtime, if necessary and agreed, although Officers do where necessary get in early and/or stay later to meet deadlines.</p>
<p>Management Board Comments/Approval</p>	

KPI 53 Processing - What percentage of other planning applications were processed within 8 weeks?



Key Performance Indicator Improvement Plan 2011/12

KPI 54 - What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better)?

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KPI 54 - What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better)?



KPI IMPROVEMENT PLAN 2011/12	
KPI reference and description	KPI 54 - What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better)?
Responsible officer	John Preston
Outturn 2008/09	N/A (Performance against indicator LPI 45 - 40.30%)
Outturn 2009/10	N/A (Performance against indicator LPI 45 - 30.93%)
Outturn 2010/11	N/A (Performance against indicator LPI 45 - 35.80%)
Target 2011/12	20% or less
What actions are needed to achieve or maintain target performance for the KPI in 2011/12?	<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 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. Officer reports submitted to delegated decision stage, two weeks before target date so that any changes to recommendation takes place in good time. 4. Scrutiny of appeal decisions to be part of Development Control Team Meeting.
What are the timescales and milestones for improvement of the KPI in 2011/12?	The above actions will take place throughout the year. Officers have made use of external training over the last year in performing at appeal hearings and public inquiries and have gained further knowledge and skills in defending appeals against refusal of planning permission.

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What resources are required to achieve or maintain target performance for the KPI in 2011/12? Are these existing or additional resources?	Existing staff, but now and again, workload time for some appeal hearings and public inquiries is high and/or require specialism. There is a budget put aside to employ external consultants now and again.
If additional resources are required to achieve or maintain target performance for the KPI in 2011/12, how will these be secured?	In the case of contentious appeals or appeals requiring specialist advice (i.e. gypsy and travellers), there is a budget allocation to use external appeal consultants, where necessary.
Management Board Comments/Approval	

KPI 54 - What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal (a lower figure is better)?