

STRATEGY AND PERFORMANCE ADVISORY COMMITTEE

24 June 2014 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks

AGENDA

Membership:

Cllrs. Abraham, Mrs. Bayley, Clark, Dickins, Eyre, Fleming, Mrs. George, Mrs. Parkin,
Mrs. Purves, Raikes, Miss. Stack and Miss. Thornton

	<u>Pages</u>	<u>Contact</u>
Apologies for Absence		
1. Appointment of Chairman		
2. Appointment of Vice Chairman		
3. Minutes	(Pages 1 - 4)	
To agree the Minutes of the meeting of the Committee held on 3 April 2014, as a correct record		
4. Declarations of Interest		
Any interests not already registered		
5. Actions from Previous Meeting		
None		
6. Update from Portfolio Holder		Cllr Fleming Tel: 01732 227180
7. Referrals from Cabinet or the Audit Committee		
None		
8. Confirmation of Working Groups	(Pages 5 - 6)	Vanessa Etheridge Tel: 01732 227199
9. Annual Complaint Monitoring 2013/14	(Pages 7 - 14)	Amy Wilton Tel: 01732 227280
10. Customer Experience Project - Presentation	(Pages 15 - 16)	Amy Wilton Tel: 01732 227280
11. Communications strategy and 2013/14 work plan	(Pages 17 - 34)	Lee Banks Tel: 01732 227161

12. **Performance Indicators & Targets for 2014/15**

(Pages 35 - 50)

Lee Banks
Tel: 01732 227161

13. **Work Plan**

(Pages 51 - 52)

EXEMPT ITEMS

(At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public.)

To assist in the speedy and efficient despatch of business, Members wishing to obtain factual information on items included on the Agenda are asked to enquire of the appropriate Contact Officer named on a report prior to the day of the meeting.

Should you require a copy of this agenda or any of the reports listed on it in another format please do not hesitate to contact the Democratic Services Team as set out below.

For any other queries concerning this agenda or the meeting please contact:

The Democratic Services Team (01732 227241)

STRATEGY AND PERFORMANCE ADVISORY COMMITTEE

Minutes of the meeting held on 3 April 2014 commencing at 7.00 pm

Present: Cllr. Fleming (Chairman)

Cllr. Dickins (Vice Chairman)

Cllrs. Abraham, Mrs. George, Mrs. Parkin, Piper, Mrs. Purves, Miss. Stack and Miss. Thornton

Apologies for absence were received from Cllrs. Neal

38. Minutes

Resolved: That the Minutes of the meeting of the Committee held on 28 January 2014 be approved and signed by the Chairman as a correct record.

39. Declarations of Interest

No additional declarations of interest were made.

40. Actions from Previous Meeting

The Head of Human Resources had advised that, in response to a question raised at the previous meeting, 20 staff members were on fixed term contracts, including 5 externally funded posts.

41. Update from Portfolio Holder

The Chairman (also the Portfolio Holder for Strategy & Performance) referred to the project to create additional car park spaces on the Buckhurst 2 site in Sevenoaks Town Centre. He was pleased that the initiative was progressing and anticipated that Members and residents would have an opportunity to see the proposed design structure in due course. He advised that options for a permit scheme to assist local traders access the new car park were being reviewed.

The Chairman also confirmed that Cabinet would be considering proposals (from the Finance & Resources Advisory Committee) for an SDC owned company to be incorporated, thus enabling the Council to exercise trading powers and enter into more innovative arrangements with the private sector.

42. Referrals from Cabinet or the Audit Committee

There were no such referrals.

43. Communication Working Group Update

Councillor Miss Stack presented a report of the Working Group which advocated measures for raising SDC's profile and for generating additional revenue by marketing and developing certain services and enhancing the effectiveness of internal and external communication regimes. The Group's recommendations included proposals for:

- (i) Signwriting refuse collection freighters to maximise awareness of SDC's (now relatively unique) weekly refuse collection service

The Working Group considered that SDC should draw full attention to the weekly nature of its refuse collection service by applying prominent "see you next week" logos to the freighters.

The option of personalising each freighter with separate names (e.g. with local connections) had also been suggested, although the Committee did not wish to pursue this particular idea at the present time.

- (ii) Enabling the Print Studio to utilise its skills to best effect for the benefit of both SDC and external customers

The Group had highlighted the importance of client departments submitting clear, well thought out briefs to ensure that their printing and design needs were met by the Studio. This exposed a potential training requirement and the need for a more focused communications strategy.

The scope for the Studio to showcase its services beyond SDC by offering design / print services to other public and voluntary sector organisations had also been identified. The Group foresaw that delivering design services to external clients may require the establishment of an account management post to allow the Studio to concentrate on its creative strengths. However, the Committee concluded that further consideration of measures to place the Studio on a more commercial footing should be deferred for the time being, pending discussions between the Leader and key Officers about broader corporate development issues.

- (iii) The Dunbrik Depot extending its MOT testing service to Class 5 vehicles (i.e. community transport vehicles under 7.5 tonnes)

This proposition was based on the apparent absence of local competition for such a service and the prospect of nearby community transport providers wishing to use Dunbrik for their fleets. Investment in the depot's infrastructure was, however, accepted as a necessary precursor to extending the range of Direct Service activities.

- (iv) Introducing a small bin alternative as part of the garden waste collection service

Whilst the existing garden waste service was performing well, the Group believed that smaller bins would be considerably more convenient for many residents (e.g. those with small gardens and/or limited space for bin storage). It was also anticipated that a 'small bin alternative' could persuade additional households to take advantage of the garden waste service. This would, however, need to be confirmed by business analysis and market testing. Pricing options for a small garden waste bin option were discussed.

(v) Expansion of the existing trade waste recycling service

This proposal had been put forward with small businesses in mind. The Chief Officer for Environmental & Operational Services confirmed that the existing trade waste (refuse) collection service was profitable and that the opportunity to enable businesses to recycle their cardboard and paper could be expanded. He was satisfied that Direct Services staff had the operational capabilities to further develop a trade recycling scheme but that a critical mass of customers would be necessary to make it viable. Assistance with marketing the initiative would therefore be required.

Various issues arose during the discussion, including receptacle types; the option of providing tape for businesses to bundle material for collection (the 'Westminster' method); and the need for effective administrative / IT support, including the scope for vehicle tracking devices to enable the service to be as responsive as possible. Members also acknowledged that the Contact Centre would have a key role to play in the possible implementation of this and some of the other projects referred to above.

(vi) Promoting the pest control service more effectively

Options for enabling Environmental Health Officers to raise awareness of this service were discussed, including business cards with SDC pest control information on the back which could be left with clients upon routine food hygiene visits. The Committee considered that this, and other measures such as the targeted distribution of leaflets / flyers, would be appropriate for independent food premises where proprietors were less likely to be 'tied in' with commercial pest control operators. SDC's unique selling point of being a reliable, trustworthy service provider was considered worthy of promotion.

The Group had also identified the possibility of providing pest control services to West Kent Housing Association, especially in respect of communal areas on estates. The Chief Officer Environmental and Operational Services was pursuing this.

The Group's report also outlined the follow up stages to the on-line survey of Members' communication / development needs. This would involve face to face sessions around the District and a gap analysis to inform subsequent recommendations.

Proposals regarding the SDC website and Contact Centre would be considered at the Group's next meeting.

The Chairman thanked Councillor Miss Stack and her Working Group colleagues for their efforts in identifying such an extensive range of service development opportunities.

Resolved: that it be recommended to Cabinet that:

- a) prominent "see you next week" logos be applied to refuse collection freighters (sample versions to be shared with the Communications Working Group in advance);
- b) the Chief Officer Environmental & Operational Services develop business plans for the possible introduction of:

Agenda Item 3

Strategy and Performance Advisory Committee - 3 April 2014

- i. MOT testing for Class 5 vehicles (i.e. community transport vehicles under 7.5 tonnes) at the Dunbrik Depot;
 - ii. a small bin alternative as part of the garden waste collection service; and
 - iii. expansion of the trade waste recycling service;
- c) a workshop be provided for SDC staff on the subject of submitting effective briefs to the Print Studio for creative design work (the content / format of the workshop to be prepared by the Studio Manager in consultation with Councillor Miss Stack); and
- d) measures to promote and market the pest control service more effectively be pursued.

44. Work Plan

Provisional agenda items for the Committee's summer 2014 meeting were noted.

THE MEETING WAS CONCLUDED AT 8.24 PM

CHAIRMAN

CONFIRMATION OF WORKING GROUPS

Strategy & Performance Advisory Committee – 24 June 2014

Report of Chief Officer Legal and Governance

Status: For Decision

Key Decision: No

Portfolio Holder Cllr. Fleming

Contact Officer Vanessa Etheridge Ext. 7199

Recommendation to Strategy & Performance Advisory Committee: That the Committee consider whether the working groups as detailed in the report should continue, and if so, agree membership and reconfirm terms of reference.

Reason for recommendation: It is necessary to review and if necessary reconstitute any working groups each municipal year.

Introduction and Background

- 1 During the last municipal year the Advisory Committee formed three working groups. It is necessary for the Committee to review the need for these working groups and confirm the terms of reference and membership.

Communications Strategy Working Group

- 2 At the meeting held on 8 October 2013 (Minute 17) it was resolved that a Working Group be set up to review the Council's Communications Strategy and the membership agreed as Councillors Mrs George, Mrs Parkin, Miss Stack and Miss Thornton.

Key Implications

Financial

None directly arising from this report.

Legal Implications and Risk Assessment Statement

Working groups are only constituted for a municipal year, and must be reconstituted each new municipal year. Members would only be allowed to claim travel expenses for formally constituted working groups.

Agenda Item 8

Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		

Conclusions

Members should consider whether they wish the three working groups to continue to meet, agree the membership and reconfirm the terms of reference for each one.

Background Papers: [Strategy & Performance Advisory Committee Agenda and Minutes](#)

Christine Nuttall
Chief Officer for Legal and Governance

ANNUAL COMPLAINTS REPORT 2013/14

Strategy and Performance Advisory Committee – 24 June 2014

Report of Chief Officer Corporate Support

Status: For Information

Key Decision: No

Executive Summary: This report updates Members regarding customer complaints and feedback monitoring for the year 2013/14, as compared to 2012/13.

This report supports the Key Aim of improving the key services we deliver to the public

Portfolio Holder Cllr. Peter Fleming

Contact Officer(s) Amy Wilton Ext. 7280 Julie Heather Ext. 7125.

Recommendation to Strategy & Performance Advisory Committee: That the report be noted.

Introduction and Background

1. This report provides details of formal complaints received by Sevenoaks District Council during the period 1st April 2013 to 31st March 2014. Complaints data is viewed by the Council as providing a useful tool to highlight specific concerns, assist in the identification of trends and act as a guide to which remedial action may be required to deliver service improvement.
2. The Council's formal complaints procedure defines a complaint as '*any expression of dissatisfaction with our services whether justified or not*'. If a customer is contacting the Council for the first time regarding assistance for a Council service then this will be dealt with as a service request. The complaints process will be used if a customer specifically states they would like us to follow the "complaints process" and/or they make reference to items from within the formal process (e.g. Stage 1) or the customer is contacting us for a second time regarding the same matter and wishes to make a complaint.
3. The procedure is based on a two-stage internal process. If complainants are still dissatisfied with the outcome after both Stage 1 and Stage 2, they can then request the Local Government Ombudsman investigate at Stage 3.

2013/14 Review and Improvements

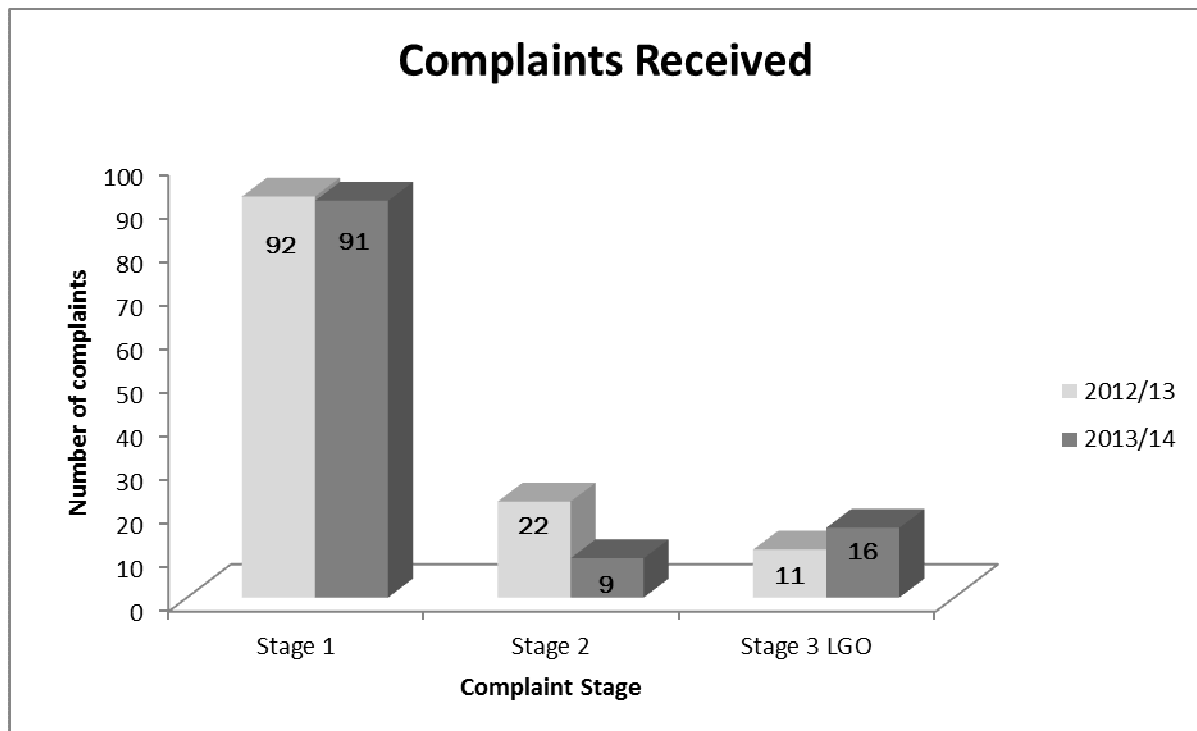
4. A review of the Complaints process was undertaken during 2013/14 by the Customer Service Manager. The review focused on re-aligning complaints investigation within the new management structure, reducing paperwork and

Agenda Item 9

introducing an independent review of each Stage 1 response before it is sent out. The independent review is carried out by the Customer Service Manager to ensure consistency across the organisation and that the replies that are sent are customer focused, regardless of the outcome for the customer. A significant decrease in Stage 2 complaints has been recorded since this review has taken place.

2013/14 Complaints figures

- The Council received a total of 116 complaints in 2013/14, a decrease of 9 received in 2012/13. The following graph shows at which stage of the complaints process each of the complaints were received



Stage 1 Complaints

- Stage 1 complaints received

	2012/13	2013/14
Total	92	91

- 2013/14 saw a very minimal decrease in Stage 1 complaints received. As in previous years Development Services, Revenues and Benefits are the main areas of complaint. For a break down of Stage1 complaints received by service area see appendix A.
- Of the 91 Stage 1 complaints received in 2013/14 51% were found to be invalid. This was because customers had made incorrect claims, unrealistic claims or had contacted the wrong organisation.

9. Outcome of complaints at Stage 1

	Total 2012/13	Total 2013/14
Complaint invalid	33	46
Complaint upheld	59	45
Total	92	91

10. 3 financial payments were made at Stage 1 totalling £290.00. £100 relating to a Benefits complaint, £110 relating to a Local Tax complaint and £80 in respect of a Development Services complaint. These payments were met from within the relevant service budget.

Stage 2 Complaints

11. Stage 2 complaints received

	2012/13	2013/14
Total	22	9

12. This year saw a decrease in Stage 2 complaints by 60%. Development Services attracted the most complaints at this stage. For a breakdown of Stage 2 complaints received by service area see appendix B.
13. Out of the 9 Stage 2 complaints investigated during 2013/14, 56% were found to be invalid. This was because customers had made incorrect or unrealistic claims. 44% were upheld.
14. Outcome of complaints at Stage 2

	Total 2012/13	Total 2013/14
Complaint invalid	11	5
Complaint upheld	11	4
Total	22	9

15. No compensation payments were made at Stage 2.

Agenda Item 9

Stage 3 complaints – Local Government Ombudsman

16. In 2013/14 the Local Government Ombudsman received 16 complaints about this authority. Of the 16 complaints 4 were premature and 4 were not investigated. 7 decisions were made and one case is still open. The following table shows the decisions made by the LGO

LGO Decision	Service area	Number of decisions
Investigation complete no maladministration	Development Services	2
Investigation complete & satisfied with authority action	Parking Services	1
Not in jurisdiction & no discretion	Development Services	1
	EH	1
	Local tax	2
Total		7

17. This year the Ombudsman has yet to provide the annual letter. No comparison can be made to other Local Authorities as in previous years. For Local Government Ombudsman complaints received by service area see Appendix C.
18. No compensation payments were made at this stage.

Key Implications

Financial

The Council made three financial payments as compensation in 2013/14 to resolve complaints. Any such payments are met from within the relevant service budget.

	Compensation Paid (£)	
	2012/13	2013/14
Stage 1	1,029.04	290.00
Stage 2	0	0
LGO	0	0
Total	1,029.04	290.00

Legal Implications and Risk Assessment Statement.

The complaints process meets all legal requirements, and recognises Human Rights through the comprehensive 3 stage process. The complaints process gives good

opportunity to identify and deal with any service problem from a customer perspective. The operation of the system is subject to external rigorous appraisal by the LGO stage 3 processes. This and the results of the last year indicate that the current system is working well.

Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	A full Equality Impacts Assessment in place for the Customer Services Team.
a. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		Include steps that could be taken for all decision options being presented.

Appendices

Appendix A - Table to show Stage 1 complaints received by service area.

Appendix B – Table to show Stage 2 complaints received by service area

Appendix C – Table to show LGO complaints received by service area

Background Papers: None.

Jim Carrington-West
Chief Officer Corporate Support

Appendix A – Stage 1 complaints received by service area

	Stage 1 Complaints received			
	2012/13	% of total	2013/14	% of total
Benefits	6	6.5	8	8.8
Building Control	3	3.3	3	3.3
Communications	0	0	0	0
Communities & Business	2	2.2	0	0
Customer Services	1	1.1	2	2.2
Democratic Services	0	0	0	0
Development Services	27	29.4	27	29.7
Direct Services	14	15.2	5	5.5
Electoral Services	0	0	0	0
Environmental Health	4	4.3	3	3.3
Finance	0	0	0	0
Housing	7	7.6	4	4.4
Human Resources	0	0	0	0
IT Services	0	0	1	1
Land Charges	0	0	0	0
Legal	0	0	0	0
Licensing	0	0	0	0
Local Tax	13	14.1	27	29.7
Parking Services	11	12	8	8.8
Planning Policy	0	0	0	0
Print	0	0	0	0
Property	4	4.3	3	3.3

Total	92	100	91	100
-------	----	-----	----	-----

Appendix B – Stage 2 complaints received by service area

	Stage 2 Complaints received			
	2012/13	% of total	2013/14	% of total
Benefits	0	0	1	11.1
Building Control	1	4.5	1	11.1
Communications	0	0	0	0
Communities & Business	0	0	0	0
Customer Services	0	0	0	0
Democratic Services	0	0	0	00
Development Services	9	41	5	55.6
Direct Services	3	13.6	0	0
Electoral Services	0	0	0	0
Environmental Health	3	13.6	0	0
Finance	0	0	0	0
Housing	1	4.5	1	11.1
Human Resources	0	0	0	0
IT Services	0	0	0	0
Land Charges	0	0	0	0
Legal	0	0	0	0
Licensing	0	0	0	0
Local Tax	1	4.5	1	11.1
Parking Services	3	13.6	0	0
Planning Policy	0	0	0	0
Print	0	0	0	0

Agenda Item 9

Property	1	4.5	0	0
Total	22	100	9	100

Appendix C – Local Government Ombudsman complaints received by service area

LGO Complaints received 2013/14	
Development Services	8
Environmental Health	1
Housing	2
Local Tax	3
Parking Services	1
Property	1
TOTAL	16

CUSTOMER EXPERIENCE PROJECT PRESENTATION

Strategy and Performance Advisory Committee – 24 June 2014

Report of Chief Officer Corporate Support

Status: For Information

Key Decision: No

This report supports the Key Aim of improving the key services we deliver to the public

Portfolio Holder Cllr. Peter Fleming

Contact Officer(s) Amy Wilton Ext. 7280

Recommendation to Strategy & Performance Advisory Committee: That the presentation be noted.

Introduction and Background

1. The Customer Experience project is one of the Councils corporate projects. Over the last 12 months the Customer Services Manager has represented the Council on the Kent Channel Migration group. The group is made up of 8 Kent authorities, including Sevenoaks District Council and has looked at a number of initiatives for channel migration. Through this work, Sevenoaks District Council has looked at improvements for the existing website for refuse collections and behavioural change methods for Revenues customers.
2. In parallel to this work, the Members Communication group has also carried out some work on identifying improvements to the current website and expressed a need for change with the current website to accommodate far more online services, to provide an improved service to customers, 24/7. It is recognised that by enabling self service options for customers that are willing and able to do so, attention can be given to those customers who still require a more traditional service either face to face or over the telephone, during normal office hours.
3. The Customer Experience project will focus on how we drive those online services forward with a dedicated project team, led by the Customer Services Manager. A presentation will be given to the Strategy and Performance Committee to explain this in more detail.

Key Implications

Financial

None arising from the presentation.

Agenda Item 10

Legal Implications and Risk Assessment Statement.

Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	Not applicable.
a. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		..

Background Papers: None.

Jim Carrington-West
Chief Officer Corporate Support

COMMUNICATIONS STRATEGY AND 2013/14 WORK PLAN

Strategy and Performance Advisory Committee – 24 June 2014

Report of Chief Executive
Status: For Consideration
Also considered by: Cabinet – 17 July 2014
Key Decision: No

This report supports the Council’s promise to provide value for money

Portfolio Holder Cllr. Fleming
Contact Officer(s) Lee Banks, Ext 7161.

Recommendation to Strategy and Performance Advisory Committee:

- a) To review the Communications Strategy and 2014/15 work plan; and
- b) Subject to any amendments or recommendations identified by the Advisory Committee, recommend that Cabinet adopt the Council’s Communications Strategy and endorse the 2014/15 Communications work plan.

Recommendation to Cabinet:

Adopt the Council’s Communications Strategy and endorse the 2014/15 Communications work plan.

Reason for recommendation: To ensure that the Council’s Communication Strategy and work plan is in accordance with Members priorities and is making the most effective use of the Council’s resources.

Introduction and Background

- 1 Communications activity across the local government has seen a significant raise in profile in recent years as Council’s manage the impact of funding cuts. As a result local authorities have sought to increase dialogue with their residents, local businesses and other stakeholders to prioritise savings and efficiencies that reflect community wants and needs and also ensuring the community is well informed about services and the value provided by the local authority.
- 2 The Council’s Communication Strategy and Work Plan have been reviewed in recent years to reflect the changing priorities for the Council and has been improved to clearly reflect the purpose of all communications activity for the Council and set a clear framework for the remit of the Communications team.

Agenda Item 11

- 3 In response to this changing environment for local authority communications it is considered important that Members of the Advisory Committee consider the current strategy (provided as Appendix A) and work plan (provided at Appendix B) and provide officers with their own views and recommendations as to how the Council's communications function should be shaped and what activity it should prioritise in the coming year.

Other Options Considered and/or Rejected

None

Key Implications

Financial

None. Delivery of the Communications Strategy and work plan are within the existing financial resources allocated to the team

Legal Implications and Risk Assessment Statement

There are no legal implications from this report. The risk of not having a properly considered and documented Strategy and work plan for communications activity may result in resources being directed at areas that are not a priority for the Council.

Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	There are no equality impacts arising from this report.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		Not applicable

Conclusions

The Communications Strategy and Work Plan for 2014/15 are reported to Members to review and ask for the advice and recommendations to ensure that the focus of the Communications team is in appropriate and priority areas for the Council.

Appendices

Appendix A – Communications Strategy

Appendix B – Communications Work Plan 2014/15

Background Papers:

None.

**Dr Pav Ramewal
Chief Executive**

This page is intentionally left blank

Sevenoaks District Council

Communications Strategy



Communications Strategy

This strategy sets out how the Council will effectively communicate with its residents, local businesses, stakeholders, staff and Members.

The Strategy is reviewed annually by the Council's Strategic Management Team and updated as necessary to reflect emerging issues, changes in priorities and developments in best practice.

We are always interested in ways to improve our approach to communications and welcome your suggestions.

Contact us

Communications Team
Sevenoaks District Council
Argyle Road
Sevenoaks
Kent TN13 1HG

01732 227000
communications@sevenoaks.gov.uk

Publication details

Purpose of the Communications Strategy

To ensure that the Council communicates the right information to its customers, its staff and its members, at the right time and in an effective and cost efficient manner.

Publication date

April 2014

Contents

	Page
1. Background & Introduction	1
■ Introduction	1
■ Council Vision & Promises	1
2. Communications at Sevenoaks District Council	2
■ The Communications Team	2
■ Our responsibilities	2
■ Value for money services	2
■ Working with Members	3
3. Reaching our audience	4
■ Our audience	4
■ Residents	4
■ Businesses and landlords	4
■ Stakeholders	4
■ Staff	5
4. Measuring our results	6
■ Growing the Council's reputation	6
■ Targets and outcomes	6
5. Additional information	7
■ Links to plans and strategies	7
■ Guidance for officers	7
■ Guidance for Members	7

1. Background & Introduction

Introduction

The Communications Strategy sets out Sevenoaks District Council's approach to communications with its residents, local businesses, stakeholders, staff and Members.

Reviewed annually, this Strategy builds on the achievements of the previous Corporate Communications Objectives and Work Plan which, following an external review of the communications service in 2010, introduced improved ways of working.

The on going improvements in service delivery and the successful completion of previous work plans has resulted in more focused and proactive communications from the Council and higher levels of resident satisfaction.

Council Vision & Promises

The Council's communications have one common goal – to improve the reputation of the Council by communicating the Council Vision and Promises – its corporate narrative.

The Council's Vision is to take:

“Pride in the District of Sevenoaks by working with the Community as a whole, to sustain and develop a fair, safe and thriving local economy.”

The Council's promises are to:

- Provide value for money;
- Work in partnership to keep the District of Sevenoaks safe;
- Continue to collect rubbish efficiently and effectively;
- Protect the Green Belt; and
- Support and develop the local economy.

The principal aim of this document is to set out a strategy that enables the Council to effectively communicate activity against these promises and work undertaken to deliver the vision for the District.

In a time of unprecedented financial pressure the Communications Team is there to support the Council in being transparent, to help it explain what service changes it is making and why and to contribute to the Council's long-term aspiration of becoming financially self-sufficient through the marketing of the Council's commercial services.

To deliver the Council's message effectively it is important to build trust with local people, local businesses, staff, Members and other community leaders.

2. Communications at Sevenoaks District Council

The Communications Team

Responsibility for Communications falls within the Portfolio for Strategy & Performance. Cllr Peter Fleming, the Leader of the Council is the current Portfolio Holder.

The Communications Team has been reduced in size since 2010 and is now regarded as the smallest team in the County for the responsibilities it holds.

Communications is part of the Transformation & Strategy team and comprises:

- 1 FTE Communications Manager;
- 1 FTE Communications Officer;
- 0.2 FTE Policy and Communications Assistant; and
- Graduate Interns on an ad-hoc basis.

The Communications Team is supported by a Corporate Communications Group. The Group meets 6 times a year, acting in a planned way to deal with communication issues and advise and support Strategic Management Team and other staff about relevant matters.

Task and finish groups are formed as necessary to support individual projects or to review and improve communications activity across the Council.

During 2013 a Members Communications Working Group provided significant support to the Council in reviewing its Communications Strategy.

Our Responsibilities

The main responsibilities of the Communications Team include:

- Management of the Council website;
- Production and editing of In Shape, the Council's resident magazine;
- Management of the Council's social media presence on Twitter, Facebook, Pinterest & Linked In;
- Media relations;
- Campaigns & marketing; and
- Internal communications, including management of the intranet.

Value for money services

The Communications Team is determined to deliver a low cost, high quality communications service to the Council.

Reductions have been made in staffing levels, partnership working is being delivered through the Council website and opportunities to maximise income through advertising space are continually explored.

We are committed to:

- Working smarter;
- Maximising capacity;
- Sharing resources;
- Shared working across organisations;
- Partnership working;
- Raising income; and
- Empowering, involving and informing residents to support savings elsewhere in the Council.

2. Communications at Sevenoaks District Council (continued)

Working with Members

All roles within the Communications Team are apolitical.

The team will only advise Members on media relations and will not suggest content for media releases.

The democratic mandate (elected Members) is what makes Local Government different among public services. The Communications Team tells the Council's story to the media and acts as an advocate for the local community.

The Communications Team has clear guidelines when working with Members, these are:

- Officers must be apolitical;
- To provide support to Members in their role as community leaders and as advocates for the Council;
- To provide support to both the decision making and scrutiny functions;
- To support and advise all Members regarding the media;
- To always inform and be transparent;
- With Members, demonstrating to the local community that they have a voice when the Council is faced with making important decisions.

Within the Council's governance arrangements it has been agreed that Members in particular roles have an active role in the Council's communications. These are as follows.

■ Cabinet – Leader & Portfolio Holders

These Members are accountable for many day-to-day Council decisions. Some decisions will be taken collectively by the Cabinet and others by the Leader of the

Council or by individual Cabinet portfolio holders. In all cases, decisions are recorded and published on a regular basis. The Leader and Portfolio Holders will be the 'public face' of the Council and will be the first point of reference for comments on key decisions.

■ Advisory Committees, Scrutiny, Standards & other committees

From time-to-time, issues arise when committees other than Cabinet make recommendations or take decisions, which require a formal Council comment. In these circumstances it will fall to the relevant Chairman to make such comment either orally or within a news release.

Further information and detail is available within the Council's 'Public and media relations guidelines'.

3. Reaching our audience

Our audience

The audience for the Council's communications are local residents, local businesses, elected Members and staff.

Effective communications and media relations assist the Council in building trust with the local community, raises awareness of the services the Council provides and promotes the Council's value for money credentials.

Effective internal communications assists with retaining staff as advocates during a time of significant change in public service funding.

In addition the Government audience is essential as a good reputation can aid opportunities to secure external funding and enable the Council's voice to be more clearly heard on the national stage.

Reaching our audience

■ Residents

The 2011 census recorded Sevenoaks District as having a population of 114,893, occupying 47,020 homes.

- 51.5% of the population are female;
- The average age in the District is 41;
- 19% of the population are aged over 65; and
- The BME population makes up 4.2% of the District.

It is our objective to communicate the Council's Vision and Promises. In doing so we will clearly explain the services the Council provides and underline the level and quality of services provided.

We will approach this through campaigning and a balanced mix of media and

marketing, and use the following communications methods:

- Commitment to the brand value;
- Effective branding;
- Effective media relations;
- Campaigning through multiple media;
- Using In Shape, the Council's magazine;
- Direct marketing; and
- Social media.

■ Businesses and landlords

At 1 April 2014 a total of 3,816 business properties were listed for Sevenoaks District.

The District has a diverse mix of businesses. In addition to encouraging new businesses in to the area it is a priority to help our current businesses grow.

It is our objective to communicate the Council's promise to 'support and develop the local economy'. In doing so we will seek to encourage businesses and landlords to invest in the District, be supportive of economic development and growth in the right areas and promote sustaining employment for local people.

We will approach this through targeted media and marketing events and seeking to create new opportunities for dialogue with businesses. To do so we will work strongly in partnership with the Council's Economic Development team, and use the following communications methods:

- Effective media relations;
- Email newsletter for businesses;
- Campaigning through multiple media;
- Publicising SDC involvement in local business meetings and events; and
- Marketing and publishing.

3. Reaching our audience (continued)

■ Stakeholders

Services are provided across Sevenoaks District by a wide range of service providers including Town and Parish Councils, Kent County Council, Police, Fire and Health Authorities and numerous third sector and charity organisations. We want our stakeholders, including Members, partners and the local media to be advocates for the Council.

It is our objective to communicate the Council's Vision and Promises, but also to empower and engage people in supporting the Council's communication plan.

We will approach this by direct communication, by seeking participation in Council communications activity and providing media style briefings on important issues through traditional communications routes.

■ Staff

The Council employs 350 full time equivalent staff. It is critical to the Council's performance that staff are engaged in the overall direction of the Council and are highly satisfied in their work.

It is our objective to communicate the Council's Vision and Promises. In doing so we will make it clear how services and individuals make a contribution to achieving the Vision and Promises. Through our communication with staff we want to empower them to promote the quality of services they provide and support the Council in growing its reputation.

We will approach this through sustaining excellent communications, delivering the Council's key messages and provide positive examples of achievements towards

the Council's Vision and Promises. We will use the following communications methods:

- grapeVine email bulletin for all staff;
- Direct News bulletin for staff working at Dunbrik depot;
- Using In Shape, the Council's magazine;
- In Site, the staff intranet;
- Staff Briefings and meetings; and
- Notes from Strategic Management Team meetings.

4. Measuring our results

Growing the Council's reputation

A survey undertaken in 2010 found that resident satisfaction with the Council was 70%. The same survey also found that the 50% of residents believe that the Council delivers Value for Money.

When measured again in 2013 residents told us that satisfaction with the Council had increased to 88% and belief that the Council provides Value for Money had increased to 58%.

Importantly, when measured for the first time, 80% of residents told us that they trusted the Council.

Levels of trust and satisfaction with the Council demonstrate exceptionally strong performance. The challenge for the Council's communications is support the organisation to at least maintain these levels of performance.

Although the Council is performing well in terms of value for money compared to other councils, 26% of residents are undecided on their view.

The challenge for the Council and the work of the Communications Team is to more clearly articulate the work of the Council to determine whether this can increase the proportion of residents satisfied with the Council and decrease the proportion who are undecided.

A new resident survey will be undertaken in 2015, on a similar basis to the survey carried out in 2013, which amongst other things will enable the Communications Team to assess the impact of its strategy and action plans over the period.

Targets and outcomes

In assessing the performance of the Council's Communications Team the following targets and outcomes are measured against.

- 1) Continue to build the reputation of Sevenoaks District Council as an organisation that can be trusted, that provides good value quality services and improves local residents' lives.
- 2) A focus on media relations that is targeted and supports two /three campaigns per year.
- 3) A target of 95% balanced or favourable coverage in the local print media.
- 4) Effective internal communications that builds trust between the Council and its staff and supports high levels of morale and job satisfaction.
- 5) Targeted consultation which empowers residents and the business community to inform and influence Council policies and services.

6. Additional Information

Links to plans and strategies

The Council's Communications Strategy is closely aligned to the commitments in the Council's Corporate Plan and the Vision and Promises it set out. It is also designed to compliment and support a number of other Council plans and strategies. These include the:

- Corporate & Service Plans;
- Human Resources Strategy;
- Equality Statement;
- Financial Strategy; and
- IT Strategy.

Guidance for officers

Further communications guidance is available on the Council's Intranet. This information includes:

- The Communications Work plan;
- Public and media guidelines; and
- Advertising Policy.

Guidance for Members

Further communications guidance is available to Members from the Council's Communications Team. This information includes:

- The Communications Work plan;
- Public and media guidelines; and
- From the Council's Constitution (Appendix W) 'Guidance on the Disclosure of Confidential Information by Members'.

Sevenoaks District Council

Communications Strategy

If you have any comments about this document or require further copies, please contact:

**Communications Team
Sevenoaks District Council
Argyle Road
Sevenoaks
Kent
TN13 1HG**

Telephone **01732 227000**

E-mail
communications@sevenoaks.gov.uk

Other formats:

This publication is available in large print and can be explained in other languages by calling 01732 227000.

www.sevenoaks.gov.uk

April 2014



This page is intentionally left blank

Work plan 1 April 2014 to 31 March 2015

Action	Milestones	Due Date	Lead Officer(s)	Progress Update
1. Enhance the Council's existing website or deliver a new site with a focus on improved content, self-service and increasing the range of transactional services available	<ul style="list-style-type: none"> Work with Customer Services and IT Services to deliver improvements 	1 January 2015	Amy Wilton Daniel Whitmarsh	
2. To develop and deliver strategies to increase the number of followers of the Council's social media accounts	<ul style="list-style-type: none"> Increase the number of followers on Twitter to at least 2,000 and the number of Facebook likes to at least 350 	31 March 2015	Daniel Whitmarsh	
3. Deliver and embed new Branding Guidelines	<ul style="list-style-type: none"> New guidelines and procedures introduced to ensure a more consistent use of the Council's visual identity and tone of voice across all communications channels 	1 October 2014	Pat Smith Daniel Whitmarsh Graham Upton	
4. Support Chief Officers to develop and deliver strategies to improve engagement with Members	<ul style="list-style-type: none"> Work with the Members' Communications Group and Democratic Services to meet the communications needs of Members as identified by the on-going review of communications 	31 March 2015	Daniel Whitmarsh Michael Laver-Smith Philippa Gibbs	
5. To enhance the promotion and visibility of the work of the Council Chairman	<ul style="list-style-type: none"> Promote the Chairman's activities in the local media. Set up a new Twitter account for the Chairman and provide training and support 	From May 2015	Daniel Whitmarsh	Twitter account set up. Chairman is being supported

Action	Milestones	Due Date	Lead Officer(s)	Progress Update
6. In recognition of the Council's long-term aspiration to become more financially self-sufficient, develop marketing plans for key commercial services	<ul style="list-style-type: none"> ■ Develop and implement marketing plans for: <ul style="list-style-type: none"> • Pest control • Garden Waste • MOTs • Print and design services • Commercial (trade) waste collection for paper and cardboard • Cesspool emptying • Household bulky waste and white goods collection 	31 March 2015	Daniel Whitmarsh Service Managers	
7. Maximise opportunities for generating income from communications activities	<ul style="list-style-type: none"> ■ Review the Council's current arrangements for advertising and introduce an advertising policy and schedule of fees. 	31 March 2015	Lee Banks Daniel Whitmarsh	
8. Campaigns	<ul style="list-style-type: none"> ■ External communication campaigns for 2014/15 are proposed to focus on: <ul style="list-style-type: none"> • Local Heroes (as suggested by the Members Communications Working Group) • Channel shift and self service ■ An internal communication campaign for 2014/15 is proposed to focus on: <ul style="list-style-type: none"> • Brand value, branding & style guide 	31 March 2015	Daniel Whitmarsh	

PERFORMANCE INDICATORS AND TARGETS FOR 2014-15

Strategy & Performance Advisory Committee – 24 June 2014

Report of Chief Executive
Status: For Consideration
Also considered by: Cabinet – 17 July 2014
Key Decision: No

This report supports the Council’s promise to provide value for money

Portfolio Holder Cllr. Fleming
Contact Officer(s) Lee Banks, Ext 7161

Recommendation to Strategy and Performance Advisory Committee:

- (a) To make recommendations to Cabinet on the performance indicators to be reported on by the council for 2014/15; and
- (b) To make recommendations to Cabinet on the performance targets to be set for 2014/15

Recommendation to Cabinet:

Approve the Council’s performance indicators and targets for 2014/15

Reason for recommendation: To ensure that the Council is measuring performance and setting appropriate targets to support the improvement of its services and to enable the Council to deliver on its vision and promises to the community.

Introduction and Background

- 1 Each year the Council undertakes a thorough review of the performance indicators it adopts and the performance targets it sets to continue to support the improvement of services and to enable the Council to deliver on its vision and promises to the community.
- 2 To ensure that performance management maintains a strong focus on service improvement and is proportionate to the resources available to manage performance monitoring, Officers have undertaken a thorough review of the local performance indicators to be reported against in 2014/15. Resultantly it is recommended that data is collected against 63 local performance indicators.

Agenda Item 12

- 3 For each performance indicator Officers have recommended a performance target for 2014/15. The proposed performance targets reflect Officers' assessment of the available resources to deliver the highest achievable quality of service.

Performance Targets

- 4 The selection of performance indicators and the setting of targets is one element of the Councils Strategic Service Planning process. Service Plans record the vision and priorities for each Council service and the key strategic objectives the service will deliver in the coming year.
- 5 Within the Service Plans, Officers also consider the resources they have available to deliver their objectives and the operational risks that may prevent objectives from being achieved. It is an assessment of these resources and the impact of any savings required of the service that informs the target setting process.
- 6 It remains the Councils ambition to deliver the highest quality services with the resources available to it and to seek new and improved ways of working to ensure that performance targets are exceeded. However, the impact of delivering financial savings is reflected in some of the performance targets recommended by Officers this year.
- 7 Set out at Appendix 1 to this report is a record of all performance indicators proposed by Officers for 2014/15. These are grouped by service and detail year end performance for 2013/14 and the performance target proposed by Officers for this year. The covering page of the appendix summarises both year end performance and the proposed changes to performance indicators and targets for 2014/15.
- 8 Members are asked to review Officers proposals and make recommendations to Cabinet on the performance indicators and targets to be adopted for this financial year.

Other Options Considered and/or Rejected

- 9 None

Key Implications

Financial

Effective performance management monitoring arrangements will assist the Council in diverting resources to areas or services where it is considered to be a greater priority.

Legal Implications and Risk Assessment Statement.

There are no legal implications arising from this report.

The Council has arrangements in place to ensure that high quality performance data is produced which can be relied upon for decision making purposes. A thorough review of indicators each year, including by Members, helps to ensure that the performance of priority services is appropriately measured.

Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	Services undertake their own equality impact assessments in relation to the services they provide. This report proposes measures and targets that measure that service activity and do not unduly influence the way those services are delivered
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		Not applicable

Conclusions

Officers have reviewed the performance indicators they propose for collection in 2014/15 to ensure progress against the Council’s Vision and Promises and service and corporate objectives is measured. Targets have been proposed to Members for review and recommendation to Cabinet that strive to deliver the highest performance level achievable with the resources available.

Appendices

Appendix A – Performance Indicators and Targets for 2014/15

Background Papers:

None.

**Dr. Pav Ramewal
Chief Executive**






This page is intentionally left blank

2013/14 Performance Summary and Proposed Targets for 2014/15







Performance Summary 2013/14			Summary of proposals for 2014/15		
	Number	Percentage		Number	
Red Indicators	3	6%	2013/14 Indicators	50	
Amber Indicators	8	16%	Deleted Indicators	1	
Green Indicators	38	76%	New Indicators	14	
Late Data	1	2%	Total	63	
Exceptions Report			Draft Target Summary		
Number of days to remove fly tips			Improved Target	8	16%
Processing of planning applications: Major applications in 13 weeks			Same Target	39	80%
Percentage of planning appeals dismissed			Reduced Target	2	4%








Chief Officer Communities & Business proposed Performance Indicators & Targets

Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
Community Development						
LPI CD 001	Percentage of Community Safety Partnership actions achieved	98%	85%		85%	
LPI CD 005	Percentage of responses to reports of Anti Social Behaviour within 25 working days	100%	100%		100%	
LPI CD 006	Percentage of actions in the Sustainable Community Action Plan achieved	89%	80%		80%	Q3 performance was 84%. End of year data from partners being collated.
LPI CD 013	Percentage of actions in the Economic Development Action Plan achieved	N/A	85%		75%	New action plan was developed during 2013/14 and will take effect this year.
LPI CD 017	Percentage of 'Mind the Gap' Health Inequalities Action Plan on target	76%	82%		75%	
New	Percentage of anti social behaviour cases where an improvement in behaviour is recorded	New PI for 2014/15			80%	
New	Percentage of victims of anti social behaviour that were satisfied with the action taken	New PI for 2014/15			80%	
New	Percentage of organisations awarded grants meeting performance targets	New PI for 2014/15			75%	







Chief Officer Corporate Support proposed Performance Indicators & Targets

Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
Customer Services						
LPI CS 001	Percentage of phone calls answered within 20 seconds by the Contact Centre	74.67%	70.00%		70%	
LPI CS 002	Percentage of phone calls to the Contact Centre abandoned by the caller	3.65%	5%		5%	
LPI CS 003	Percentage of all queries resolved at the first point of contact by the Contact Centre	83.44%	70%		80%	
Human Resources						
LPI HR 001	The average number of working days lost to sickness absence per FTE	8.67	9.50		9.00	







Chief Officer Environmental & Operational Services proposed Performance Indicators & Targets

Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
Building Control						
LPI BC 001	Percentage of full plans / Building Notices acknowledged within 3 working days	97.75%	90%		90%	
LPI BC 002	Percentage of full plans checked within 10 working days	83.92%	80%		80%	
Land Charges						
LPI LC 002	The percentage of local land charge searches carried out within 10 working days	92.36%	90%		90%	
Clean Streets						
LPI Clean 001	Number of justified Street Cleaning complaints	39	100		80	
LPI Clean 002	Average number of days taken to remove fly tips which the District Council has responsibility to clear	5.7	5		5	<p>919 fly tips across Sevenoaks District were reported to the Council during the year. The Council is required to investigate each report to determine who is responsible for clearing the fly tip.</p> <p>Over the year the Council was required to remove 442 of the 919 fly tips reported (48%), clearing 68.3 tonnes of waste.</p> <p>As a result of the work load the target to clear all fly tips within 5 days was missed.</p>
LPI Clean 003	Average number of days taken to remove abandoned vehicles	0.9	3		3	
LPI Clean 004	Percentage of cleaning schedules completed to agreed frequency	97.2%	90%		94%	








Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
Environmental Health						
LPI EH 004	Percentage of higher risk food inspections due that was done (higher risk is categories A & B)	100%	100%	✓	100%	
LPI EH 005	Percentage of due Environmental Protection Regulation inspections completed	100%	100%	✓	100%	
LPI EH 006	Percentage of animal licences issued that were due	100%	100%	✓	100%	
LPI EH 007	Percentage of Health and Safety category A premises inspections due which were completed	100%	100%	✓	100%	
LPI EH 008	Percentage of food establishments in the area which are broadly compliant with food hygiene law	90%	85%	✓	85%	
Licensing						
LPI LIC 001	Percentage of all applications outstanding for more than one month	3.14%	10%	✓	10%	
LPI LIC 002	The percentage of valid personal licences processed within 2 weeks	98.59%	95.00%	✓	95%	
LPI LIC 003	Percentage of new and variation of premises licences processed within 2 months of validation	88%	95%	⚠	95%	
LPI LIC 004	The percentage of valid temporary event notices processed within 72 hours	99.30%	90.00%	✓	90%	

Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
Licensing (continued)						
New	Percentage of Hackney Carriage driver licenses issued within 10 days of validations	New for 14/15		N/a	90%	
New	Percentage of Private Hire driver licenses issued within 10 days of validations	New for 14/15		N/a	90%	
New	Percentage of Private Hire Operator licenses issued within 10 days of validations	New for 14/15		N/a	90%	
Parking & Amenity						
LPI PA 002	Percentage of Penalty Charge Notices cancelled	12.92%	12%		12%	
Waste & Recycling						
LPI Waste 001	Percentage of household waste sent for reuse, recycling and composting	32.3%	32.00%		32%	
LPI Waste 002	Number of missed collections per 100,000	7	10		10	
LPI Waste 003	Percentage of missed collections put right by the next working day	97.07%	97%		97%	
LPI Waste 004	Number of missed green waste collections	92	130		130	
LPI Waste 005	Percentage of missed green waste collections corrected by next working day	96.42%	98.00%		98%	

Chief Finance Officer proposed Performance Indicators & Targets

Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
Finance						
LPI FS 001	Percentage of undisputed invoices paid within 30 days	98.8%	99%		99%	
LPI FS 003	Debts outstanding more than 61 days	£8,236	£20,000		£20,000	
Housing Benefits						
LPI HB 001	Average number of days to process new benefit claims	28	30		27	
LPI HB 006	Average number of days to process change of events	13	18		16	
Local Tax						
LPI TAX 001	The percentage of council tax collected in-year	98.5%	98.4%		98.4%	
LPI TAX 003	The percentage of business rates collected in-year	98.5%	98.5%		98.5%	

Chief Housing Officer proposed Performance Indicators & Targets






Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
Housing Policy						
LPI HP 001	The number of dwellings vacant for more than six months returned to occupation or demolished	15	15		15	
LPI HP 002	Number of affordable homes delivered (gross)	60	29		77	
Housing Standards & Advice						
LPI SH 001	Total number of homelessness applications received	36	50		50	
LPI SH 002	Total number of homelessness acceptances	29	35		35	
LPI SH 004	Number of households living in temporary accommodation	4	20		20	
LPI PH 001	Number of Disabled Facilities Grants approved	81	30		80	
LPI PH 002	Number of unauthorised encampments started in the District	1	6		DELETE	
New	The number of rent in advance and deposit bonds completed	New indicator for 2014/15			50	


Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Target Commentary
New	Number of private landlord scheme properties accredited				50	
New	Numbers of households who considered themselves as homeless from whom housing advice casework resolved their situation				300	

Chief Officer Legal & Governance proposed Performance Indicators & Targets

Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
Democratic Services						
New	Number of freedom of information requests responded to within 20 days	New indicator for 2014/15			95%	
New	Data protection subject access requests sent within 40 days of receipt of payment	New indicator for 2014/15			95%	
Legal Services						
New	Percentage of instructions that are undertaken in house	New indicator for 2014/15			80%	

Chief Planning Officer proposed Performance Indicators & Targets

Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
Development Control						
LPI DC 001	Percentage of planning applications assessed for validation in 5 days	86.04%	87.5%		87.5%	
LPI DC 002	Percentage of decisions delegated	99.97%	97%		97%	
Page 9 9 DC 007a	Processing of planning applications: Major applications in 13 weeks	70.73%	80.00%		80%	29 of 41 major planning applications were determined within 13 weeks during the year. Recognising the more complex issues with larger schemes the Council regularly agree extension of time agreements with applicants. These are not currently reflected in the performance data but enable the Council and the applicant to agree a suitable timescale for determination of major schemes, aiding the decision making process and the quality of service to the customer.
LPI DC 007b	Processing of planning applications: Minor applications in 8 weeks	75.78%	80.00%		80%	
LPI DC 007c	Processing of planning applications: Other applications in 8 weeks	88.88%	90.00%		90%	

Code	Short Name	2013/14 Value	2013/14 Target	Traffic Light	Proposed Target 2014/15	Commentary
LPI DC 009 Page 50	Percentage of appeals against planning application refusal dismissed	58.33%	75%		75%	<p>The proportion of appeals dismissed has risen this year after hitting the 75% target in 2012/13 if Member overturns are disregarded. Analysis of the appeals allowed shows that the determining issues were very wide ranging with no single issue dominant.</p> <p>Of the appeals allowed since the beginning of the year issues included residential character and amenity (which are often matters of individual judgement), Green Belt in 6 (generally extensions and replacement buildings), highway safety issues, a listed building consent, a tree application and a lawful development certificate.</p> <p>Officers continue to review appeal decisions to identify lessons for improving future practice and briefing sessions are also held on appeals for Development Control Committee Members.</p>
New	Percentage of enforcement visits undertaken within 3 days of receiving a complaint	New indicator for 2014/15			90%	
New	Percentage of enforcement notices issued within 28 days of authorisation	New indicator for 2014/15			100%	

Strategy & Performance Advisory Committee Work Plan 2014/15

24 June 2014	7 October 2014	2 December 2014	3 March 2015
Performance Indicators & Targets for 2014/15 Annual Complaint Monitoring 2013/14 Communication strategy Customer Experience project	Update on Corporate plan Communication strategy Equalities Update Business Transformation	Communication strategy	

This page is intentionally left blank