

Customer Access Strategy

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	Customer standards	Customer Intelligence	Face to face	Telephony	Online
Outcomes	<ul style="list-style-type: none"> • Consistent excellent approach • Customers treated as individuals 	<ul style="list-style-type: none"> • Single view of the customer • Understanding of cost & demand • Planning services around customer 	<ul style="list-style-type: none"> • Focused on vulnerable customers • Improved efficiency in order to reinvest in services 	<ul style="list-style-type: none"> • Customers get to the right person/service as quickly as possible • Consistent excellent approach • Improved efficiency in order to reinvest in services 	<ul style="list-style-type: none"> • Majority high volume demand available online (maximise channel shift) • Improved website • Digital by preference
Actions	<ul style="list-style-type: none"> • Clear standards for all access channels • Regular monitoring • Staff development • People strategy to drive changed behaviour • Standard letters/email responses • Staff using web as tool for serving customers 	<ul style="list-style-type: none"> • Having the right technology in place • Understand what technology is telling us • Coordinated customer consultation e.g. Citizen's Panel • Regular monitoring quality/length of calls 	<ul style="list-style-type: none"> • Focus on those who most need it • Support customers to use other channels • Work in partnership 	<ul style="list-style-type: none"> • Have one "golden" number • Getting one right telephony system and management in place • Better routing of calls • Support customers to use other channels 	<ul style="list-style-type: none"> • Services thinking online first • Clear roadmap for online programme • Training staff to move transactions online • Better and focussed use of social media • Better integration of systems • Single route for emails

Our customer values

Deliver what we promise consistently	Put ourselves in our customers' shoes	Improve by listening to our customers	Resolve customer queries in quickest way possible	Put things right when we get it wrong and apologise
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VISION: To be known for excellent customer service

1 Executive Summary

- 1.1 Good customer service makes for an efficient organisation because it provides what the customer wants and reduces failure demand. Getting it right for the customer can therefore save money as well as driving up customer satisfaction levels.
- 1.2 The Customer Access Strategy is based on our values that describe how we will behave with customers and how we will manage their access to the council's services. It provides a clear picture of what we want to achieve.
- 1.3 Customer service across all sectors is changing as a result of evolving technology. Although councils have lagged behind the private sector many are now embracing smarter technology to support customer interactions. This is being driven by the desire to improve customer service but also to make savings, often as part of transformation programmes.
- 1.4 Information has been collated from a range of sources within the council. This provides a lot of detail, in some areas, but does not provide a comprehensive overview of customers as we do not have a single view of the customer. Because of the way we organise ourselves and the technology we use, we can only get a partial picture of demand. Indeed, customers may have to interact with us in ways they would prefer not to. In future our Citizen's Panel will help us to build a picture of how people may choose to contact us if there was more choice.
- 1.5 We have already done a great deal to date to improve customer service from a cultural perspective but there is more that needs to be done. In particular we have not yet determined our approach to using technology across the council as a whole. This limits our ability to treat the customer as an individual person rather than a user of a particular service.
- 1.6 This strategy sets out our vision, with a set of intended outcomes and includes an overall model to achieve these across a range of fronts from how we develop our standards and ethos, to how we roll out a consistent approach to the different methods of access. The five themes are ethos & standards, systems & intelligence, face to face, telephony and online and are set out in some detail in the document. They will be supported by detailed action plans, refreshed on an annual basis.

2 Introduction

- 2.1 The council has an ambitious set of priorities for the district and its residents which are designed to create the environment for success. Being a well run council is essential to the delivery of these priorities and a critical element of this is to be customer focussed. The

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more we listen to our customers and provide the service they require, the more we eliminate waste, reduce failure demand and improve customer satisfaction. At a time when our resources are shrinking as an organisation this is particularly important. This strategy has the potential to drive both improved satisfaction and reduced costs but only if we are clear what goal we have in mind and how we will get there.

- 2.2 The current Customer Services Strategy was developed in 2011/2012. This has driven the customer focus work over the last twelve months. Many of the actions have been completed and the lessons learnt have shaped this strategy. We now have greater clarity about what the issues are and are therefore in a better position to drive through a realistic roadmap for success. This strategy aims to set out the broad principles for customer access, taking into account what we know about our customers and what we can learn from other councils and from the private sector. It will help us to build a recognisable SK brand, one that stands for excellent customer service across the council.
- 2.3 The Strategy is based around our values and behaviours setting a vision for how we will behave with customers and how we will manage their access to services. The broad principles are as follows:

2.3.1 How we will behave with customers

Deliver what we promise consistently	Put ourselves in our customers' shoes	Improve by listening to our customers	Resolve customer queries in quickest way possible	Put things right when we get it wrong and apologise
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2.3.2 How we will manage customer access

Provide clear information about our services to all	Ensure consistent quality for all access methods	Have a single view of the customer	Support vulnerable customers or complex queries	Enable "digital by preference" access to key services
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- 2.4 The strategy will look at what is happening in customer services generally. This will include what the trends are and how other councils in particular are responding to the challenges. The strategy sets out what we know about our customers currently, how they interact with us and what they tell us about how they might do so in future. It sets out an overall direction for where we want to be, assesses our current reality and develops a model for driving and improving customer access and satisfaction.

3 What is happening in customer services generally?

- 3.1 The latest figures show that 83% of households have internet access with 73% adults accessing the internet every day, 53% doing so using a mobile phone. While the rate in

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South Kesteven may not be as high due to poor broadband connection in some parts of the District, it is likely that, the overwhelming majority of adults use the internet on a regular basis in all but the over 75+ age group. This has raised expectations about accessing public services online too. Many central government departments such as HM Customs & Revenue have tried to drive customers more and more to the internet, whilst DWP have aspired to “digital by default” in the administration of universal credits when they are introduced.

- 3.2 Some councils have taken an equally robust view, with clear policies of getting people to switch from face to face and telephone to online. Sometimes this has been done by making other channels less attractive or by making online services easily accessible. There is no doubt that with the cost of online transactions averaging 15p, compared to £8.62 for face to face and £2.83 for telephone transactions, there are powerful incentives to encourage our customers to switch access channels. Estimates suggest a 25% shift on both could generate £162,000 savings per annum.
- 3.3 Telephony too has changed with it being possible in the banking and retail sectors to complete whole transactions without speaking to a human being. Elsewhere voice recognition and other ways of routing callers more quickly to their destination person or service are also becoming more familiar. And these methods are also finding their way more and more into the public sector. Mobile devices can provide a way of seeing people in their own homes or other venues without the full facilities of a bespoke customer service centre. Many councils are now investing in software that allows customers’ full history to be viewed whatever service they are accessing so that a holistic view of their needs can lead to a better experience and outcomes. It’s clear with all these available technologies that the world of customer services is changing, as are the public’s expectations. So what are other councils doing?

4 What do we know about what other councils are doing?

- 4.1 Many other councils have moved more quickly to shift channels. Many have done so as part of their overall transformation programmes to actively encourage customers to do business online or to self serve, in the revamped customer services centres. Some councils have gone into partnership to modernise their technology with IT providers to drive down the costs of procurement by jointly developing products. The use of apps on smart phones and tablets is also becoming more prevalent with several companies focussing on technology available to an increasing number of customers. In terms of telephony councils both large and small have made significant savings by extending the automation of their offer and improving their efficiency. Examples of the level of savings include one council who reported savings of over £170,000 from the first 28 transactions put online while another have achieved a 5% year on year reduction in calls since 2005 through a coordinated channel shift programme. Clearly there is more research to do to establish good and innovative practice. This will be an ongoing aspect of the strategy work.

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5 What we already know about our customers

- 5.1 Our customers access the services we provide through a range of different channels, primarily via the telephone or in a face to face environment. We know that some of the interactions that our services have with customers are not recorded because we do not have consistent data. However we have collated the information currently available to give as full a picture as possible and further details are set out in Appendix Two.
- 5.2 The Customer Service Centre received over 85,000 telephone calls in 2012/13. These were answered by the multi-disciplined staff team based in our customer service centres. There are also two “mini call centres” in Revenues & Benefits and Repairs that take calls directly and received over 100,000 calls in 2012/13.
- 5.3 The Customer Services Team also handles nearly 20,000 enquiries each year in a face to face environment through our offices in Grantham and nearly 10,000 at the three area offices. Enquiries cover everything from paying a bill to making a planning application. The team promote self service where it is available and take on more of an advocacy role where necessary although both these could be expanded with training.
- 5.4 A face-to-face service is provided for benefits in Grantham and Bourne and during 2012/13 10,554 customers were seen at Grantham. Until the South Kesteven Community Access Point opened it was not possible to identify how many customers were seen by benefits advisors and how many were seen by customer service staff at Bourne. All enquiries are now dealt with by benefits staff and 612 customers were seen in the first quarter of 2013/14.
- 5.5 The service offer in Bourne has changed considerably from March 2013 with a total of 2,061 customers visiting in the first quarter. It is expected that these numbers will continue to grow as further, more targeted promotional activity is completed over the next few months. The numbers served could almost double on current trends, demonstrating a continuing appetite for face to face for some customers. However we have not yet analysed whether this indicates a shift from Grantham face to face interactions.
- 5.6 We have a limited ability to report on emails across the organisation and has only been possible to identify the number of emails for customer services (6,726) and revenues and benefits (14,593).
- 5.7 The web page sees a significant number of unique visitors each year, some 408,648 in 2012/13. It is clear that customers want to use our web page to interact and not just to find information. Other than the home page the most popular services were planning, building control, waste and recycling with nearly 36,000 visits being to make payments. Mystery shopping undertaken in 2011 showed considerable issues in relation to the accuracy of information on the website and lack of functionality. While resources have been made available to improve the former the issue of transactional ability is more dependent on future decisions about technology.

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- 5.8 In terms of report and enquiry forms nearly 5,000 online service requests were made during 2012-13, with the most popular services being revenues & benefits, housing , planning and building control. There is a clear demand from customers to make enquiries over the website. Further analysis of the general enquiry – ask a question form is possible and may help the authority tailor its offering to better respond to customer enquiries.
- 5.9 Both housing repairs and requests for housing advice see high levels of web-based traffic. A high volume of this traffic is through customer services operatives using the online system. This demonstrates that the website is not only a tool for our customers to use, but, with appropriate integration, can assist frontline officers in delivering high quality services.
- 5.10 We have a number of limitations in relation to the customer information presented here. Firstly we have a number of separate management arrangements for different aspects of customer service which makes consistency challenging. The telephony protocol recently agreed has improved customer responsiveness but monitoring is difficult. The proliferation of different customer databases makes it impossible to measure overall customer contact as we are unable to identify those customers who in receipt of different services or indeed those who are passed from one part of the organisation to another.
- 5.11 So we know something about how customers contact us but what are their preferences going forward. We recently commissioned a survey with our Citizens' Panel and almost 60% of respondents had contacted the council in the last year. A third of these wanted to obtain information or guidance while one in five wanted to make a complaint. The majority of customers contacted us by phone (61.7%) or in person (16%). Although some people preferred this method others said it was because their issue was complex, they were unsure who they needed to speak to or they could not find what they were looking for on the website. Overall when all members of the panel were asked how they wished to contact the council **less than 10% wanted face to face contact and 55% wanted phone contact**. Interestingly 13% said that their preferred contact was dependent on the reason.
- 5.12 In terms of knowledge about what could be done online, although a large majority were aware they could pay online or obtain information, only 58% knew they could report a problem or make a complaint online and only 45% knew they could request a service. Nine out of ten respondents had access to a tablet/laptop or PC, while 40% had smart phones. The results suggest that many of our residents have both the means and the inclination to interact with us online but we have not yet enabled them to do so either because we have not developed those methods yet or marketed sufficiently where they do exist. This work provides some good support for the ethos of “digital by choice” and a potential shift to more cost effective methods of contact, while confirming that for some complex interactions customers may still prefer a more human face to the council.

6 What do we know about our technology?

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- 6.1 The council commissioned an audit of its 15 core applications in Spring 2013. This highlighted that previously services had often commissioned systems independently of each other. There is now a corporate ICT Steering Group which will oversee all new applications as well as the overall strategy, however the report drew attention to three systems that required immediate attention, including the CRM and 5 applications had concerns raised about them, including several customer facing systems and two document management systems. These findings are now being used to form a roadmap for the technology required to support this customer access strategy and other aspects of being a well run council.
- 6.2 There is also a need to resolve our position on telephony. There is a mix of systems for front facing services including some direct dials, ACD technology and use of hunt groups. Although the telephony system was not highlighted in the audit, there is some evidence that the deployment of the technology is not maximising its potential or its flexibility. There is little, if no, integration into other systems and our current approach is too reliant on staff, for instance, to provide caller details on transfer rather than this being done electronically.
- 6.3 Overall this plethora of supporting technology does not allow for an effective interaction with the customer across and between services but rather provides a siloed and potentially fragmented experience for the customer.

7 Our Journey – current reality

7.1 The council has had a Customer First programme for some years and reaffirmed a commitment to a strong customer focus in 2011. In order to have an independent view of how it was doing the council commissioned some mystery shopping in 2011 which, together with what we already knew, gave us a useful perspective on all our channels and methods of access. Since then we have focused on resolving a number of key issues:

7.1.1 We have:

- Developed a new approach to customer feedback
- Set up an automated approach to green waste take up
- Set up a Citizens' Panel
- Appointed a fixed term Web Officer
- Developed a telephony protocol
- Taken our staff and managers through a Hearts & Minds training programme
- Opened South Kesteven Community Access Point in Bourne
- Standardised waiting process re: abandoned calls

7.1.2 However we:

- Are not able to get an overall picture of customer demand and interactions
- Have a large number of customer systems with little integration
- Have a CRM which will require replacing fairly soon

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- Have a web-site which has limited transactional functionality.
- Cannot monitor emails easily across the council
- Operate two models in relation to customer access, a corporate customer contact centre which handles most interactions for a range of different services and other services who handled their own customers, with some setting up their own call centres.
- Do not yet have a clear roadmap for joining up our technology

8 Where do we want to be in 2016?

8.1 The key outcomes that we expect our customers to see over the next three years are:

- Customers influencing more the way that our services are delivered
- The customer seeing us as one organisation and the council seeing them as one customer.
- Clear and consistent customer standards whatever the access channel.
- Resolution at first point of contact wherever possible.
- An effective website with end to end functionality for service requests.
- Interaction between council and customers to be “digital by preference”
- Consistently improved performance against an agreed relevant suite of measures.
- Support for vulnerable customers/complex issues
- Ability to predict future demand of customer need
- Better handling of customer feedback and real learning from our mistakes.
- Focus on reducing the cost of customers interactions

9 The Customer Access Strategy Model

9.1 The customer access strategy seeks to drive both cultural and technological improvements in how we do business with, and for, our customers. It forms a cornerstone of our well run council priority along with the people strategy and the agile programme.

9.2 The themes of the strategy are set out in the diagram below. This model aims to provide a holistic approach to the different elements required to build a road map to take the council forward to make even more improvements in the next three years. Action will be required on all five themes if the vision, principles and outcomes are to be achieved.

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9.2.1 Theme One: Customer ethos and standards

This theme will focus on creating a stronger and more consistent customer focussed culture for the council. It will support and drive the way we behave with customers as set out in the introduction. Within this theme standards will be developed, to be more consistently monitored and staff will be further developed in meeting customer expectations.

9.2.2 Theme Two: Customer systems & intelligence

This theme will focus on understanding customer demand and being able to use the information we hold about customers to plan services. It will also develop better methods of collecting outcomes and costs.

9.2.3 Theme Three: Customer Face to Face

This theme will develop a strategic approach to our face to face offer. It will provide clarity about which customers this channel should be focussed on and how costs can be reduced over time.

9.2.4 Theme Four: Customer Telephony

Telephony is currently our most used access channel and this theme will develop the most cost effective approach going forward, looking at available technology. It will also focus on ensuring consistency as it is the most diverse method of contact.

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9.2.5 Theme Five: Customer Online

Online functionality is the most underdeveloped access channel currently and has the potential for considerable savings. This theme will develop the “digital by preference” approach, preferred by an increasing number of customers and preferred by the council as being the least expensive channel.

10 How we will measure success

10.1 More detailed information of how our intended outcomes will be delivered for each theme are included in Appendix One. Milestones and targets will be developed against which success can be measured. However the overall measures of success are set out below.

1. We will have a high level of satisfaction from residents in relation to the information they have about our services and expected outcomes; the way their queries are resolved and our response to their feedback.
2. We have made significant investment in our face to face offer at Bourne and Grantham that will continue to be important, particularly for vulnerable customers. But we will seek to improve efficiency so that we can reinvest in services, through partnership and supporting customers to use our self serve offer.
3. Telephony is currently a popular, but relatively expensive offer which lacks a consistently high standard across the council. We will look to reduce the costs significantly through a more standardised offer and through exploiting efficient but user friendly technology.
4. Online functionality needs to be developed to cover 75% of services to shift all willing and able customers and transactions onto the most cost effective option.

11 Conclusion

11.1 South Kesteven is committed to providing excellent customer service. This strategy is intended to provide clarity about what this will look like. It also sets out a model for achieving success and will be used to communicate our approach to both customers and our staff. More detailed action planning will be required once the strategy is adopted but we believe this sets out a clear direction of travel for the council in this important area.

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1 **Theme One: Customer ethos & standards**

1.1 **What do we want to achieve?**

- To meet our customer values & behaviours
- Consistent excellent approach across the council
- Ensure we are taking the best practice onboard
- Listening and responding to customers
- Concern and support for vulnerable customers
- Customers treated as individuals

1.2 **How will we achieve this?**

- Clear standards in relation to all access channels e.g. telephony
- Regular monitoring by managers and staff held to account
- Learning & development focussed on changing behaviour
- Using people strategy to underpin a change in culture
- Standard letters/email responses
- Staff using web as tool for serving customers (most up to date information)

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2 Theme Two: Customer systems & intelligence

2.1 What do we want to achieve?

- Single view of the customer wherever feasible and desirable
- Understanding of current demand
- Anticipating future demand to be able to respond
- Planning services around customer
- Customers having access to information about themselves & their services
- Understanding of real costs of transactions

2.2 How will we achieve this?

- Having the right technology in place
- Resources to interrogate & coordinate what technology is telling us
- Coordinated consultation supported centrally
- Effective use of Citizen's Panel
- Satisfaction surveys that are consistent across the council
- Management information to monitor quality/length of calls

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3 Theme Three: Customer Face to Face

3.1 What do we want to achieve?

- Reduced cost by diverting customers or partnerships
- Clarity about where and how Face to Face offer will be delivered
- More than one agency services sharing accommodation (where feasible)
- Continued review and development of offer

3.2 How will we achieve this?

- Focussing Face to Face on those who most need it
- Supporting customers to change their behaviour
- Working in partnership
- Using Face to Face as a stepping stone to e-transactions wherever possible

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4 Theme Four: Customer Telephony

4.1 What do we want to achieve?

- Improved standards of customer service
- Customers get to the right person/service as quickly as possible
- Consistent approach across the council
- Telephony part of the “intelligence” system
- More transactions over phone e.g.payments

4.2 How will we achieve this?

- Having one “golden” number & reducing direct dials
- Getting one right telephony system in place
- Better routing of calls
- Sensible use of automation
- Looking at the overall management of customer facing telephony

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5 Theme Five: Customer Online

5.1 What do we want to achieve?

- Majority high volume demand available online (75%)
- Much improved web information for customers and staff
- Improved transactional functionality on the web
- Better management of emails
- Digital by choice not by default
- Secure using online transactions
- Maximise channels for engagement

5.2 How will we achieve this?

- Services thinking online first
- Clear roadmap for online programme
- Establishing resources to implement changes
- Training staff to move transactions online
- Encouraging shift in customers' behaviour
- Better and focussed use of social media
- Better integration of systems
- Single route for emails and scripted answers
- Customer portal for authentication

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Appendix Two

1 Customer Statistics

1.1 Statistics are available for 2012/13 for both the telephone and face to face interactions at Grantham and the area offices. For Bourne, statistics have also been provided from April 13 onwards at the new South Kesteven Community Access Point and Library. Some limited information is available for emails and web traffic for 2012/13.

1.2 Customer services telephone demand 2012-13

2012 to 2013		Dev Control	EH	Green Bin	Housing Solutions	Land Charges	Licensing	Payments	Rents	Town Centre	Waste	Total
Total	Calls Offered	11879	8832	19888	1945	1616	2702	7698	9518	27	21241	85346
	Calls Handled	10790	7854	18619	1761	1522	2426	7169	8620	16	19635	78412

1.3 Other services telephone Demand (ACD calls only)- 2012-13

2012 to 2013	Calls Offered	Calls Handled
Benefits	33173	32151
Repairs	27842	26343
Council Tax	27710	27005
Enforcement	13199	12089
Total	101924	97588

1.4 Customer services face to face demand (Grantham) 2012 -2013

2012 to 2013	Council Tax	EH	Fraud & Enforcement	Housing Management	Housing Register	Housing Solutions	Licensing	Market Place Project	Other	Payments	Payments - Green Bin	Planning	Rents	Waste	Total
Total	2664	404	338	3369	1247	1242	1207	4	109	4288	577	1241	817	720	18227

1.5 Benefits face-to-face demand - Grantham - 2012

	Benefits
Total	10554

1.6 Benefits face-to-face demand - Bourne Q1 2013

Drop-in	442
Appointment	170

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1.7 Area office face to face demand 2012-13

	Bourne	Deeping	Stamford
Council Tax	489	160	306
EH	58	32	23
Fraud & Enforcement	12	0	4
Housing Management	508	56	179
Housing Register	345	171	260
Housing Solutions	362	89	265
Licensing	198	229	306
Market Place Project	20	0	31
Other	189	21	50
Payments	1213	544	916
Planning	121	81	94
Rents	193	35	106
Waste	922	419	785
Total	4643	1837	3325

1.8 South Kesteven CAP Demand - Q1 2013/14

Service	Total
Benefits	612
Council Tax	370
Non SKDC –e.g.LCC	172
Waste Services	133
Housing Solutions	132
Rents	109
Housing Management	87
Housing Register	72
Planning	62
Repairs	52
Payments	34
Licensing	28
Electoral Roll	18
EH	16
Others	164
Total	2061

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1.9 Emails

2012	
	No. of Emails
Customer Services	6,726
Revenues and Benefits	14,593

2 Web page statistics – April 2012 – March 2013

2.1 Online demand

Visits:	662,470
Unique visitors	408,648
Page views	2,377,056
Pages per visit	3.59

2.2 Top 10 pages visited

Page	Number of visits
Home page (<i>inc article id 1</i>)	333,086
Planning – search for a planning application	188,757
Garden Waste	130,895
Planning and building control home page	90,821
Search page	77,095
Waste and recycling home page	47,584
Re-join garden waste page	36,739
Working for SKDC page	36,491
Online payments	35,770
Council Tax and Benefits page	28,148

2.3 Monthly use of report it and enquiry forms

2.3.1

2012 to 2013	Report It and Enquiry Forms													
	Abandoned Vehicle Notification	Ask a Question & Register	Change of Circumstance - household members	Change of Tenancy Details	General Enquiry - Ask a Question	Incident Reporting Form	Missed Collection	Report It - General	Report of Nuisance or Threatening Behaviour	Street Furniture	Street Lighting Enquiry	Street Litter Bins	Street Name Plates	Syringes
Total	5	2	145	1	1154	1	90	30	46	21	121	6	12	2

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2.3.2

		Council Tax and Benefits										
2012 to 2013	Application for Mandatory / Discretionary Rate Relief	Benefit Appeal Form	Amendments due to Permanent Care/Nursing Home	Council Tax Vacation / Occupation Details	Disablement Reduction	Dwelling Repossessed	Exempt Dwellings Uninhabitable	Housing Benefit and Council Tax Benefit Backdated Claims	Single Person Discount	Student Discount	Unoccupied and Unfurnished Properties	
Total	2	1	3	235	1	1	1	10	106	4	25	

2.3.3

		Housing					
2012 to 2013	Alterations to a Council Property	Estate Management Gardening Request Form	Garage Termination Notice	Housing Repairs	Rehousing Decision Appeal	Request for Housing Advice	
Total	5	1	3	171	2	832	

2.3.4

		Planning & Building Control							
2012 to 2013	Application for a Regularisation Certificate - Form BR8	Building Notice BR2	Do I need planning permission	Full Plans Submission BR1	Local Land Charges	Notice of Intention to Erect a Conservatory, Porch, Carport, Covered Way etc	Notice of Intention to Erect a Detached Garage, Garden Shed or Greenhouse	Representation	
Total	3	80	174	24	406	5	6	966	