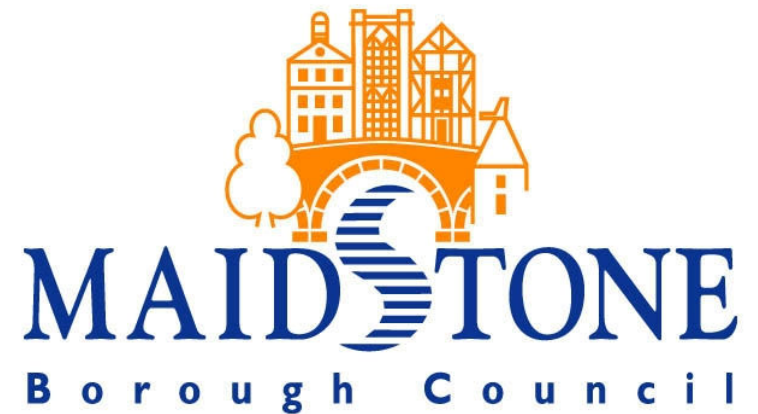


Performance Plan 2010-13



Contents

Introduction.....	3
Performance Indicators	4
Data Quality.....	5
Performance Summary 2009/10.....	6
Performance by Priority.....	7
Understanding Indicator Out-turn Tables	8
Performance Indicator Results 2009/10.....	9
Performance Indicators 2010-13.....	20
Understanding Targeting Tables	20
Targets 2010-13.....	21
Data Quality Policy.....	39
Glossary	41
Links.....	42

Introduction

Welcome to Maidstone Borough Council's Performance Plan for the next three years. This is a technical document that sets out how we have performed during 2009/10 and details how we will measure our performance in the future.

By managing our performance well we can:

- Identify poor performance early and take the necessary action to remedy this;
- Learn from past performance and use this as a driver for future success;
- Ensure the necessary resources are allocated to the achievement of our priorities; and
- Manage and motivate our staff, including celebrating our successes.

In 2009, the Council adopted a new set of five priority themes, based on the objectives for Maidstone set out in the Sustainable Community Strategy 2009-20.

We want Maidstone to be:

- 1. A place to achieve, prosper and thrive***
- 2. A place that is clean and green***
- 3. A place that has strong, healthy and safe communities***
- 4. A place to live and enjoy***
- 5. A place with efficient and effective public services.***

Progress against these priorities and the key objectives set out in the Strategic Plan 2009-12 (2010/11 Update) will be monitored closely as part of quarterly performance reports to Cabinet.

Performance Indicators

This document reports on 2009/10 out-turns for the following indicators:

- *Key Performance Indicators (KPIs)* – performance against the key objectives in the previous Strategic Plan 2009-12.
- *National Performance Indicators* – indicators that have been set by central government and can be identified as have a PI reference beginning with NI.
- *Local Performance Indicators* – indicators that are relevant for service monitoring.

The Performance Plan for 2010-13 set out Key Performance Indicators that will be monitored during this period. These Key Performance Indicators are aligned with the objectives within the Strategic Plan 2009-12 (2010/11 Update) and are made up of locally and nationally defined measures that support our priorities.

Data Quality

All businesses need information that is fit for purpose to manage services and measure performance. Service providers and users also need accurate information to make judgements about the efficiency, effectiveness and the responsiveness of their services. Given the decisions that the Council has to make, time is invested on these activities and a range of systems are used to collect and analyse data, it is important that this information is reliable, accurate, relevant, timely and complete.

The Council has a Data Quality Policy (set out in this plan) which helps us ensure data is accurate and timely. The policy has been strengthened in 2009 to encompass reference to particular areas of risk in respect to quality of data, fully cover staff training and emphasise data quality in respect of partnership data.

This performance plan, the Strategic Plan 2009-12 (2010/11 Update) and other council documents can be found on the council's website www.digitalmaidstone.co.uk

Code of Practice on Workforce Matters

The Council confirms that contracts let during 2009/10 financial year comply with Best Value and the Code of Practice on Workforce Matters. The Council is required to confirm this each year.

Performance Summary 2009/10

Progress against the targets in these performance tables is monitored through the performance framework. Directors, service managers and partnership leads are responsible for the accuracy, reliability and timeliness of data in relation to their targets. Robust data is the essential ingredient for reliable performance and financial management information to support strategic decision-making and planning.

Overall performance is good, with 75% of targets met. Performance against target has also improved in over half of the indicators. This performance is consistent with levels over the past two years, which is particularly notable in light of the economic downturn, which has impacted on Council services in a number of ways from, for example, an increase in benefits and homelessness customers through to a decrease in applications received for planning.

Indicator	On Target (Green)	Missed Target but within 10% (Amber)	Target not achieved (Red)	N/A	Total
KPI	45 (77.5%)	8 (14%)	5 (8.5%)	7	65
LPI	24 (71%)	3 (9%)	7 (20%)	1	35
Total	69 (75%)	11 (16%)	12 (13%)	8	100

NB. Please note that indicators rated N/A are not included in the percentage calculations.

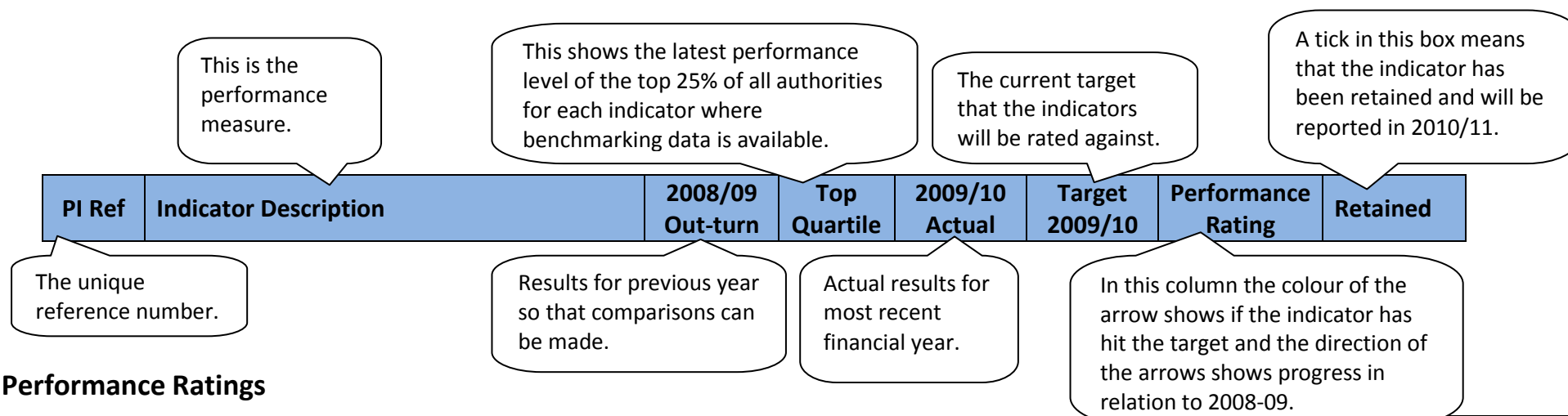
Indicator	Improved	Sustained	Declined	N/A	Total
KPI	26 (58%)	3 (7%)	16 (36%)	20	65
LPI	17 (61%)	0	11 (39%)	7	35
Total	43 (59%)	3 (4%)	27 (37%)	27	100

Performance by Priority

Priority	On target (Green)	Missed target but within 10% (Amber)	Target not achieved (red)	N/A	Total
A place to achieve, prosper and thrive	6 (86%)	1 (14%)	0	3	10
A place that is clean and green	11 (52%)	5 (24%)	5 (24%)	4	25
A place with strong, healthy and safe communities	13 (93%)	1 (7%)	0	1	15
A place to live and enjoy	19 (89%)	3 (14%)	0	0	22
A place with efficient and effective public services	20 (71%)	1 (4%)	7 (25%)	0	28

Priority	Improved	Sustained	Declined	N/A	Total
A place to achieve, prosper and thrive	1 (20%)	0	4 (80%)	5	10
A place that is clean and green	12 (57%)	3 (14%)	6 (29%)	4	25
A place with strong, healthy and safe communities	9 (88%)	0	1 (12%)	6	15
A place to live and enjoy	9 (53%)	0	8 (47%)	5	22
A place with efficient and effective public services	13 (62%)	0	8 (38%)	7	28

Understanding Indicator Out-turn Tables



Key to Performance Ratings

Performance is judged using coloured arrows. The direction of the arrow itself shows whether performance has improved, declined or remained the same. The colour of the arrow illustrates if the target has been achieved. Where there is no previous data to make a judgement on whether an indicator has improved, declined or remained the same a circle, will illustrate if the target has been achieved. The top quartile column allows performance to be assessed nationally where indicators have been drawn from Government sets¹. Some of the indicators will show an asterisk (*) after the figure, these are provisional out-turns that are awaiting confirmation from the relevant Government Office.







Performance is	
Target met	
Target not reached but within a variance	
Target not achieved	






Performance has	
Improved	
Sustained/Same	
Declined	
No previous data available to access direction of performance	











In addition a number of out-turns have rated as 'not applicable' (N/A) as data is currently not available. The Council agreed a new set of key objectives in its 2010/11 update of the Strategic Plan 2009-12, so a number of PIs introduced to measure the former key objectives set in 2009/10 have not been retained as they are no longer the best measure of the new key objectives.







¹ Please note that for indicators with an NI reference the top quartile data relates to 2008/09. For all other indicators where a top quartile figure is shown to data relates to 2007/08.









Performance Indicator Results 2009/10









PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
A place to achieve, prosper and thrive							
Key Performance Indicators							
<u>P 1</u>	Number of businesses in the borough	5860		N/A	6,036	N/A	✓
<u>P 2</u>	Number of visitors to Tourmaidstone.com	140,000		133,470	147,000		✗
<u>P 3</u>	Percentage of business starter units occupied			100%	Establish Baseline		✓
<u>P 4</u>	Percentage of development of Brownfield sites as a percentage of all development (BV 106)	85.71%	93.10%	86%	60%		✓
<u>P 5</u>	Percentage of 'Gross Value Added' (GVA) per annum	20,364		N/A	21,382	N/A	✗
<u>P 6</u>	Unemployment rate	2.7		2.9	5		✓
Local Performance Indicators							
<u>PI 1</u>	Total number of students benefiting from the museum's education service	9,404		7,950	7,500		✓
<u>PI 2</u>	Percentage of spend total with local suppliers			26.05%	Establish Baseline		✓











PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>PI 3</u>	Conference Kent enquiries converted to bookings	35		31	Establish Baseline		✘
<u>PI 4</u>	Energy efficiency improvement measured through HECA	3.30%				N/A	✘
A place that is clean and green							
Key Performance Indicators							
<u>C 1</u>	Improvements to the accessibility of parks, gardens, recreation grounds and other open spaces as measured by footfall (compared to previous year)	9.30%		34%	5% increase		✓
<u>C 2</u>	Improvements to the quality of parks and open spaces as measured by quality audits	9%		N/A	5%	N/A	✓
<u>C 3/ NI 185</u>	Co2 reductions from local authority operations	6157 tons		N/A	3%	N/A	✓
<u>C 4</u>	Number of Kent Energy efficiency surveys	1365		3,401	1000		✓
<u>C 5</u>	Percentage of conservation areas in the local authority area with an up-to date character appraisal	24.39%	48.30%	29.27%	29.27%		✓
<u>C 6 (NI 187)</u>	Tackling fuel poverty – Percentage of people receiving income based benefits living in homes with a low energy efficiency rating	14.77%	7%	13.74%*	13.77%		✓
<u>C 7</u>	Percentage of land with local nature reserve			Deferred till 2010/11	Establish Baseline	N/A	✓










PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>C 8</u>	Percentage of local authority holdings managed to enhance bio-diversity			Deferred till 2010/11	Establish Baseline	N/A	✓
<u>C 9</u>	Carbon Dioxide (Co2) emissions from energy consumption in operational buildings	1,537,000		1,831,124	1,467,835		✗
<u>C 10</u>	Council's water consumption in operational buildings (m3)	24,842		24,119	24,000		✓
<u>C 11</u>	Number of missed collections per 100,000	22		23.83	25		✓
<u>C 12, NI 192</u>	Percentage of household waste sent for reuse, recycling or composting	27.47%	43.18%	30.06%*	34%		✓
<u>C 13</u>	Number of on board Park & Ride transactions	517,000		445,129	450,000		✓
<u>NI 188</u>	Planning to adapt to climate changes	Level 0		Level 1*	Level 2		✓
<u>NI 191</u>	Residual household waste per household	675kg	512kg	592.81kg*	580kg		✓
<u>NI 195a</u>	Improved street and environmental cleanliness - Litter	0%	3%	0%*	1%		✓
<u>NI 195b</u>	Improved street and environmental cleanliness - Detritus	6%	6%	3%*	5%		✓
<u>NI 195c</u>	Improved street and environmental cleanliness - Graffiti	1%	1%	1%*	1%		✓











PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>NI 195d</u>	Improved street and environmental cleanliness – Fly posting	0%	0%	0%*	0%		✓
<u>NI 196</u>	Improved street and environmental cleanliness – fly tipping	1 very effective	2 effective	3 non-effective*	1 very effective		✓
Local Performance Indicators							
<u>PI 5</u>	Satisfaction with street cleansing	60%		64%	65%		✓
<u>PI 6</u>	Number of season tickets sold for Park and Ride	723		577	725		✗
<u>PI 7</u>	Cost of collection per household (cumulative)	£51.14	£44.50	£63.50*	£61.00		✓
<u>PI 8</u>	Satisfaction with refuse collection service	86%		95%	88%		✓
<u>PI 9</u>	Satisfaction with the kerbside recycling service	56%		91%	60%		✓
A place with strong, healthy and safe communities							
Key Performance Indicators							
<u>S 1</u>	Number of anti-social behaviour incidents	262		237	260		✗
<u>S 2</u>	Reduction in all recorded crime in the Borough (compared to previous year)	10,438 (-7.8%)		9,447 (-9.5%)	2% Reduction		✗












PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>S 3</u>	Percentage of residents feeling safe walking in the area where they live after dark (rolling year)	72%		70%	74%		✓
<u>S 4</u>	Percentage of residents feeling safe walking in the area where they live during the day (rolling year)	98%		99%	98%		✗
<u>S 5</u>	Number of people helped through the Staying Put Partnership	874		1047	550		✓
<u>S 6</u>	Percentage of people reporting positive outcomes from the 'Choosing Health' programmes			Deferred till 2010/11	Establish Baseline	N/A	✓
<u>S 7a</u>	Number of volunteer hours worked by volunteers under 25 for Maidstone Council (Sports and Play)			2,235.5	Establish Baseline		✗
<u>S 7b</u>	Number of volunteer hours worked by volunteers under 25 for Maidstone Council (Museum)			1,680	Establish Baseline		✗
<u>S 8 / NI 6</u>	Participation in regular volunteering		27%	24.7% (2008 Place Survey)	Baseline Year		✓
<u>S 9</u>	Value of grants to outside bodies (£)			£315,502	Establish Baseline		✗
<u>S 10</u>	Number of members registered with volunteer centres	2682		2,825	2814		✓







PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>S 11</u>	Total number of web hits on web cast meetings	8,652		18,296	9,100		✓
Local Performance Indicators							
<u>PI 10</u>	Overall satisfaction with the benefits service			93%	Establish Baseline		✓
<u>PI 11</u>	Percentage of benefit claims calculated correctly	92.00%	99.20%	96.20%	94.00%		✓
<u>PI 12</u>	The number of racial incidents reported to the authority and subsequently recorded, per 100,000	0.70		0.00	0.00		✓
A place to live and enjoy							
Key Performance Indicators							
<u>L 1</u>	Percentage of all Planning applications determined within the statutory deadline	93.08%		91.96%	88.00%		✗
<u>L 2, NI 155</u>	Number of affordable homes delivered (gross)	380		399*	150		✓
<u>L 3</u>	Number of affordable homes delivered that were funded by the Council	108		226	100		✗
<u>L 4</u>	Number of private sector vacant dwellings that are returned to occupation or demolished as a result of local authority action	63		83	50		✓

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>L5</u>	Number of homes occupied by vulnerable people made decent	247		222	155		✓
<u>L6</u>	Percentage of licensed houses in multiple occupation (HMO) properties that comply with HMO standards			86%	Establish Baseline		✗
<u>L7</u>	Supply of ready to develop housing sites (NI 159)	110%		113%*	100%		✓
<u>L8</u>	Number of households prevented from becoming homeless through housing advice	376		533	300		✓
<u>L9</u>	Percentage of all available tickets sold at the Hazlitt	65%		62%	67%		✓
<u>L10</u>	Visits or uses of the museum per 1,000 population	821	971	804	850		✓
<u>L11</u>	Number of users at the leisure centre	578,201		524,620	570,000		✓
<u>L12</u>	Satisfaction with the leisure centre	43%		52%	45%		✓
<u>L13</u>	Number of media hits regarding the museum and Hazlitt			244	Establish Baseline		✗
<u>L14</u>	Take-up of council funded activities (Sports and Play)			75%	Establish Baseline		✓

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>NI 157a</u>	Processing of planning applications - majors	78.72%	81.60%	80.04%*	75.00%		✓
<u>NI 157b</u>	Processing of planning applications - minors	90.36%	84.00%	89.10%*	82.00%		✓
<u>NI 157c</u>	Processing of planning applications - other	96.59%	92.10%	93.40%*	92.00%		✓
Local Performance Indicators							
<u>PI 13</u>	The average waiting time on list of those applicants housed from the Housing Register (days)			493	Establish Baseline		✗
<u>PI 14</u>	Average number of households in bed and breakfast	5		7	8		✗
<u>PI 15</u>	Satisfaction with the museum	60%		94%	64%		✓
<u>PI 16</u>	Average time taken to process disabled facilities grants (weeks)	5 weeks		4.5 weeks	5 weeks		✓
<u>PI 17</u>	Percentage of planning application decision notices sent out within 2 days			93.07%	90.00%		✓
A place with efficient and effective public services							
Key Performance Indicators							
<u>E 1</u>	Total net savings over the following 3 years identified by reviews and agreed by Cabinet/a Cabinet member during the period			£938,200	Establish Baseline		✓

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>E 2</u>	Percentage of Council Tax collected.	98.35%	98.60%	98.5%	98.00%		✓
<u>E 3</u>	Percentage of National Non-Domestic Rates collected.	97.90%	99.40%	97.0%	96.40%		✓
<u>E 4, NI 181</u>	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)	12.25 days		8.12 days*	11 days		✓
<u>E 5</u>	Value of fraud identified (£) (Fraud Partnership)			£825,417	Establish Baseline		✓
<u>E 6</u>	Percentage of major planning applications having pre-application discussions			100%	100%		✓
<u>E 7</u>	Percentage of planning enforcement cases signed off within 21 days			83.80%	65.00%		✓
<u>E 8</u>	Average wait time for calls to contact centre (seconds)	48 secs		59 secs	50 secs		✓
<u>E 9</u>	Percentage of visitors to the Gateway seen by a Customer Service Officer within 20 minutes			72.49%	Establish Baseline		✓
<u>NI 14</u>	Reducing avoidable contact: Minimising the proportion of customer contact that is of low or no value to the customer	51.36%		14.73%*	50.00%		✓
Local Performance Indicators							
<u>PI 18</u>	Percentage of payments to the Council not made on-line or by direct debit/standing order			15.4%	Establish Baseline		✓

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>PI 19</u>	Percentage of invoices paid within 30 days (rolling year)	95.09%	97.60%	96.50%	97.00%		✓
<u>PI 20</u>	Proportion of working days lost to sickness absence per employee (rolling year)	7.15	8.43	7.8	7.00		✓
<u>PI 21</u>	Percentage of those making complaints satisfied with the handling of the complaint	34.75%		55.25%	37.00%		✓
<u>PI 22</u>	Percentage of complaints resolved within the specified timescale	93%		95%	95%		✓
<u>PI 23</u>	Value of bids made through the invest to save scheme	£402,000		£72,000	£100,000		✓
<u>PI 24</u>	Cost of Council Tax collection per chargeable dwelling	£9.69		£8.16	£9.18		✓
<u>PI 25</u>	Percentage of successful appeals to the National Parking Adjudication Services of all appeals (including no contests)	15%		26%	20%		✓
<u>PI 26</u>	Spend in collaboration with other authorities as a percentage of total spend (£)			9.48%	Establish Baseline		✓
<u>PI 27</u>	Satisfaction with borough update	79%		91.42%	85%		✓
<u>PI 28</u>	Satisfaction with Road shows, rural conferences and other events	51%		61.20%	55%		✗
<u>PI 29</u>	Percentage of top-paid 5% of staff who are women	19.23%	35.30%	20.65%	20.00%		✓

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	2009/10 Actual	Target 2009/10	Traffic Light	Retained
<u>PI 30</u>	Percentage of top 5% of earners from black and minority ethnic communities	3.85%	3.60%	8.26%	4.00%		✓
<u>PI 31</u>	Percentage of top 5% of earners who have a disability	3.85%	6.40%	0.00%	4.00%		✓
<u>PI 32</u>	Early retirements as a percentage of the total workforce	0.51%	0.00%	0.18%	0.40%		✓
<u>PI 33</u>	Ill health retirements as a percentage of the total workforce	0.00%	0.00%	0.36%	0.20%		✓
<u>PI 34</u>	Percentage of disabled staff in the workforce	5.97%	5.20%	3.91%	6.00%		✓
<u>PI 35</u>	Percentage of staff from ethnic minorities in the workforce	5.01%	3.20%	4.23%	5.20%		✓

Performance Indicators 2010-13

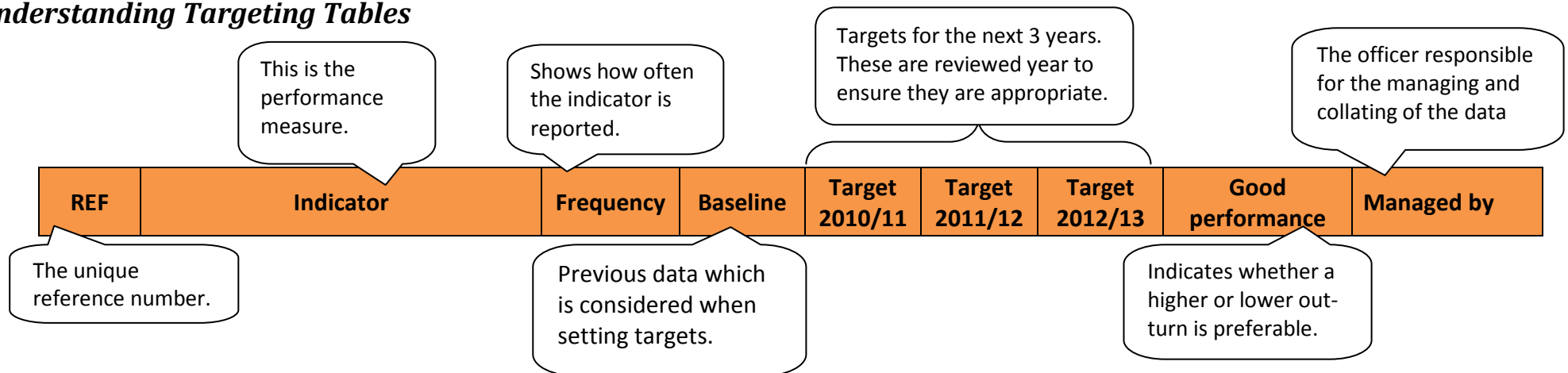
The Council's overall aim is for continuous improvement. However, the current economic crisis means that we cannot do everything that we would like. Inevitably, performance against some targets will remain static or perhaps reduce over the next three years. This is reflected in the targets set for the performance indicators set out over the next few pages. In setting targets for the next three years the Council has considered available resources, whether a service is statutory, national and local priorities, as well as current performance and how this compares nationally. Targets are both challenging and realistic.

There are also a number of indicators where either responsibility is shared or where the Council has little or no influence on these indicators, but they are still useful in measuring progress against the key objectives in the Strategic Plan. The Council will continue to report these PIs and will work with the Local Strategic Partnership (LSP) to establish jointly agreed targets.

This year the Council has aligned all performance indicators including the National Indicators that are available at a district level against the key objectives as set out in the Strategic Plan 2009-12 2010/11 Update. This will allow us to assess progress towards the key objectives and ultimately our priorities.

There are also a number of new performance indicators this year and, where possible, baselines have been included or will be set during 2010/11.

Understanding Targeting Tables



Targets 2010-13

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
A place to achieve, prosper and thrive								
Key Objective 001: Increase the prosperity of the borough by stimulating investment and working with existing businesses to create a distinctive local economy								
KPI 001	Percentage of total spend with local suppliers	Quarterly	26%	30%	33%	35%	↑	David Tibbit
KPI 002	Number of businesses in the borough	Annual	5860 (2008)	To be confirmed when data is available (December 2010).			↑	John Foster
KPI 003	Gap between Median wage of employees (Resident based) Median wage of employees (Workplace)	Annual	N/A	£100	£100	£80	↓	John Foster
KPI 005	Percentage of business starter units occupied	Quarterly	100%	75%	85%	85%	↑	Chris Finch
NI 171	New business registration rate	Annual	60.3 (2008)	LSP to agree targets			↑	John Foster
NI 172	Percentage of small businesses in the borough showing growth	Annual	14.3% (2008)	LSP to agree targets			↑	John Foster
Key Objective 002: Raise skills levels and reduce worklessness, including matching the skills of the workforce to the needs of local business								
KPI 006	Unemployment rate	Quarterly	2.9%	LSP to agree targets			↓	John Foster

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	Annual	5.3% (2008/09)	LSP to agree targets			↓	John Foster
NI 151	Overall Employment rate (working-age)	Annual	80.1% (2008/09)	LSP to agree targets			↑	John Foster
NI 152	Working age people on out of work benefits	Annual	8.2% (2008/09)	LSP to agree targets			↓	John Foster
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	Annual	69.1% (2008)	LSP to agree targets			↑	John Foster
NI 173	Flows on to incapacity benefits from employment	Annual	None	LSP to agree targets			↓	John Foster
Key Objective 003: Achieve regeneration focussing on enhancing the attractiveness of the Town Centre through initiatives like the High Street public realm projects								
KPI 007	Footfall in the High Street	Triennial	538,000 per week			570,280 (6% increase)	↑	Sue Whiteside
KPI 008	Percentage of units let in town centre	Annual	N/A	Set baseline	1% increase	1% increase	↑	John Foster
Key Objective 004: Improve outcomes for vulnerable people and minimise the negative effects of the recession								
KPI 009	Number of households prevented from becoming homeless through the intervention of housing advice	Quarterly	533	300	325	359	↑	John Littlemore
KPI 010	Number of people helped through the 'Staying put Partnership'	Quarterly	1047	1200	1300	1400	↑	John Littlemore

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
KPI 011	Number of homes occupied by vulnerable people made decent	Quarterly	222	175	175	175	↑	John Littlemore
NI 32	Repeat incidents of domestic violence	Annual	2009/10 data not yet released	LSP to agree targets			↓	David Hewetson
NI 34	Domestic violence – murder	Annual					↓	David Hewetson
NI 138	Satisfaction of people over 65 with both home and neighbourhood	Biennial	87%	88%		89%	↑	Community Partnerships Manager
NI 139	The extent to which older people receive the support they need to live independently at home	Biennial	28.50%	31%		33%	↑	Community Partnerships Manager
NI 156	Number of households living in temporary accommodation	Quarterly	38*	60	55	50	↓	John Littlemore
Key Objective 005: Reduce traffic congestion and support economic growth through the development of a sustainable transport strategy								
KPI 012	Number of onboard Park & Ride bus transactions	Quarterly	445,129	450,000	455,500	459,000	↑	Clive Cheeseman
KPI 013	Average journey time per mile during the morning peak (min.secs)	Annual	3.28* (2009)	LSP to agree targets			↓	Jim Boot
NI 47	People killed or seriously injured in road traffic accidents	Annual	-4.2% (2008/09)	LSP to agree targets			↑	Steve Goulette
NI 48	Children killed or seriously injured in road traffic accidents	Annual	22.7%*	LSP to agree targets			↑	Steve Goulette

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
A place that is clean and green								
Key Objective 006: Enhance the Council's parks, green spaces and natural habitats through initiatives like the Mote Park improvement project								
KPI 014	Footfall in Mote Park	Quarterly	N/A	Set baseline	3% increase	3% increase	↑	Jason Taylor
PS 001	Satisfaction with parks and open spaces (Place Survey)	Biennial	73%	75%		76%	↑	Jason Taylor
KPI 015	Improvements to the accessibility of parks and open spaces measured through footfall (compared to previous year)	Quarterly	34% (16397)	1%	1%	1%	↑	Jason Taylor
KPI 016	Improvements to the quality of parks as measured through quality audits	Biennial	9%		1%		↑	Jason Taylor
KPI 017	Percentage of local land with nature reserve	Biennial	N/A	Set baseline		1% increase	↑	Jason Taylor
KPI 018	Percentage of land in Local Authority holdings currently managed to enhance biodiversity	Biennial	N/A	Set baseline		3% increase	↑	Jason Taylor
Key Objective 007: Maintain a clean and pleasant environment for people who live in and visit the borough								
KPI 019	Satisfaction with street cleaning	Quarterly	64%	67%	69%	71%	↑	Jonathan Scott
PS 002	Satisfaction with keeping public land clear of litter and refuse (Place Survey)	Biennial	60%	63%		65%	↑	Jonathan Scott

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
NI 195a	Improved street and environmental cleanliness - Litter	Annual	0%*	1%	1%	1%	↓	Jonathan Scott
NI 195b	Improved street and environmental cleanliness - Detritus	Annual	3%*	6%	5%	4%	↓	Jonathan Scott
NI 195c	Improved street and environmental cleanliness - Graffiti	Annual	1%*	1%	1%	1%	↓	Jonathan Scott
NI 195d	Improved street and environmental cleanliness - Fly posting	Annual	0%*	0%	0%	0%	↓	Jonathan Scott
NI 196	Improved street and environmental cleanliness – fly tipping	Annual	3 not effective*	1 very effective	1 very effective	1 very effective	↓	Jonathan Scott
Key Objective 008: Reduce carbon emissions across the borough and improve air quality								
NI 186	Per capita reduction in CO2 emissions in local authority area	Triennial	6.5 tonnes (2007)		11.2% decrease		↓	Jennifer Hunt
NI 194	Percentage reduction in NOx and primary PM10 emissions through local authority's estate and operations	Annual	No data has been released.	To be set when out-turn is available.			↑	Jennifer Hunt
Key Objective 009: Reduce the Council's carbon footprint and improve the use of other natural resources, whilst ensuring the Council is planning to adapt to climate change								
KPI 021	Council's water consumption in operational buildings (m ³)	Bi-annual	24,119	23,500	23,000	22,500	↓	David Tibbit
NI 185	CO2 reduction from local authority operations	Annual	6157 (2008)	3% decrease (5451)	3% decrease (5287)	3% decrease (5128)	↓	David Tibbit

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
NI 188	Planning to Adapt to Climate Change	Annual	Level 1*	Level 3	Level 4	Level 4	↑	Jim Boot
NI 189	Flood and coastal erosion risk management	Annual	100%*	90%	90%	90%	↑	David Harrison
Key Objective 10: Reduce the amount of waste produced by local people and increase the proportion of waste reused or recycled								
KPI 022	Satisfaction with refuse collection services	Quarterly	95%	88%	90%	92%	↑	Jennifer Gosling
KPI 023	Satisfaction with recycling services	Quarterly	91%	80%	83%	85%	↑	Jennifer Gosling
PS 003	Satisfaction with doorstep recycling service (Place Survey)	Biennial	56%	60%		62%	↑	Jennifer Gosling
PS 004	Satisfaction with refuse collection (Place Survey)	Biennial	85%	88%		90%	↑	Jennifer Gosling
KPI 024	Number of missed bins per 100,000	Quarterly	23.8	20	18	16	↓	Jennifer Gosling
NI 192	Percentage of household waste sent for reuse, recycling and composting	Quarterly	30.06%*	34%	38%	40%	↑	Jennifer Gosling
NI 191	Residual household waste per household (kgs)	Quarterly	592.8kg*	574.3kg	541.2kg	523.7kg	↓	Jennifer Gosling
A place with strong, healthy and safe communities								
Key Objective 011: Improve social, economic and environmental outcomes for communities in priority areas								
KPI 025i	Number of crimes per 1,000 population (Park Wood)	Annual	147.4	LSP to agree targets			↓	David Hewetson

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
KPI 025ii	Number of crimes per 1,000 population (High Street)	Annual	357.9	LSP to agree targets			↓	David Hewetson
KPI 025iii	Number of crimes per 1,000 population (Shepway North)	Annual	78.6	LSP to agree targets			↓	David Hewetson
KPI 025iv	Number of crimes per 1,000 population (Shepway South)	Annual	78.6	LSP to agree targets			↓	David Hewetson
KPI 026i	Average unemployment rate (Park Wood)	Annual	3.3%	LSP to agree targets			↓	John Foster
KPI 026ii	Average unemployment rate (High Street)	Annual	3.4%	LSP to agree targets			↓	John Foster
KPI 026iii	Average unemployment rate (Shepway North)	Annual	1.7%	LSP to agree targets			↓	John Foster
KPI 026iv	Average unemployment rate (Shepway South)	Annual	2.3%	LSP to agree targets			↓	John Foster
NI 119i	Self-reported measure of people's overall health and wellbeing (Parkwood)	Biennial	N/A	LSP to agree targets			↑	Jane Coombes
NI 119ii	Self-reported measure of people's overall health and wellbeing (High Street)	Biennial	N/A	LSP to agree targets			↑	Jane Coombes

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
NI 119iii	Self-reported measure of people's overall health and wellbeing (Shepway North)	Biennial	N/A	LSP to agree targets			↑	Jane Coombes
NI 119iv	Self-reported measure of people's overall health and wellbeing (Shepway South)	Biennial	N/A	LSP to agree targets			↑	Jane Coombes
Key Objective 012: Improve the health of people living in the borough and reduce health inequalities								
KPI 027	Percentage of people attending a choosing health programme reporting positive outcomes	Bi-annual	N/A	Establish baseline	5%	5%	↑	Jane Coombes
NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	Annual	1,156 (2008/09)	LSP to agree targets			↓	Jane Coombes
NI 55	Obesity in primary school age children in Reception	Annual	10.7 (2008/09)	LSP to agree targets			↓	Jane Coombes
NI 119	Self-reported measure of people's overall health and wellbeing	Biennial	78% (2008)	80%		81%	↑	Jane Coombes
NI 120	All-age all cause mortality rate	Annual	536.58 (2008)	LSP to agree targets			↓	Jane Coombes
NI 121	Mortality rate from all circulatory diseases at ages under 75	Annual	59.86 (2008)	LSP to agree targets			↓	Jane Coombes
NI 122	Mortality rate from all cancers at ages under 75	Annual	105.44 (2008)	LSP to agree targets			↓	Jane Coombes
Key Objective 013: Make people feel safer where they live								
KPI 028	Recorded crime per 1,000 population	Quarterly	65.45	59.3	59.3	59.3	↓	David Hewetson

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
KPI 029	Percentage of residents feeling safe walking in the area where they live in the dark	Quarterly	70%	74%	75%	76%	↑	David Hewetson
BV 174	Number of racial incidents recorded by the Council per 100,000 population	Quarterly	0.00%	0.00%	0.00%	0.00%	↓	Community Partnerships Manager
NI 15	Serious violent crime (per 1,000 population)	Annual	0.35*	LSP to agree targets			↓	David Hewetson
NI 16	Serious acquisitive crime (per 1,000 population)	Annual	9.51*				↓	David Hewetson
NI 17	Perceptions of anti-social behaviour	Biennial	14%	12%		10.5%	↓	David Hewetson
NI 20	Assault with injury crime rate (per 1,00 population)	Annual	5.54*	LSP to agree targets			↓	David Hewetson
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police	Biennial	26%	28%		30%	↑	David Hewetson
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	Biennial	30%	32%		34%	↑	David Hewetson
NI 23	Perceptions that people in the area treat one another with respect and consideration	Biennial	28%	30%		32%	↑	David Hewetson
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police	Biennial	26%	28%		30%	↑	David Hewetson

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
NI 29	Gun crime rate (per 1,000 population)	Annual	0.1*	LSP to agree targets			↓	David Hewetson
NI 30	Re-offending rate of prolific and priority offenders	Annual	2009/10 data not released	LSP to agree targets			↓	David Hewetson
NI 35	Building resilience to violent extremism	Annual	3.5*	4	5	5	↑	David Hewetson
NI 36	Protection against terrorist attack	Annual	2009/10 data not released	LSP to agree targets			↑	David Hewetson
NI 37	Awareness of civil protection arrangements in the local area	Annual	15%	18%		20%	↑	David Harrison
NI 41	Perceptions of drunk or rowdy behaviour as a problem	Annual	23%	21%		19%	↓	David Hewetson
NI 42	Perceptions of drug use or drug dealing as a problem	Annual	21%	19%		17%	↓	David Hewetson
Key Objective 014: Engage communities so people have the opportunity to participate and have a real say in what happens in their local area								
KPI 030	Number of members registered with volunteer centres	Annual	2,825	2% increase (2,881)	2% increase (2,937)	2% increase (2,993)	↑	Community Partnerships Manager
KPI 031	Percentage of those entitled to vote registered to do so	Annual	95.19%	95.20%	95.21%	95.22%	↑	Neil Harris
KPI 032	Local election turn-out	Annual	36.7%	33%	33%	33%	↑	Neil Harris
KPI 033	Total number of web hits on web cast meetings	Quarterly	18,296	15,000	15,500	16,000	↑	Neil Harris

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
NI 1	Percentage of people who believe people from different backgrounds get on well together in their local area	Biennial	80.50%	82%		84%	↑	Community Partnerships Manager
NI 2	Percentage of people who feel that they belong to their neighbourhood	Biennial	59%	62%		64%	↑	Community Partnerships Manager
NI 3	Civic participation in the local area	Biennial	13%	15%		16.50%	↑	Neil Harris
NI 4	Percentage of people who feel they can influence decisions in their locality	Biennial	25.40%	30%		32%	↑	Neil Harris
NI 5	Overall / general satisfaction with local area	Biennial	85%	86%		88%	↑	Roger Adley
NI 6	Participation in regular volunteering	Biennial	24.7%	27%		29%	↑	Community Partnerships Manager
A place to live and enjoy								
Key Objective 015: Encourage more adults and children to participate in sport								
KPI 034	Take-up of council funded activities (Sports & Play)	Quarterly	75%	77%	79%	81%	↑	Jacqueline Bobb
KPI 035	Satisfaction with the leisure centre	Quarterly	52%	55%	57%	59%	↑	Jason Taylor
KPI 036	Number of users at the leisure centre	Quarterly	524,620	550,850	577,080	603,310	↑	Jason Taylor
PS 005	Satisfaction with sports and leisure facilities (Place Survey)	Biennial	43%	45%		47%	↑	Jason Taylor

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
NI 8	Adult participation in sport and active recreation	Annual	23.60%	23.8%	24.6%	25.4%	↑	Jacqueline Bobb
Key Objective 016: Improve the cultural offering of the borough through projects like the Museum East Wing Extension								
KPI 037	Visits or uses of the museum per 1,000 population	Quarterly	804	800	1000	1500	↑	Simon Lace
KPI 038	Satisfaction with the museum	Quarterly	94%	85%	90%	92%	↑	Simon Lace
KPI 039	Percentage of all available tickets sold at the Hazlitt	Quarterly	62%	65%	67%	69%	↑	Mandy Hare
KPI 040	Donations received for the Museum's East Wing Extension	Quarterly	N/A	330,000	715,000	1,100,000	↑	Simon Lace
PS 006	Satisfaction with museums and galleries (Place Survey)	Biennial	58%	60%		64%	↑	Simon Lace
PS 007	Satisfaction with theatres and concert halls (Place Survey)	Biennial	44%	46%		48%	↑	Mandy Hare
KPI 041	Number of students benefiting from the Museum's educational service	Quarterly	7,950	6,500	9,000	10,000	↑	Simon Lace
NI 11	Engagement in the arts	Annual	49.30%*	49.8%	50.3%	50.8%	↑	Sarah Robson
Key Objective 017: Deliver enough of the right type of well designed new homes where they are needed, maximising the numbers of affordable homes								
BV 106	Percentage of development of brownfield sites as a percentage of all development in the borough	Annual	86%*	60%	60%	60%	↑	Michael Thornton
NI 154	Net additional homes provided	Annual	399*	180	150	50	↑	Sue Whiteside

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
NI 155	Number of affordable homes delivered (gross)	Quarterly	399*	180	150	50	↑	John Littlemore
NI 159	Supply of ready to develop housing sites	Annual	113%*	100%	100%	100%	↑	Sue Whiteside
Key Objective 018: Improve the condition, accessibility and energy efficiency of existing housing, including reducing fuel poverty								
KPI 042	Number of Energy Advice Surveys	Quarterly	3,401	200	200	200	↑	John Littlemore
BV 64	Number of private sector vacant dwellings that are returned to occupation or demolished as a result of local authority action	Quarterly	83	60	60	60	↑	John Littlemore
KPI 043	Average time taken to process disabled facilities grants (weeks)	Quarterly	4.5 weeks	4.5	4.5	4.5	↓	John Littlemore
NI 187	Tackling Fuel Poverty	Annual	13.74%*	13%	12.5%	12%	↓	John Littlemore
Key Objective 19: Better meet the accommodation needs of the Gypsy and Traveller community								
KPI 044	Satisfaction with local sites (Gypsies and Travellers)	Annual	N/A	Establish Baseline	2% increase	2% increase	↑	John Littlemore
Key Objective 20: Improve the quality of the built environment including protecting the borough's heritage and ensuring new developments are well designed								
BV 219b	Percentage of conservation areas in the local authority area with an up-to date character appraisal	Annual	29.27%	29.27%	39%	43.90%	↑	Michael Thornton

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
KPI 045	MBC success rate at planning appeals (rolling 6 months)	Bi-annual	N/A	70%	72%	74%	↑	Rob Jarman
KPI 046	Percentage of major planning applications having pre-application discussions	Annual	100%	90%	90%	90%	↑	Rob Jarman
KPI 047	Percentage of planning enforcement cases signed off within 21 days	Quarterly	83.80%	80%	83%	86%	↑	Rob Jarman
NI 157a	Processing of planning applications - majors	Quarterly	80.04%*	77%	78%	79%	↑	Rob Jarman
NI 157b	Processing of planning applications - minors	Quarterly	89.10%*	87%	89%	91%	↑	Rob Jarman
NI 157c	Processing of planning applications - other	Quarterly	93.40%*	92.10%	92.10%	92.10%	↑	Rob Jarman
A place with efficient and effective public services								
Key Objective 21: Deliver more efficient and effective Council services and increase value for money								
KPI 048	Value of fraud identified by the fraud partnership	Annual	£825,417	3% increase	3% increase	3% increase	↑	Steve McGinnes
KPI 049	Total savings over 3 years identified by reviews and agreed by Cabinet/Cabinet member within period	Quarterly	£938,200	To be confirmed when review programme is agreed.			↑	Angela Woodhouse
KPI 050	Net cost of collecting Council Tax per chargeable dwelling	Annual	£8.16	In line with inflation	In line with inflation	In line with inflation	↓	Steve McGinnes

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
BV 86	Cost of household waste collection	Annual	£63.50	In line with inflation	In line with inflation	In line with inflation	↓	Jonathan Scott
KPI 051	Satisfaction with complaint handling	Quarterly	55%	55%	57%	59%	↑	Angela Woodhouse
KPI 052	Percentage of complaints resolved within the specified timescale	Quarterly	95%	96%	97%	98%	↑	Angela Woodhouse
KPI 053	Percentage of appeals to the National Parking Adjudication service in which the Council was successful	Quarterly	26%	Between 20% and 30%	Between 20% and 30%	Between 20% and 30%	↑	Jeff Kitson
KPI 054	Spend in collaboration with other authorities as percentage of total spend	Quarterly	9.48%	12.50%	15%	17.50%	↑	David Tibbit
KPI 055	Overall satisfaction with the Benefits service	Quarterly	93%	95%	95%	95%	↑	Steve McGinnes
KPI 056	Percentage of benefit claims calculated correctly	Quarterly	96.20%	96.50%	97.50%	99%	↑	Steve McGinnes
PS 008	Percentage of people agreeing that the authority provides value for money (Place Survey)	Biennial	32%	32.50%		33%	↑	Steve Goulette
PS 009	Satisfaction with the way the Council runs things (Place Survey)	Biennial	44%	47%		49%	↑	Roger Adley
BV 8	Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms	Quarterly	96.50%	97%	98%	99%	↑	Paul Riley

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
BV 9	Percentage of Council Tax collected	Quarterly	98.50%	98.50%	98.60%	98.70%	↑	Steve McGinnes
BV 10	Percentage of National Non-Domestic Rates collected	Quarterly	97%	97%	97.10%	97.20%	↑	Steve McGinnes
BV 11a	Percentage of top-paid 5% of staff who are women	Annual	20.65%	20%	20%	20%	↑	Patricia Bax
BV 11b	Percentage of top 5% of earners from black and minority ethnic communities	Annual	8.26%	4%	4%	4%	↑	Patricia Bax
BV 11c	Percentage of top 5% of earners who have a disability	Annual	0.00%	4%	4%	4%	↑	Patricia Bax
BV 12	Proportion of working days lost to sickness absence per employee (rolling year)	Quarterly	7.8	7.5	7.5	7.5	↓	Patricia Bax
BV 14	Early retirements as a percentage of the total workforce	Annual	0.18%	0.40%	0.40%	0.40%	↓	Patricia Bax
BV 15	Ill health retirements as a percentage of the total workforce	Annual	0.36%	0.20%	0.20%	0.20%	↓	Patricia Bax
BV 16a	Percentage of disabled staff in the workforce.	Quarterly	5.75%	5%	5%	5%	↑	Patricia Bax
BV 17a	Percentage of staff from ethnic minorities in the workforce.	Quarterly	4.23%	4.20%	4.20%	4.20%	↑	Patricia Bax
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	Annual	£955,000 (08/09)	£900,890	To be set following the Comprehensive Spending Review 2010		↑	Paul Riley

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Quarterly	8.12 days	8.12 days	8 days	8 days	↓	Steve McGinnes
NI 182	Satisfaction of business with local authority regulation services	Annual	78%*	80%	82%	84%	↑	Clare Wood
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	Annual	87%*	89%	91%	93%	↑	Sheila Davidson
Key Objective 22: Ensure people can access a wider range of services in ways that suit them								
KPI 057	Percentage of financial transactions not carried out on-line or by direct debit/standing order	Quarterly	15.40%	15%	14.50%	14%	↓	Georgia Hawkes
KPI 058	Average wait time of calls into the Contact Centre	Quarterly	59 secs	50 secs	50 secs	50 secs	↓	Sandra Marchant
KPI 059	Percentage of Visitors to the Gateway responded to by a Customer Services Advisor within 20 minutes	Quarterly	72.49%	72%	72%	72%	↑	Sandra Marchant
KPI 060	Satisfaction with borough update	Annual	91.42%	92%	92%	92%	↑	Roger Adley
NI 14	Avoidable contact	Quarterly	14.73%	13.50%	12.50%	11.50%	↓	Sandra Marchant

REF	Indicator	Frequency	Baseline	Target 2010/11	Target 2011/12	Target 2012/13	Good performance	Managed by
Key Objective 23: Improve the delivery of community services to local people through an effective Local Strategic Partnership								
KPI 061	Percentage of actions within Sustainable Community Strategy action plans completed within timeframe	Annual	N/A	Refresh SCS	90%	90%	↑	John Foster
NI 140	Fair treatment by local services	Biennial	76%	78%		80%	↑	Community Partnerships Manager

Data Quality Policy

As an Excellent Council, the Council uses data to inform, to help it measure its services to the public, to benchmark cost and performance and to set targets to improve performance, reduce cost and improve customer care. The Leader of the Council will lead and champion data quality issues.

To be effective, it is vital that data is produced in a timely fashion, accurately and that it is fit for its intended purpose. To this end, the Council has agreed a procedure for gathering data and an action plan for ensuring that systems are in place for assuring data quality.

The Council works in partnership with other organisations therefore it is important that data provided by partners and other third parties is accurate. Managers will make arrangements to ensure that third party data is in line with authority standards where appropriate.

Given the authority's strategic commitment to data quality, the updated policy has been approved by the Leader of the Council and applies to all business areas in relation to data collection, recording, analysis and reporting. National standards for data quality are also taken into account.

Data Quality Assurance Procedure

As part of the Council's Data Quality Policy the following assurance procedure relating to systems and the production of performance data has been adopted:

Assuring systems

1. Overall responsibility for data quality at a strategic level lies with the Chief Executive; however, operational responsibility has been assigned to heads of service and section managers on their behalf.
2. Within service plans, each section manager will produce a statement on how they will assure data quality and publicise expectations to staff. Where appropriate this will cascade into performance appraisals.
3. Heads of service and section managers will ensure that appropriate systems are in place to collate performance data ('right first time'), that they are fit for purpose and that procedure notes/manuals are in place for business-critical systems and that these are reviewed and updated as appropriate.
4. Heads of service and section managers will provide the relevant training to staff where appropriate to ensure they are aware of how data quality relates to their work and what the

requirements for assuring data quality. Where appropriate data champions will be appointed and national, key and local performance indicator comparisons sought.

5. Heads of service and section managers will ensure that appropriate risk management and business continuity management arrangements are in place, paying particular attention to the areas highlighted below:

- Where there is a high volume of data transactions;
- Technically complex performance information/definition guidance;
- Problems identified in previous years;
- Inexperienced staff involved in data processing/performance information production;
- A system being used to produce new performance information; and
- Known gaps in the control environment.

6. Each performance indicator including national indicators (NI's), retained BVPI's, KPI's or other will have a designated officer ('the responsible officer') who will regularly monitoring progress against any targets that have been set, manage any

risks associated with the indicator and verify the accuracy of published outturns.

7. Outturn data will be produced as soon as is practicable after the required timescale has elapsed.

8. The responsible officer will ensure that calculations are checked by a colleague to reduce the potential for mistakes.

9. Working papers for audit inspection will be forwarded to the Policy and Performance Team and copies will also be maintained locally.

10. The responsible officer will sign a confirmation checklist to confirm that data has been produced accurately.

11. Heads of service will complete and sign a checklist to confirm that all data within their area of responsibility is correct.

12. The Council will work to ensure that financial and activity data collected as part of partnership working, particularly in the Mid Kent Improvement Partnership is checked and validated, as part of business cases and ongoing monitoring

Glossary

Baseline - Performance level either current or historic against which future improvement is measured.

Cross cutting - This refers to plans, strategies, action plans, performance standards that cut across more than one service.

GOSE - Government Office of the South East.

KCVS - Kent Crime and Victimisation Survey.

LAA - Local Area Agreement

Milestone - A significant stage or event in the process and or progress of a larger piece of work.

Outcome - The impact of Council activity on local people and the community.

Performance Standards - Verifiable, measurable levels of services in terms of quality, timing etc.

PI - Performance Indicator

Quartile - A statistical term describing a division of data into four defined intervals based upon the values of the data and how they compare to the entire set of observations.

Service Plan - A plan that sets out what the service aims to achieve operationally, how it will get there and how it will measure and assess progress.

Target - A target is the defining standard of success. A goal to be aimed for.

VFM - Value for Money.

Links

To find out more about performance management or performance indicators please see the links below.

- Audit Commission - <http://www.audit-commission.gov.uk/>
- Department of Communities and Local Government (DCLG) - <http://www.communities.gov.uk/corporate/>
- Local Government Association (LGA)- <http://www.lga.gov.uk/lga/core/page.do?pagelId=1>
- Kent Partnership - <http://www.kentpartnership.org.uk/>
- Office of National Statistics (ONS)- <http://www.statistics.gov.uk/>
- Improvement and Development Agency (I&DeA) - <http://www.idea.gov.uk/idk/core/page.do?pagelId=1>
- Maidstone Performance Pages - http://www.maidstone.gov.uk/council_and_democracy/priorities_performance.aspx

If you require any information about performance management at Maidstone or have any comments or queries about this document please write to the Policy and Performance Team, Maidstone House, King Street, Maidstone, ME15 6JQ. You can also call the office on 01622 602491 or email policyandperformance@maidstone.gov.uk