

Key Objectives, actions and performance measures Priority: A place to achieve, prosper and thrive					
Key Objective 2010/11	Performance Indicator	Action	Date	Officer	Cabinet Member
1. Increase the prosperity of the borough by stimulating investment and working with existing businesses to create a distinctive local economy	PI 2 - Percentage of total spend with local suppliers - Quarterly - David Tibbit	1.1 Work with West Kent partners to agree an investment framework over the next three year	Mar-11	John Foster	Cllr Malcom Greer
		1.2 Develop a Service Level Agreement with the Chamber of Commerce	Mar-11	John Foster	
	NI 171 - New business registration rate - Annual- John Foster NI 172 - Percentage of small businesses in the borough showing employment growth - Annual - John Foster	1.3 Launch visit maidstone website ,	Apr-10	John Foster	
		1.4 Develop initiatives to nurture our growth sectors of sustainable construction, financial and business services, creative industries and tourism through business links	Feb-11	John Foster	
	P1 - Number of businesses in the borough - Annual - John Foster NEW - Median wage of employees - a)work place and b) resident- Annual - John Foster	1.5 Adopt and implement the five year tourism strategy	Apr-10	John Foster	
		1.6 Increase membership of the Kent Conference Bureau and meet income targets	Dec-10	John Foster	
	P3 - Percentage of business starter units occupied - Quarterly - Chris Finch	1.7 Respond to the review of Heart of Kent	Jun-10	John Foster	
2. Raise skills levels and reduce worklessness, including matching the skills of the workforce to the needs of local business	NI 152 - Working age people on out of work benefits - Annual - John Foster NI 117 - 16 – 18 year olds who are not in education, employment or training (NEET) - Annual	2.1 Open the Senacre Skills studio	Updated to be provided by September 2010	John Foster	Cllr Malcolm Greer /Cllr Marion Ring
		2.2 Establish relationship with successor to learning and skills Council	Sep-10	John Foster	
	P 6 - Unemployment rate- Quarterly - John Foster	2.3 Future of Oakwood campus to establish land use plan	Jun-11	John Foster	
	NI 151 - Overall employment rate (working age) - Annual - John Foster NI 173 - Flows on to incapacity benefit - Annual - John Foster NI 163 - Working age population qualified to level 2 or higher - Annual	2.4 Work with Mid Kent College to establish an action plan for the redevelopment of Oakwood and research into course curriculum	Jun-11	John Foster	

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3. Achieve regeneration focussing on enhancing the attractiveness of the Town Centre through initiatives like the High Street public realm projects	SCS - Footfall in Town centre - Bi-ennial - Louise Taylor	3.1 Progress the High Street public realm project to implementation	work to commence Autumn 2010	John Foster	Cllr Chris Garland/Cllr Malcolm Greer
		3.2 Develop a new Town Centre Management Service Level Agreement	May-10	Alison Broom	
	NEW - Percentage of units let in town centre - Annual - John Foster	3.3 Secure the land necessary for riverside walkway	Sep-10	John Foster	
		3.4 Deliver the Town Centre Action Area Plan study and incorporate into the LDF core strategy for public consultation	Aug-10	Michael Thornton	
		3.5 Deliver the main objectives in the regeneration statement	Individual actions to implemented as per statement . Update to be provided on progress September 2010	Michael Thornton /John Foster	
		3.6 Deliver actions/milestones within the asset management strategy	Individual actions to implemented as per plan. Update to be provided on progress September 2010	David Tibbit	
		3.7 Establish the best method of bringing forward Council owned sites for regeneration	Jun-10	David Tibbit	
		3.8 Deliver actions within the Arts Development strategy	Individual actions to implemented as per plan. Update to be provided on progress September 2010	Wendy Hegley and Sarah Robson	

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4. Improve outcomes for vulnerable people and minimise the negative effects of the recession	NI 156 - Number of households living in temporary accommodation - Annual - John Littlemore	4.1 Review the initial results of the Equity release pilot scheme	Jul-10	Zena Cooke	Cllr Chris Garland/Cllr Malcolm Greer
	L8 - Number of households prevented from becoming homeless through the intervention of housing advice - Quarterly - John Littlemore PI 15 - Average number of households in bed and breakfast - Quarterly - John Littlemore	4.2 Provide a range of measures to minimise the effects of the recession housing including: the county court debt service and the homelessness prevention fund	Sep-10	John Littlemore	
	S 5 - Number of people helped through the 'Staying put Partnership' - Quarterly - John Littlemore NI 138 - Satisfaction of people over 65 with both home and neighbourhood - Biennial	4.3 Influence the five year supporting people strategy to ensure that services provided to the most vulnerable in Maidstone are protected or enhanced	Jun-10	John Littlemore	
	L 5 - Number of homes occupied by vulnerable people made decent - Quarterly - John Littlemore	4.4 Improve accessibility to the right type of home through enhanced housing advice and promote opportunities for choice.	Oct-10	John Littlemore	
	NI 32 - Repeat incidents of domestic violence - Annual - David Hewetson NI 34 - Domestic violence - murder - Annual	4.5 Promote awareness of domestic violence and tackle the effects of domestic violence through timely and appropriate intervention.	Sep-10	John Littlemore	
	NI 139 - The extent to which older people receive the support they need to live independently - Bi-annual - Paul Taylor	4.6 Improve communication of existing services to residents through 'Make it Maidstone'	Aug-10	Roger Adley	
5. Reduce traffic congestion and support economic growth through the development of a sustainable transport strategy	C 13 - Number of onboard Park & Ride transactions - Quarterly - Clive Cheeseman	5.1 Explore Maidstone parkway on high speed one	Autumn 2010	Brian Morgan	Cllr Malcolm Greer/Cllr Mark Wooding
	NEW - Average journey time per mile during the morning peak - Annual - Jim Boot NI 47 - People killed or seriously injured in road traffic accidents - Annual	5.2 Produce an infrastructure Delivery Plan (including the transport hub package) documents for public consultation	Aug-10	Sue Whiteside	
	NI 48 - Children killed or seriously injured in road traffic accidents - Annual	5.3 With partners implement recommendations from the Maidstone Road Safety Review.	May-10	Angela Woodhouse	
		5.4 Lobby as part of rail utilisation strategy and approach government and network rail to improve the network and link to the borough inc. revision of the timetable to the provision of Thameslink and connection	Sep-10	Brian Morgan	
		5.5 Decide the future approach to the All saints Link Road and Bridge Gytratory Widening	Autumn 2010	Brian Morgan	

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Priority: A place that is clean and green					
6. Enhance the Council's parks, green spaces and natural habitats through initiatives like the Mote Park improvement project	NEW - Footfall in Mote park - Quarterly - Jason Taylor	6.1 Implement actions from the local biodiversity action plan	Sep-10	Jason Taylor	Cllr Brian Moss
	PS - Satisfaction with parks and open spaces (Place survey) - Biennial- Jason Taylor C 1 - Improvements to the accessibility of parks and open spaces measured through footfall- Quarterly - Jason Taylor	6.2 Produce a management plan for parks and open spaces identifying standards for maintenance in these areas	Aug-10	Jason Taylor	
	C 2 - Improvements to the quality of parks as measured by quality audits - Annual - Jason Taylor C7 - Percentage of land with local nature reserve - Annual - Jason Taylor C8 - Percentage of local authority holdings managed to enhance biodiversity - Annual - Jason Taylor	6.3 Complete key stages of Mote Park regeneration project bid	Apr-10	Jason Taylor	
7. Maintain a clean and pleasant environment for people who live in and visit the borough	NI 195(abcd)- Improved Street and Environmental Cleanliness - Annual - Jonathan Scott	7.1 Implement changes to street cleansing following the street cleansing review	Individual actions to implemented as per programme . Update	Jonathan Scott	Cllr Mark Wooding
	NI 196 - Improved Street and Environmental Cleanliness - Fly-tipping - Annual - Martyn Jaynes	7.2 Proactively work with partners to improve the cleanliness of private land	Sep-10	Jonathan Scott	
	PI 5 - Satisfaction with Street Cleaning - Quarterly - Jonathan Scott	7.3 Undertake initiatives to improve education of people living in and visiting the borough in relation to the maintain and clean environment	Individual actions to implemented as per timetable of events. Update to be provided on progress September 2010	Jonathan Scott	
	PS - Satisfaction with keeping public land clear of litter and refuse - Bi-ennial - Jonathan Scott	7.4 Pursue an intelligence led approach to environmental enforcement by developing partnerships with other agencies	Sep-10	Jonathan Scott	
		7.5 Undertake initiatives to educate and engage with people living in and visiting the borough in relation to preserving a clean and tidy borough	Sep-10	Jonathan Scott	
		7.6 Implement the action plan within the Contaminated Land Strategy	Sep-10	John Newington	

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8. Reduce carbon emissions across the borough and improve air quality	NI 186 -Per capita reduction in CO2 emissions in local authority area -Annual - Jennifer Hunt	8.1 Develop an evidence base to determine renewable and efficient energy sources for inclusion within the core strategy		Michael Thornton Dec-10	Cllr Mark Wooding
	NI 194 - Air Quality - Percentage reduction in Nox and primary PM10 emissions through local authority's estate and operations - Annual -	8.2 Work with Kent Energy Efficiency Partnership to promote the Kent Action to Save Heat scheme across the borough.		Mar-11 John Littlemore	
		8.3 Implement actions related to borough wide carbon emissions from the Carbon reduction action plan	Individual actions to implemented as per plan. Update to be provided on progress September 2010	John Littlemore	
		8.4 Develop and Implement actions identified in the air quality action plan	Sep-10	John Newington	
		8.5 Promote to residents home energy checks and tailored reports from the Energy Savings Trust.	Scheme is be reviewed to see if still in place September 2010	John Littlemore	

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9. 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	NI 185 - CO2 reduction from local authority operations - Annual - Jennifer Hunt NI 188 - Planning to adapt to climate change - Annual - Jim Boot C 3 - Reduction in Council's carbon footprint - Bi-annual- Jennifer Hunt C 9 - Carbon Dioxide (Co2) emissions from energy consumption in operational buildings - Bi-annual - David Tibbit C 10 - Council's water consumption in operational buildings (M3) - Bi-annual - David Tibbit NI 189 - Flood and coastal erosion risk management - Annual - David Harrison	9.1 Install solar photovoltaic panels on the roof of the museum to generate green electricity	Jul-11	Simon Lace	Cllr Mark Wooding
		9.2 Development of stage 3 (NI188) of the Climate Change Adaptation action plan	Mar-11	Jim Boot	
		9.3 Install ground source heat pump at the Maidstone museum	Jul-11	Simon Lace	
		9.4 To complete programme of thermographic surveys of Council buildings	May-10	David Tibbit	
		9.5 Use surveys to plan programme of energy efficient initiatives and set timetable of new programme	Sep-10	David Tibbit	
		9.6 Reduce CO2 limits for lease car fleets	Sep-10	David Tibbit	
		9.7 Introduce phased programme of smart metering	Apr-11	David Tibbit	
		9.8 Identify opportunities for renewable energy on new projects.	Review September 2011	John Littlemore	
		9.9 Implement actions related to the Council's operations from the Carbon reduction action plan	Individual actions to implemented as per plan. Update to be provided on progress September 2010	John Littlemore	
		9.10 Maintain annual 3% reduction in Carbon emissions from Councils operations	Jun-10	John Littlemore	
		9.11 Implement the Strategic Flood Risk assessment actions (stage 1)	Apr-10	Michael Thornton	
		9.12 Complete the Water Cycle study and identify and deliver future actions	Individual actions to implemented as per plan. Update to be provided on progress September 2010	Michael Thornton	

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10. Reduce the amount of waste produced by local people and increase the proportion of waste reused or recycled	NI 191 - Residual waste per household - Quarterly - Jen Gosling PI 8 - Satisfaction with the waste collection service - Quarterly - Jen Gosling PI 9 Satisfaction with kerbside recycling service - Quarterly - Jen Gosling PS - Satisfaction with refuse collection PS - Satisfaction with doorstep recycling service - Biennial - Jen Gosling C12/NI 192 - Percentage of waste sent for recycling, reuse or composting - Quarterly - Jen Gosling C11 - Number of missed collections per 100,000 - Quarterly - Jen Gosling	10.1 Deliver actions within the Waste and Recycling Best Value review implementation plan	Individual actions to implemented as per plan. Update to be provided on progress September 2010	Jonathan Scott	Cllr Mark Wooding
		10.2 Hold a focus group with residents at the end of the first complete year of the dry recyclable scheme	Jun-10	Jonathan Scott	
		10.3 Develop a new education and promotion action plan for waste and recycling	Apr-10	Jonathan Scott	
		10.4 Implement a food waste collection scheme	Oct-10	Jonathan Scott	

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Priority: A place that has strong, healthy and safe communities					
11. Improve social, economic and environmental outcomes for communities in priority areas	NEW - Number of crimes per 1000 population - Annual NI 119 - Self- reported measure of people's overall health and wellbeing - Biennial - Jane Coombes NEW - Average annual unemployment rate - Annual S 2 - Reduction in all recorded crime - Quarterly - David Hewetson	11.1 Deliver language for living in conjunction with KCC to assist them in engaging in the community	Mar-11	Jane Coombes	Cllr Marion Ring
		11.2 Work with the Older People's Forum to develop more focussed outcomes	Sep-10	Paul Taylor	
		11.3 Develop two neighbourhood action plans per year in identified priority areas	Update on progress to be provided in November 2010	Jim Boot	
		11.4 In partnership implement priorities based on the neighbourhood action plans	Nov-11	Jim Boot	
		11.5 Undertake an audit of community hall provision throughout the borough	Apr-10	Paul Taylor	
		11.6 Implement the community asset transfer strategy	Sep-10	Paul Taylor	
12. Improve the health of people living in the borough and reduce health inequalities	NI 119 - Self- reported measure of people's overall health and wellbeing - Biennial - Jane Coombes S 6 - Percentage of attendee to a choosing health programme that have reported positive out-comes - Bi-annual - Jane Coombes NI 120 - All age all cause mortality - Annual NI 121 - Mortality rate from all circulatory diseases at ages under 75 - Annual NI 122 - Mortality rate from all cancers at ages under 75 - Annual NI 39 - Related Hospital Admissions per 100,000 for Alcohol Related Harm - Annual NI 55 - Obesity in primary school age children in reception - Annual	12.1 Work with other agencies to raise awareness in schools of healthy lifestyles issues.	As part of the choosing health programme. Update to be provided in September 2010	Jane Coombes	Cllr Marion Ring
		12.2 Engage the PCT to deliver sexual health messages across the borough	Sep-10	Jane Coombes	
		12.3 Maintaining focus on priority areas revise provision in conjunction with the PCT of the Choosing Health programme	Apr-10	Jane Coombes	
		12.4 Monitor and review programme of activities at the Leisure Centre to ensure the range provided meets the Council's objectives for improving health in the borough	Dec-10	Jason Taylor	
		12.5 Increase the number of people participating in exercise and tackle health inequalities.	As part of the choosing health programme Update to be provided in September 2010	Jane Coombes	

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13. Make people feel safer where they live	<p>S 2 - Reduction in all recorded crime in the borough- Quarterly - David Hewetson</p> <p>NI 36 - Protection against terrorist attack - Annual - David Hewetson</p> <p>NI 37 - Awareness of civil protection arrangements in the local area - Annual - David Harrison</p> <p>S 3 - Percentage of residents feeling safe walking in the area where they live in the dark - Quarterly - David Hewetson</p> <p>NI 41 - Perceptions of drunk and rowdy behaviour as a problem - Biennial - David Hewetson</p> <p>NI 42 - Perceptions of drug use or drug dealing as a problem - Biennial - David Hewetson</p>	13.1 Promote Maidstone as a safe place through the public reassurance group		David Hewetson	Cllr Marion Ring
	<p>NI 17 - Perceptions of anti-social behaviour (PS) - Biennial - David Hewetson</p> <p>NI 22 - Perceptions of parents taking responsibility for the behaviour of their children in the area - Biennial</p> <p>NI 29 - Gun crime rate - Annual - David Hewetson</p> <p>NI 30 - Re-offending rate of prolific and other priority offenders - Annual - David Hewetson</p>	13.2 Support police in a programme of school visits to have early intervention	As part of programme Update to be provided in September 2010	David Hewetson	
	<p>NI 21 - Dealing with concerns about anti-social behaviour and crime issues by the Police (PS) - Biennial- David Hewetson</p> <p>NI 20 - Assault with injury crime rate - Annual - David Hewetson</p>	13.3 Use a range of intervention and enforcement measures to deal with the night time economy		David Hewetson	
	<p>NI 15 - Serious violent crime rate - Annual - David Hewetson</p> <p>NI 23 - Perceptions that people in the area treat one another with respect and consideration - Biennial - David Hewetson</p> <p>PI 12 - The number of racial incidents reported to the authority and subsequently recorded per 100,000 population - Quarterly - Paul Taylor</p>	13.4 Deliver the Councils actions with the CDRP Prevent Strategy	As part of strategy Update to be provided in September 2010	David Hewetson	
	<p>NI 16 - Serious acquisitive crime rate - Annual- David Hewetson</p> <p>NI 27 - Understanding of local concerns about anti-social behaviour and crime issues by the local council and police - Biennial - David Hewetson</p>	13.5 Implement 5 additional mobile CCTV cameras	May-10	David Hewetson	

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14. Engage communities so people have the opportunity to participate and have a real say in what happens in their local area	S 10 - Number of members registered with volunteer centres- Quarterly - Paul Taylor NI 1 - Percentage of people who believe people from different backgrounds get on well together in their local area - Biennial - Paul Taylor	14.1 In partnership with VAM on the Gateway Volunteer project.	Update to be provided in September 2010	Sandra Marchant	Cllr Richard Ash/Cllr Marion Ring
	NI 6 - Participation in regular volunteering (PS)- Biennial - Paul Taylor NI 2 - Percentage of people who feel they belong to their neighbourhood - Biennial - Paul Taylor	14.2 Expand the museum volunteer programme	Update to be provided in September 2010	Simon Lace	
	NI 3 - Civic participation (PS) - Biennial - Paul Taylor	14.3 Deliver neighbourhood forums	May-10	Neil Harris	
	NI 4 - Percentage of people who feel that they can influence decisions in their locality (PS) - Biennial - Neil Harris NI 5 - Overall/general satisfaction with local area - Biennial - Roger Adley	14.4 Through neighbourhood forums increase community involvement and range of decision making	May-11	Neil Harris	
	S 12 - Percentage of those entitled to vote registered to do so - Annual - Neil Harris	14.5 Develop democratic engagement strategy	Sep-10	Neil Harris	
	S 11 - Total number of web hits on webcast meetings - Quarterly - Neil Harris S13 - Local election turn-out - Annual - Neil Harris	14.6 Enhance the web casting service	Jun-10	Neil Harris	

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Priority: A place to live and enjoy					
15. Encourage more adults and children to participate in sport	L 14 - Take-up of Council funded activities (Sports & Play) - Quarterly - Jacqueline Bobb NI 8 - Adult participation in sport (Active Peoples Survey) - Annual - Jacqueline Bobb L 12 - Satisfaction with the Leisure centre - Quarterly - Jason Taylor L 11 - Number of users at the Leisure Centre - Quarterly - Jason Taylor PS - Satisfaction with sport/leisure facilities - Biennial	15.1 Implement marketing plan for the new refurbished leisure centre	April 2010 onward	Roger Adley	Cllr Brian Moss
		15.2 Deliver Maidstone's Dream Project Plan	Individual actions to implemented as per plan. Update to be provided on progress September 2010	Paul Taylor	
		15.3 Ensure all athletes sponsored on the Maidstone's Dream website	Mar-12	Roger Adley	
		15.4 Explore other possibilities for positive outcomes from 2012 Olympics	Mar-12	Brian Morgan	
		15.5 Promote the range of sports activities at the leisure centre	Individual actions to implemented as per plan. Update to be provided on progress September 2010	Jason Taylor	
16. Improve the cultural offering of the borough through projects like the Museum East Wing Extension	L 10 - Visits to or uses of the Museum per 1,000 population - Quarterly - Simon Lace PI 15 - Satisfaction with the Museum - Quarterly - Simon Lace L 9 - Percentage of all available tickets sold at the Hazlitt - Quarterly - Mandy Hare NI 10 - Visits to museums and Galleries (Active Peoples Survey) - Annual - Simon Lace 11 - Engagement in the arts - Annual NEW - Donations received for the Museum's East Wing Extension - Quarterly - Simon Lace PS - Satisfaction with museums and galleries - Biennial - Simon Lace PS - Satisfaction with theatres and concert halls - Biennial - Mandy Hare PI 1 - Total number of students benefiting from the Museum's education service - Quarterly - Simon Lace	16.1 Deliver the museum East wing extension to provide improvements to services and	Jul-11	Simon Lace	Cllr Brian Moss
		16.2 Development of cultural strategy for the borough	Feb-11	Angela Woodhouse	
		16.3 Deliver milestones within the funding strategy for the Museum East Wing extension	Jul-11	Simon Lace	
		16.4 Develop the Museum's educational offer through both formal education provision and lifelong learning.	Ongoing update to be provided in September 2010	Simon Lace	
		16.5 Undertake audience development activities	Ongoing update to be provided in September 2010	Mandy Hare	
		16.6 Deliver the image of Maidstone Marketing plan	Individual actions to implemented as per plan. Update to be provided on progress September 2010	Roger Adley	

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17. Deliver enough of the right type of well designed new homes where they are needed, maximising the numbers of affordable homes	L 2/NI 155 - Number of affordable homes delivered (gross) - Quarterly - John Littlemore	17.1 Identify and allocate land for housing within the Local Development framework and undertake consultation	In accordance with the work programme	Michael Thornton	Cllr Malcolm Greer
	NI 159 - Supply of ready to develop housing sites - Annual - Sue Whiteside	17.2 Complete the Strategic Housing Market Assessment	Jul-10	John Littlemore	
	NI 154 - Net additional homes provided - Annual - Sue Whiteside	17.3 Develop a new five year Housing Strategy	Oct-10	John Littlemore	
	NI 170 - Previously developed land that has been vacant or derelict for more than five years - Annual	17.4 Enable the delivery of rural exception site schemes for local needs housing when the opportunity arises	Mar-12	John Littlemore	
	P4 - Percentage of development of brownfield sites as a percentage of all development in the borough - Annual - Sue Whiteside	17.5 Work with KCC and support providers on the re-provision of existing accommodation arrangement for mental health clients in Maidstone	Mar-11	John Littlemore	
		17.6 Consider whether to adopt a shared equity investment type approach linking recovery of capital on low cost home ownership and intermediate rent properties directly funded by the council, to uplifts (or falls) in value and for funding to be recovered directly by the Council rather than recycled by the provider within its recycled capital grant fund (RCGF)	Mar-11	John Littlemore	
		17.7 Work in partnership with the HCA through the single conversation to set out a shared vision and objectives for the local area.	Apr-11	John Littlemore	

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18. Improve the condition, accessibility and energy efficiency of existing housing , including reducing fuel poverty	C 4 - Number of Kent Energy Efficiency Surveys - Quarterly - John Littlemore L 4 - Number of private sector dwellings that are returned to occupation or demolished as a result of local authority action - Quarterly - John Littlemore PI 16 - Average time taken to process Disabled facilities Grants - Quarterly - John Littlemore NI 187 - Tackling Fuel Poverty - Annual - John Littlemore	18.1 Work in partnership with Heat Seekers to coordinate the thermal imaging of domestic homes throughout the borough over the next two years	Jan-12	John Littlemore	Cllr Malcolm Greer
		18.2 Make the best use of the Disabled Facilities Grant to have the greatest impact on residents' quality of life	Mar-11	John Littlemore	
		18.3 Seek to reduce the number of empty homes in the borough through a variety of means	Mar-11	John Littlemore	
		18.4 Improve the comfort of homes through energy efficiency, pursue renewable energy options and tackle fuel poverty through grants and other incentives	Mar-11	John Littlemore	
		18.5 Encourage landlords to receive accreditation and promote best practice within the private sector	Review action September 2010	John Littlemore	
19. Better meet the accommodation needs of the Gypsy and traveller community	S 14 - Satisfaction with local sites (Gypsies & Travellers) - Annual - John Littlemore	19.1 Preparation of Gypsy and Traveller Development Plan Document for Consultation	To LDS work programme – August 2010	Michael Thornton	Cllr Malcolm Greer
20. Improve the quality of the built environment including protecting the borough's heritage and ensuring new developments are well designed	NI 157 (abc) - Processing of planning Applications - Quarterly- Rob Jarman C 5 - Percentage of conservation areas with an up to date character appraisal - Annual - Deanne Cunningham NEW - Council's success rate for planning appeals (rolling 6 months) - bi-annual - Rob Jarman E 6 - Percentage of major planning applications having pre-application discussions - Annual - Rob Jarman E 7 - Percentage of planning enforcement cases signed off within 21 days - Quarterly- Rob Jarman	20.1 Adopt a planning enforcement policy	Apr-10	Rob Jarman	Cllr Malcolm Greer
		20.2 Ensure new developments enhance conservation areas	Apr-10	Michael Thornton	
		20.3 Provide good design advice	Apr-10	Michael Thornton	
		20.4 Provide a revised programme of conservation appraisals	Apr-10	Michael Thornton	

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Priority: A place with efficient and effective public services					
21. Deliver more efficient and effective Council services and increase value for money	PS - Percentage of people agreeing that the Council provides value for money - Bi-ennial - Steve Goulette	21.1 Investigate best practice processes and approaches and introduce them through BTP reviews	Sep-10	Denise Johnson	Cllr Chris Garland/Cllr Richard Ash
	PI 20 - Number of working days lost per employee through sickness absence (rolling year) - Quarterly - Baljinder Sandher	21.2 Explore advanced operation research techniques through BTP reviews	Sep-10	Denise Johnson	
	E 2 - Percentage of council tax collected - Quarterly - Tony Jeyes	21.3 Explore opportunities for shared services	Sep-10	Denise Johnson	
	E 3 - Percentage of national non-domestic rates (NNDR) collected - Quarterly - Tony Jeyes NI 181/E4 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events - Steve McGinnes - Quarterly E5 - Value of fraud identified by the fraud partnership - Annual - Steve McGinnes	21.4 Devise a programme for shared services	May-10	Tina Edwards	
	NI 179 - Value for money - Bi-annual - Paul Riley PI 19 - Percentage of invoices paid within 30 days - Quarterly - Paul Riley	21.5 The Revenues and Benefits business case completed for MKIP	Update to be provided in September 2010	Denise Johnson/Steve McGinnes	
	E1 Total net savings over the following 3 years identified by reviews and agreed by Cabinet/a Cabinet member during the period - Quarterly	21.6 Deliver the initial six shared services completed by MKIP	Mar-11	David Edwards	
	PI 7 - Cost of waste collection per household - Annual - Jen Gosling PI 24 - Net cost of collecting Council Tax per chargeable dwelling - Annual - Steve McGinnes PI 21 - Percentage of those making complaints satisfied with the handling of the complaint - Quarterly - Paul Taylor PI 22 - Percentage of complaints resolved within the specified timescale - Quarterly - Paul Taylor	21.7 Put action plan in place to implement recommendations from the revenues and benefits review	Sep-10	Steve McGinnes	

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21. Deliver more efficient and effective Council services and increase value for money	PI 25 - Percentage of appeals to the National Parking Adjudication service in which the Council was successful - Quarterly - Jeff Kitson PI 26 - Spend in collaboration with other authorities as a percentage of total spend - NI 180 - The number of changes of circumstances which affect customers' Housing Benefit/Council Tax Benefit entitlement within the year - Annual - Steve McGinnes	21.8 Complete milestones within the HLE trial project	Individual actions to be implemented as per project. Update to be provided on progress September 2010	Steve McGinnes	Cllr Chris Garland/Cllr Richard Ash
	PI 10 - Overall satisfaction with the benefits service - Quarterly - Steve McGinnes PI 11 - Percentage of benefit claims calculated correctly - Quarterly - Steve McGinnes PI 36 - Satisfaction with the way the Council runs things (Place Survey) - Biennial NI 182 - Satisfaction of business with local authority regulation services - Annual NI 184 - Food establishments in the area which are broadly compliant with food hygiene law - Annual PI 34 - Percentage of disabled staff in the workforce - Quarterly - Baljinder Sandher PI 35 - Percentage of staff from ethnic minorities in the workforce - Quarterly - Baljinder Sandher PI 29 - Percentage of top-paid 5% of staff who are women - Annual - Baljinder Sandher PI 30 - Percentage of top 5% of earners from black and minority ethnic communities - Annual - Baljinder Sandher PI 31 - Percentage of top 5% of earners who have a disability - Annual - Baljinder Sandher PI 32 - Early retirements as a percentage of the total workforce - Annual - Baljinder Sandher PI 33 - Ill health retirements as a percentage of the total workforce - Annual - Baljinder Sandher	21.9 implement recommendations from the IDeA productivity peer review to improve the efficiency in the way that services are delivered	Individual actions to be implemented as per Corporate Improvement Plan update to be provided on progress in September 2010	Georgia Hawkes	

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22. Ensure people can access a wider range of services in ways that suit them	NI 14 - Reducing avoidable contact - Quarterly - Sandra Marchant	22.1 Commission an independent review of the website	Dec-11	Roger Adley	Cllr Richard Ash
	PI 18 - Percentage of payments to the Council not made on-line or by direct debit/standing order - Quarterly - Georgia Hawkes/Paul Riley	22.2 implement actions from the Mosaic project to inform the way the Council delivers services	Individual actions to be implemented as per project plan update to be provided on progress in September 2010	Angela Woodhouse	
	E 9 - Percentage of visitors to the Gateway seen by a Customer Services Officer within 20 minutes - Quarterly - Sandra Marchant	22.3 Review communication strategy	Apr-10	Roger Adley	
	E8 - Average wait time for calls to the contact centre - Quarterly - Sandra Marchant PI 27 - Satisfaction with Borough Update - Annual - Roger Adley	22.4 Implement the communication Strategy	Individual actions to implemented as per strategy. Update to be provided on progress September 2010	Roger Adley	
23. Improve the delivery of community services to local people through an effective Local Strategic Partnership	NEW - Percentage of actions completed within SCS action plans - Quarterly - Jim Boot	23.1 Implement and monitor actions within the Sustainable Community Strategy	Individual actions to implemented as per strategy. Update to be provided on progress September 2010	Jim Boot	Cllr Chris Garland
	NI 140 - Percentage of people who say they have been treated with respect and consideration by their local public services in the last year - Biennial	23.2 With partners determine the redirection and reallocation of resources to deliver SCS priorities	Sep-10	Paul Taylor	
		23.3 Undertake a gap analysis on training need with LSP members	Aug-10	Claire Hayes	
		23.4 Undertake delivery chain analysis to identify and improve outcomes that require multi agency actions	Oct-10	Paul Taylor	