For Maidstone to have a growing economy

Outcomes by 2015:

1. *A growing economy with rising employment, catering for a range of skill sets to meet the demands of the local economy.*

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer (attraction)	**LVE 003** Percentage of vacant retail units within the town centre	Annual	Aim to minimise	John Foster	Maidstone is a shopping centre of regional significance. Its continued attractiveness for businesses, visitors and shoppers is important to the prosperity of the Borough.
Customer (Service)	**DCV 001** Percentage of commercial planning applications completed within statutory timescales	Quarterly	Aim to maximise	Rob Jarman	To ensure that the Council determines commercial planning applications in a timely manner.
Process	**LVE 002** Percentage of people claiming Job Seekers Allowance	Quarterly	Aim to minimise	John Foster	JSA claimant count records the number of people claiming Jobseekers Allowance (JSA) and National Insurance credits at Jobcentre Plus local offices. People claiming JSA must declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made. Measures the health of the jobs economy.
	DCV 002 a) Percentage of major business planning applications take-up of pre-applications advice **b)** Percentage of those taking pre-application advice where the applications were approved	Bi-annual	Aim to maximise	Rob Jarman	These indicators measure the take-up and quality of pre-application advice. Pre-application advice is being promoted by the team to ensure that developments are high quality and well designed.
Finance	**R&B 002** Value of business rateable floor space	Annual	Aim to maximise	Steve McGinnes/ John Foster	The rateable value represents the open market annual rental value of a business/non-domestic property. This means the rent the property would let for on the valuation date, if it was being offered on the open market.
Learning & Development	**KCC 003** Number of 16-18 year olds who are not in education, employment or training (NEETS) **(NEW)**	Annual	Aim to minimise	Sarah Robson	Non-participation in education, employment or training between the ages of 16 and 18 is a major predictor of later unemployment, low income, depression, involvement in crime and poor mental health.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Learning & Development	**KCC 004** Working age people educated to NVQ level 4 of higher **(NEW)**	Annual	Aim to maximise	Sarah Robson	This indicator is needed because of the important role local authorities have with regard to economic development and the key part that skills and qualifications play in supporting economic development.
Learning & Development	**OUT 002.01** Local Development Framework and Core Strategy	Bi-annual	N/A	Rob Jarman	Create and deliver a Local Development Framework documents including a Core Strategy with the policies and land allocations that will create the right conditions for economic development.
Learning & Development	**OUT 002.02** Review Economic Development Strategy	Bi-annual	N/A	John Foster	Review the Council's Economic Strategy to support the preferred options set out in the Local Development Framework and Core Strategy and identify the Council's approach to supporting green business initiatives.

2. *A transport network that supports the local economy.*

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	**PKG 008** Percentage change in bus usage on services from Maidstone depot	Annual	Aim to maximise	Jeff Kitson	To assess the change is bus usage as part of the monitoring of the outcome 'a transport network to support the local economy'. This indicator shows if more or less journeys are being made by buses. The source data is provided by Arriva and are global figures for their Maidstone depot –and cover sections of route beyond the boundary however they give a good indication of what is happening in the area.
Process	**KCC 001** Average journey time per mile for key routes (Congestion)	Annual	Aim to minimise	John Newington	This indicator takes advantage of recent technological developments to obtain an unprecedented level of detail about traffic conditions. It is an outcome based indicator, since it directly measures journey times. It can be tracked over time to see how an authority is managing the road network, and how well it is managing the impact of changing demand for travel, and to assess the impact of its planned improvement. Consequently, the indicator enables an evidence-based, targeted approach to tackling congestion.
	PKG 007 Number of Park and Ride	Quarterly	Aim to	Jeff Kitson	The Indicator compares the on bus transaction figure (these

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
	transactions		maximise		are the cash sales to passengers boarding buses) on Park and Ride with the one for the same period of the previous year therefore, assessing fluctuations in the service usage.
Finance	**PKG 002** Income from pay and display car parks per parking space	Quarterly	Aim to maximise	Jeff Kitson	Pay and Display income is monitored closely - data collated daily will be used to calculate the income per parking space at each quarter of the financial year. Demonstrating income efficiency and usage in monetary terms.
Learning & Development	**OUT 001.01** Delivery of Integrated Transport Strategy	Bi-Annual	N/A	Rob Jarman	Deliver an integrated transport strategy (alongside the Core Strategy) in partnership with the transport authorities and operators which will result in joint working to improve and develop an effective and integrated transport network to meet future needs.
Learning & Development	Infrastructure Delivery Plan	Bi-annual	N/A	Rob Jarman	The Infrastructure Delivery Plan sets out the requirements for infrastructure in the borough and sets priorities for delivery in order to support development.

For Maidstone to be a decent place to live

3. *Decent, affordable housing in the right places across a range of tenures.*

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	**DCV 003** Percentage of residential planning applications processed within statutory timescales	Quarterly	Aim to maximise	Rob Jarman	To ensure local planning authorities determine planning applications in a timely manner. This indicator measures the percentage of planning applications dealt with in a timely manner.
Process	**HSG 001** Number of affordable homes delivered	Quarterly	Aim to maximise	John Littlemore	To promote an increase in the supply of affordable housing. This indicator shows how many affordable homes have been delivered.
	HSG 002 Number of homes occupied by vulnerable people made decent	Quarterly	Aim to maximise	John Littlemore	This is the number of homes occupied by vulnerable persons that have been made decent by various means throughout the year. The means include: Home Repair

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
					Grants, the National Warmfront Scheme, Energy Efficiency Grants (administered through CEN) and through enforcement recommendations.
Finance	**DCV 007** Average cost of planning service per application	Annual	Aim to minimise	Rob Jarman	This indicator is to assess value for money in the planning processing expressed per application. Costs will exclude enforcement work.
Finance	**HSG 003** Average grant per MCB funded affordable home unit	Annual	N/A	John Littlemore	Total supply of all affordable dwelling completions built or acquired by RSLs (or other bodies) with financial support (grant) directly from the Council, i.e. all affordable homes delivered via schemes which MBC has contributed to, divided by the total grant paid. This will include any renovations or conversions (resulting in the provision of additional affordable dwellings).
Learning & Development	**SPT 004** Percentage of new homes built on previously developed land	Annual	Aim to maximise	Rob Jarman	To encourage the provision of additional housing on previously developed land and through conversions of existing buildings in order to minimise development on green fields.
Learning & Development	**OUT 003.03** Homelessness & vulnerable groups	Bi-annual	N/A	John Littlemore	Commission and provide services with partners that meet identified needs, reduce inequalities, are responsive and timely, promote stable, strong communities, self-reliance and encourage positive aspirations.

4. *Continues to be a clean and attractive environment for people who live in and visit the Borough.*

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	**DEP 004** Satisfaction with street cleaning (residents survey)	Biennial	Aim to maximise	Jennifer Shepherd	MBC recognises that the quality of place remains a priority to residents and drives how satisfied people are with their local area as a place to live. These indicators will provide MBC with a baseline of local satisfaction which will help us identify and address the sorts of issues affecting how residents feel about their local area.
Customer	**PKS 002** Satisfaction with Parks & Open Spaces (residents survey)	Biennial	Aim to maximise	Jason Taylor	
Customer	**DEP 007** Time taken to respond to reports of fly-tipping (clean	Quarterly	Aim to minimise	Jennifer Shepherd	Fly-tipping is the common term used to describe waste illegally deposited on land as described under Section 33 of

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
	environment)				the Environment Protection Act 1990. This indicator is to monitor the timely removal of illegal dumping of waste on relevant land and highways.
Process	**DCE 001** Percentage of planning enforcement cases signed off within 21 days	Quarterly	Aim to maximise	Rob Jarman	To ensure a timely response to planning enforcement.
Process	**DEP 002** Local Street & Environmental Cleanliness a) Litter, b) Detritus (NI 195ab)	Annual	Aim to minimise	Jennifer Shepherd	The percentage of relevant land and highways that is assessed as having deposits of litter or detritus that fall below an acceptable level.
Process	**WCN 001** Percentage of household waste sent for reuse, recycling and composting (NI 192)	Quarterly	Aim to maximise	Jennifer Shepherd	The indicator measures percentage of household waste which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management.
Finance	**PKS 001** Cost of maintaining the borough's parks and open spaces per head of population	Annual	Aim to minimise	Jason Taylor	To monitor the cost of maintaining the borough's parks and open spaces
Finance	**WCN 002** Cost of waste collection per household	Annual	Aim to minimise	Jennifer Shepherd	To monitor cost of municipal waste disposal, to ensure that good value for money is achieved while delivering a high quality service.
Finance	**DEP 003** Cost of street cleansing per head of population	Annual	Aim to minimise	Jennifer Shepherd	The cost of street cleansing per head of the residents of Maidstone is an indicator to show any changes in the cost of street cleansing.
Learning & Development	**WCN 005** Residual Waste per household (kg) (NI 191) **(NEW)**	Quarterly	Aim to minimise	Jennifer Shepherd	In line with the position of waste reduction at the top of the waste hierarchy, the Council wishes to see a year on year reduction in the amount of residual waste (through a combination of less overall waste and more reuse, recycling and composting of the waste that households produce). Local authorities have an important role to play in assisting their residents to reduce waste (as well as encouraging sorting of waste for recycling, re-use, home composting and other forms of home treatment of waste).

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Learning & Development	**CMP 001** Percentage CO2 reduction from local authority operations	Annual	Aim to maximise	Jennifer Hunt	The public sector is in a key position to lead on CO2 emissions reduction by setting a behavioural and strategic example to the private sector and the communities they serve. The aim of this indicator is to measure the progress made by MBC to reduce CO2 emissions from the relevant buildings and transport used to deliver its functions and to encourage them to demonstrate leadership on tackling climate change.
Learning & Development	**OUT 004.04** Carbon Management Plan	Bi-annual	N/A	Jennifer Hunt	Deliver the Carbon Management Plan to ensure that the Council reduces it's carbon footprint by 3% per annum. 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.

5. *Residents are not disadvantaged because of where they live or who they are, vulnerable people are assisted and the level of deprivation is reduced.*

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	**HSG 004** Average time taken to process and notify applicants on housing register	Quarterly	Aim to minimise	John Littlemore	Average time taken to process and notify housing register applicants per month, is measured using the date the application is processed, minus the date the application is received. A letter of notification is automatically sent on date of processing the production of which is included in this indicator. Only working days are counted.
Customer	**INT 001** Percentage of the Borough covered by Broadband	Annual	Aim to maximise	Dave Lindsay	A broadband internet connection is increasingly viewed as a vital utility at work and home – the electricity of the 21st century. A largely deregulated market means that broadband services are competitively priced. However, it also makes the provision of these services a commercial decision by Internet Service Providers (ISPs), often favouring the denser urban areas.
Process	**R&B 004** Average time taken to process new benefit claims and changes of	Quarterly	Aim to minimise	Steve McGinnes	HB/CTB of £19bn is paid to over 5 million low income households. Delays in the administration of these benefits

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
	circumstances				can impact on some of the most vulnerable people in our society by: • Leading to rent arrears and evictions • Preventing access to housing because landlords are reluctant to rent to HB customers • Acting as a deterrent to people moving off benefits into work because of the disruption to their claim
Process	**HSG 005** Number of households presented from becoming homeless through intervention	Quarterly	Aim to maximise	John Littlemore	To measure the effectiveness of housing advice in preventing homelessness or the threat of homelessness. Under section 179(1) of the Housing Act 1996 part VII, as amended by the Housing Act 2002, housing authorities have a duty to ensure that advice and information about homelessness and prevention of homelessness are available free of charge to anyone in their district.
Finance	**LVE 007** Gap between median wage of employee (residents) and the median wage of employees (workplace) (salary differences)	Annual	Aim to minimise	John Foster	Proxy indicator measure for increases in standard of living but also a measure of economic competitiveness with knowledge driven industries requiring higher skilled labour force and able to pay higher wages. Resident based wage levels in Maidstone are higher than the workplace based levels suggesting lower skilled and lower wage level local economy.
Learning & Development	**CDP 003** Percentage of residents participating in neighbourhood planning as a percentage of the ward population	Annual	Aim to maximise	Sarah Robson	Resident participation is important for successful neighbourhood planning. This indicator assesses what percentage of the ward population have been involved and participated in the process.
Learning & Development	Community Development Strategy	Bi-annual	N/A	Sarah Robson	Establish a social return on investment model for the delivery of the Community Development Strategy to identify how and ensure that our community development services add value.

Corporate and Customer Excellence

Outcomes by 2015:

6. *Services are customer focused and residents are satisfied with them. (Customer & Resident Scorecard)*

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	**COM 001** Percentage of residents satisfied with the way the Council runs it's services	Biennial	Aim to maximise	Roger Adley	MBC recognises that the quality of place remains a priority to residents and can influence how satisfied people are with their local area as a place to live. These indicators will provide MBC with an indication of local satisfaction which will help them identify and make improvements to the borough and to how services are delivered.
Customer	Percentage of residents satisfied with key services: **WCN 003** Doorstep recycling **WCN 004** Refuse collection **PKS 003** Maidstone Leisure Centre **PKS 002** Parks and open spaces **DEP 004** Street cleanliness	Biennial	Aim to maximise	Jennifer Shepherd & Jason Taylor	
Customer	**R&B 009** Percentage of customers satisfied with benefits service	Annual	Aim to maximise	Steve McGinnes	The indicator is intended to gage the level of customer satisfaction with how the benefit service operates.
Process	**COM 007** Percentage of residents that feel that the Council keeps them well informed about the services and benefits it provides.	Biennial	Aim to maximise	Roger Adley	One of MBC's key roles is to provide advice, therefore it is important to ensure that residents and customers can easily access and understand the information that we provide. These indicators demonstrate the levels of satisfaction with of our communications.
Process	**CTC 001** Average wait time for calls (against a target of 50 seconds)	Quarterly	Aim to minimise	Sandra Marchant	This indicator is the average wait time a customer telephoning the Contact Centre has to wait before being answered by a Customer Service Advisor.
Process	**CTC 002** Percentage of customers to the Gateway seen within 20 minutes	Quarterly	Aim to maximise	Sandra Marchant	This indicator is the percentage of visitors to the Gateway responded to within 20 minutes by a Customer Service Advisor. The aim is to keep customers wait times to a minimum and to improve access to Council services.
Finance	Percentage of residents agreeing that the Council provides value for money (Residents Survey) **(NEW)**	Biennial	Aim to maximise	Paul Riley & Roger Adley	This indicator measures the extent to which resident is feel that the Council is providing value for money. The Council has a duty provide services that are cost efficient.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Learning & Development	**C&S 002** Percentage of those making complaints satisfied with how their complaint was handled	Quarterly	Aim to maximise	Angela Woodhouse	The indicator is intended to gage the level of customer satisfaction with the complaints process.

7. *Effective, cost efficient services are delivered across the borough.*

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	**WCN 006** Number of missed bins per 100,000 collections	Quarterly	Aim to minimise	Jennifer Shepherd	This indicator monitors the performance of the contractor and ensures that the service delivers quality and that changes are communicated properly to residents.
Customer	**DCV 009** Percentage of decisions taken under delegation	Quarterly	Aim to maximise	Rob Jarman	This is the percentage of planning decision that have been undertaken by Officers without going through Planning Committee.
Process	**R&B 006** Percentage of Council tax collected	Quarterly	Aim to maximise	Steve McGinnes	These two indicators monitor the collection of Council Tax and NDNR against the target, the collection of which is a key local authority function.
Process	**R&B 005** Percentage of business rates collected	Quarterly	Aim to maximise	Steve McGinnes	
Finance	**R&B 007** Value of fraud identified (Housing benefits) (Efficiency)	Quarterly	Aim to maximise	Steve McGinnes	To demonstrate the efficiency of the Revenues and Benefits team in identifying fraud.
Finance	**BIM 002** Percentage of financial transactions not carried out on-line or by direct debit/standing order	Quarterly	Aim to minimise	Georgia Hawkes	This is a test of value for money. Payments made on-line or by direct debit, standing order or direct credit cost the Council much less to process than payments made over the phone or cash or cheques sent in the post or deposited at the payment kiosks.
Customer	**BIM 003** Percentage of contacts made a) in person, b) online, c) by phone	Quarterly	Aim to minimise – in person & by phone Aim to maximise	Georgia Hawkes	These indicators measure the channel shift programme. In person visits are the most expensive type of contact, followed by phone and then online. The new website and forms are easier to navigate and use and it is hoped by moving more transactions to the web we can reduce costs.
Learning & Development	**CTC 004** Percentage of customer contact that is avoidable (NI 14).	Quarterly	Aim to minimise	Sandra Marchant	This indicator measures the percentage of contact with the Council that is deemed avoidable i.e could be obtained through another channel, for example phone calls

					regarding information that is available on the website.
Learning & Development	**HRO 001** Working Days Lost Due to Sickness Absence (rolling year) (BV 12)	Quarterly	Aim to minimise	Dena Smart	To monitor the level of sickness absence in local authorities.
Learning & Development	Corporate Improvement Plan	Biannual	N/A	Georgia Hawkes	Deliver the actions set out in the Corporate Improvement Plan. Actions are derived from various sources including external and efficiency reviews.