

Appendix 1 – KPIs January - March 2024 (Q4)

| CS Priority Action | Ref. No. | Aligned KPI | Lead | BASELINE | | | | SSC | 2023/24 | | | | Target/Aspiration 2023/24 | TREND | Data Assurance | BENCHMARKING | | | Source | Explanatory Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------|------|----------------|--------------|-----------|--------------------------------|-------|----------------|----------------|----------------|------------------|------------------------------------|-------|----------------|--------------------------------------|-------------------|------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------|
| | | | | Value | Date | Frequency | Source | | Apr-Jun | Jul-Sept | Oct-Dec | Jan-Mar | | | | Value | Date | Comparator | | |
| Promote well-being and help people live healthy and active lifestyles. | 001 | % of due food safety inspections undertaken (Risk Category A-C) | MH | 33 due/47 done | Jan-Mar 2023 | Quarterly | SSRS Reports from IDOX Uniform | CESSC | 30 due/34 done | 37 due/45 done | 26 due/39 done | 37 due/57 done | 100% of due inspections undertaken | ↑ | Yes | TBC | TBC | TBC | Food Standards Agency | One inspection A-C still due 31/03/24 |
| | 002 | % of due food safety inspections undertaken (Risk Category D-E) | MH | 49 due/85 done | Jan-Mar 2023 | Quarterly | SSRS Reports from IDOX Uniform | CESSC | 45 due/91 done | 83 due/74 done | 81 due/63 done | 127 due/104 done | 100% of due inspections undertaken | ↑ | Yes | TBC | TBC | TBC | Food Standards Agency | Zero inspections D-E due 31/03/24 |
| | 003 | Total attendance at LLC/AC/TSP/P WGC (cumulative for year by quarter) | SG | 1,191,704 | 2022/23 | Quarterly | TMLT Management System | CESSC | 347,928 | 679,664 | 975,127 | 1,325,233 | 1.3m | ↑ | Yes | TBC | TBC | TBC | TMLT/ Sport England | 11.2% increase on previous year. |
| | 004 | Number of clients referred into the One You service | CP | 214 | Jan-Mar 2023 | Quarterly | ReferAll OYWK | CESSC | 199 | 170 | 124 | 194 | 200 per quarter | ↑ | | | | N/A | Still fell slightly below the 200 target this quarter, but a large increase from Q3. | |
| Through key partnership working with Kent Police and other partners, support residents and ensure safeguarding is an integral part of council activity. | 005 | Total number of ASB cases | AF | 78 | Jan-Mar 2023 | Quarterly | ASB Database | CESSC | 94 | 98 | 71 | 65 | Under 350 per annum | ↑ | | | | N/A | 328 in total so target exceeded. | |
| | 006 | Total number of victim-based crimes | AF | 1,894 | Jan-Mar 2023 | Quarterly | Kent Police | CESSC | 1,972 | 1,988 | 1,971 | 1,690 | Under 7,500 per annum | ↑ | | 6,801 (S); 12,910 (M) and 6,781 (TW) | Total Year (2023) | S'oaks, M'stone and TW | LGInform Plus | Total of 7,621, so despite drop in Q4, target just missed. |
| | 007 | No. of red flags on our annual safeguarding self-assessment framework (SAF) and Section 11 audit. | GF | 0 | 2022 | Annually | Annual SAF | CESSC | 0 | 0 | 0 | 0 | 0 | → | Yes | TBC | TBC | TBC | KCC | |

| | | | | BASELINE | | | | SSC | 2023/24 | | | | Target/ Aspiration 2023/24 | TREND | Data Assurance | BENCHMARKING | | | Source | Explanatory Comments |
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| Make our services and advice available to residents 24 hours a day through digital innovation. | 008 | Social media clicks/engagement | JS | 5,200 | Jan-Mar 2023 | Quarterly | Orlo | O&S | 7,462 | 3,029 | 5,772 | 5,085 | 25,000 pa | ↓ | Yes | | | | N/A | Total of 21,676. Reduction due to campaigns with partners which have meant clicks recorded on third party social media channels rather than TMBC. |
| | 009 | Website Myaccount Registrations (total) | JS | 31,387 | Jan-Mar 2023 | Quarterly | Jadu | O&S | 31,161 | 32,506 | 38,066 | 40,323 | 35,000 by end of March 2024 | ↑ | Yes | | | | N/A | Exceeded target for the year. |
| | 010 | My TMBC app downloads (total) | JS | 6,474 | Jan-Mar 2023 | Quarterly | One Signal | O&S | 7,306 | 8,017 | 8,531 | 9,561 | 8,500 by end of March 2024 | ↑ | Yes | | | | N/A | Exceeded target for the year. |
| Further move the borough council forward so its services are delivered innovatively and in the most cost-effective and efficient way. | 011 | Staff Numbers (FTE) | MB | 224 | Jan-Mar 2023 | Quarterly | Chris 21 Reports | O&S | 221.78 | 220.77 | 224.27 | 228.76 | 225 by end of March 2024 | ↑ | | 387 (SDC); 506 (MBC); 282 (TWBC) | Apr-Jun 2023 | SDC, MBC and TWBC | LGInfor m Plus | Staffing targets all met except for 014. |
| | 012 | Vacant Posts (FTE) | MB | 17 | Jan-Mar 2023 | Quarterly | Chris 21 Reports | O&S | 19 | 14 | 11 | 10 | Under 12 by end of March 2024 | ↑ | | 48 (TWBC) and 47 (MBC) | Q4 (Jan-Mar) of 2022/23 | TWBC and MBC | LGInfor m | |
| | 013 | Sickness absence (days) - short term | MB | 3.5 | Jan-Mar 2023 | Quarterly | Chris 21 Reports | O&S | 2.07 | 1.61 | 2.45 | 2.91 | Under 3.0 | ↓ | | 1.3 | Q4 (Jan-Mar) 2022/23 | MBC | LGInfor m Plus | |
| | 014 | Sickness absence (days) - medically signed off | MB | 2.89 | Jan-Mar 2023 | Quarterly | Chris 21 Reports | O&S | 4.01 | 3.93 | 4.47 | 4.59 | Under 2.75 | ↓ | | 2.6 | 2022/23 | MBC | LGInfor m Plus | |
| | 015 | Gender Pay Gap - Median | MB | 30.60% | 2022 | Annually | Chris 21 Reports | O&S | 29.89% | 29.89% | 29.89% | 22.24% | Under 25% | ↑ | Yes | 15.10% | 2022/23 | Public Sector | gov.uk | |
| | 016 | Salary Monitoring data (£) | PW | £106,150 below profile budget | Jan-Mar 2023 | Quarterly | Financial Ledger System | FRPSSC | £34,200 below profile | £59,700 below profile | £115,100 below revised profile. | £127,450 below revised profile | To profile | ↑ | Yes | | | | N/A | |

| | | | | BASELINE | | | | SSC | 2023/24 | | | | Target/ Aspiration 2023/24 | TREND | Data Assurance | BENCHMARKING | | | | Explanatory Comments |
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| CS Priority Action | Ref. No. | Aligned KPI | Lead | Value | Date | Frequency | Source | | Apr-Jun | Jul-Sept | Oct-Dec | Jan-Mar | | | | Value | Date | Compa rator | Source | |
| Further move the borough council forward so its services are delivered innovatively and in the most cost- effective and efficient way. | 017 | Income Monitoring data (£) | PW | £65,409 over profile budget | Jan-Mar 2023 | Quarterly | Financial Ledger System | FRPSSC | £128,73 9 below profile | £361,298 below profile | £85,959 above revised profile. | N/A | To profile | | Yes | | | N/A | Currently unavailable but should be available for verbal update. | |
| | 018 | Council Tax collection (%) - cumulative | GP | 98.40% | 2022/23 | Quarterly | Revenues System | FRPSSC | 27.63% | 55.63% | 83.95% | 98.03% | 98.50% | ↓ | Yes | 97.20% | 2022/2 3 | Shire District s | gov.uk | Slightly below target but higher than benchmarks. |
| | 019 | NNDR collection (%) - cumulative | GP | 99.40% | 2022/23 | Quarterly | Revenues System | FRPSSC | 30.52% | 57.95% | 84.1% | 99.38% | 99.50% | → | Yes | 97.50% | 2022/2 3 | Shire District s | gov.uk | Marginally missed target despite impact of Panattoni Park development. |
| | 020 | Sales ledger - outstanding debt (£) | PW | £786,627.8 0 | Jan-Mar 2023 | Quarterly | Financial Ledger System | FRPSSC | £535,81 3 | £811,131 | £898,560 | £866,189 | Below £800,000 | ↑ | | | | N/A | Improved picture but missed target. | |
| Deliver climate change plans which focus on cutting emissions and increasing biodiversity. | 021 | T&M carbon dioxide emissions data (tCO2e) | CS | 816.4 | 2021 | Annually | BEIS - CO2 Emissions Statistics | CESSC | N/A | N/A | N/A | N/A | 675 tCO2e | | Yes | 849.5 - Maidston e Borough; 811.3 - Sevenoa ks District; 479.8 - Tunbridg e Wells Borough | 2021 | Adjoini ng Authori ties | gov.uk | Per capita amounts - Sevenoaks - 6.7; T&M - 6.2; Maidstone - 4.8; TW - 4.1 New data likely to be released June 2024. |
| | 022 | TMBC annual carbon audit emissions data (tCO2e) | CS | 3.3 | 2022/23 | Annually | Primary Research /gov.uk | CESSC | N/A | N/A | N/A | N/A | 3.1 | | Yes | | | N/A | | |

| | | | | BASELINE | | | | 2023/24 | | | | BENCHMARKING | | | | | | | | |
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| CS Priority Action | Ref. No. | Aligned KPI | Lead | Value | Date | Frequency | Source | SSC | Apr-Jun | Jul-Sept | Oct-Dec | Jan-Mar | Target/Aspiration 2023/24 | TREND | Data Assurance | Value | Date | Comparator | Source | Explanatory Comments |
| Deliver climate change plans which focus on cutting emissions and increasing biodiversity. | 023 | Biodiversity KPI - TBC | CS/JK | TBC | TBC | Annually | TBC | CESSC | N/A | N/A | N/A | N/A | TBC | | N/A | | | | N/A | |
| Build on our track record of recycling more than anywhere else in Kent. | 024 | % of household waste sent for recycling and composting | DCL | 51.6 | 2020/21 (audited) | Quarterly | Waste Data Flow (DEFRA) | CESSC | 52.49 | 52.73 | 47.54 | N/A | 55% | ↓ | Yes | 47.5% (TW) and 36.6% (S'oaks) | 2020/21 (audited) | TW and Sevenoaks | Waste Data Flow (DEFRA) | Finalised Q3 data awaited from KCC. Average for Q1-3 is 50% compared to 49% in same period of 2022/23. |
| Improve environmental quality in the borough by tackling sources of pollution. | 025 | Number of contaminated land enquiries. | CK | 6 | 2022/23 | Annually | EP Database | CESSC | N/A | N/A | N/A | 13 | Reactive to need | | | | | | N/A | Q4 figure relates to the whole year (2023/24) |
| | 026 | Total number of service requests leading to investigation | CK | 518 | 2022/23 | Annually | Reports from IDOX | CESSC | N/A | N/A | N/A | 499 | Reactive to need | | | | | | N/A | Q4 figure relates to the whole year (2023/24) |
| | 027 | Number of enforcement notices served | CK | 8 | 2022/23 | Annually | EP Notices Register | CESSC | N/A | N/A | N/A | 3 | Reactive to need | | | | | | N/A | Q4 figure relates to the whole year (2023/24) |
| | 028 | Number of AQMA's in the Borough (currently 6) where NO2 results exceed the National Air Quality objective for which they were declared | CK | 1 | 2022 | Annually | Annual Status Report (ASR) | CESSC | N/A | N/A | N/A | 1 | 0 | → | | | | | | N/A |
| 029 | Number of fly tip incidents | DCL | 836 | 2022/23 | Quarterly | Waste Data Flow (DEFRA) | CESSC | 259 | 244 | 183 | 257 | 5% reduction | ↓ | | 2,391 (MBC); 2,148 (GBC); 801 (SDC); TWBC (721) | 2022/23 | Adjoining LAs | LGInfor m Plus | 11% increase (although includes some multiple reports of same fly tips). Despite this TMBC ranked 4 th lowest in the county in terms of incidents reported, but 2 nd highest in terms of FPNs issued overall and highest in terms of number of FPNs issued per fly during Q1-3. | |

| | | | | BASELINE | | | | 2023/24 | | | | BENCHMARKING | | | | | | | | |
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| CS Priority Action | Ref. No. | Aligned KPI | Lead | Value | Date | Frequency | Source | SSC | Apr-Jun | Jul-Sept | Oct-Dec | Jan-Mar | Target/Aspiration 2023/24 | TREND | Data Assurance | Value | Date | Comparator | Source | Explanatory Comments |
| Continue our successful management of parks, open spaces and leisure centres. | 030 | Total attendance at LLC/AC/TSP/P WGC (duplicate - see 3) | SG | 1,191, 704 | Apr-Jun 2022 | Quarterly | TMLT Management System | CESSC | 347,928 | 679,664 | 975,127 | 1,325,233 | 1.3m | ↑ | Yes | TBC | TBC | TBC | TMLT/ Sport England | See comment 003 |
| | 031 | No of parks with Green Flag status | JF | 3 | Jun-22 | Annually | Green Flag Award website | CESSC | 3 | 3 | 3 | 3 | 3 | → | Yes | 48 | Sep-23 | Kent and Medway | N/A | 4 Green Parks in the borough (3 owned by TMBC and Manor Park in West Malling) |
| Develop a Local Plan which will ensure the provision of new homes in appropriate locations, focusing on tackling the need to deliver a range of housing for the whole community. | 032 | Housing Land Supply (years) | JB | 3.22 | 2022 | Annually | HLS Study | HPSSC | N/A | N/A | 3.65 | 3.65 | 5-year supply | → | Yes | 2.9 (GBC) 3.9 (SDC) 4.29 (TWBC) 6.0 (MBC) | 2022/23 | Adjoining Authorities | Publicly available on websites. | Improved situation but still well below the 5-year target. |
| | 033 | Milestones achieved on delivering the T&M Local Development Scheme | JB | Regulation 18 Consultation Closed | Nov-22 | Quarterly | Local Development Scheme | HPSSC | Report to Cabinet on impact of NPPF on plan-making | Feedback on the Reg 18 consultation to HPSSC. | Working towards Reg 18b approval | Reg 18b to be presented to Members in May/June 2024 | Reg 18B consultation approved for April 2024. | → | Yes | | | | N/A | Very slight delay due to the need to assess the impact of the Levelling Up and Regeneration Act (LURA) 2023 on the plan making process. |
| Ensure a supply of affordable housing for people who would struggle to buy on the open market | 034 | Number of affordable homes built out per annum | GiA | 30 | 2022/23 | Annually | New Homes Bonus | HPSSC | N/A | N/A | N/A | 133 | 75 | ↑ | | 8% (SDC); 27% (TWBC) 27% (MBC); 39% (GBC) | 2022/23 | Adjoining LAs | 40% of annual housing target (LGIinform Plus) | 133 consists of 88 homes for rent and 45 shared ownership. |

| | | | | BASELINE | | | | 2023/24 | | | | | BENCHMARKING | | | | | | | |
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| CS Priority Action | Ref. No. | Aligned KPI | Lead | Value | Date | Frequency | Source | SSC | Apr-Jun | Jul-Sept | Oct-Dec | Jan-Mar | Target/Aspiration 2023/24 | TREND | Data Assurance | Value | Date | Comparator | Source | Explanatory Comments |
| Use every power we can to support those who are most in need of housing support and at risk of becoming homeless. | 035 | Number of people on housing register | LH | 1208 | Jan-Mar 2023 | Quarterly | Locata | HPSSC | N/A | N/A | 85 | 167 | 1000 by end of financial year. | | Yes | TBC | TBC | TBC | Kent Housing Group | A new IT system was implemented from June 2023 and all households on the housing register were asked to reapply. There is a backlog in HR assessments and so the number on the register is artificially low at the moment. We are unable to provide the waiting time for assessment of HR applications at the moment. |
| | 036 | Number of HR applications received | LH | 541 | Jan-Mar 2023 | Quarterly | Locata | HPSSC | N/A | N/A | 571 | 772 | 350 by end of financial year | | Yes | | | | N/A | |
| | 037 | Waiting time for assessment of HR applications (days) | LH | 140 | Jan-Mar 2023 | Quarterly | Locata | HPSSC | N/A | N/A | N/A | N/A | 100 by end of financial year | | Yes | | | | N/A | |
| | 038 | Number of people in Temporary Accommodation | CKe | 91 | Jan-Mar 2023 | Quarterly | Locata/T A System | HPSSC | 110 | 113 | 120 | 118 | 80-100 | → | Yes | | | | N/A | |
| Improving standards in rented accommodation. | 039 | Number of properties where property conditions have been improved | HS | 10 | Jan-Mar 2023 | Quarterly | Uniform | HPSSC | 19 | 14 | 19 | 23 | 60 for 2023/24 | ↑ | Yes | | | | N/A | 75 properties improved during 2023/24 |
| | 040 | Number of housing enforcement notices served | HS | 0 | Jan-Mar 2023 | Quarterly | Notices Register | HPSSC | 0 | 0 | 0 | 2 | Reactive to Need | | | | | | N/A | |
| | 041 | Number of disabled facilities grants completed in the borough. | TM | 80 | 2022/23 | Quarterly | Housing Improvement Team Database | HPSSC | 22 | 20 | 18 | 21 | 80 | ↑ | | TBC | TBC | TBC | DFG Delta Return | 81 DFGs completed, so exceeded target. |
| Deliver a range of measures to help our local economy bounce back. | 042 | Number of economic projects delivered through the UKSPF and REPF | JW | 0 | Jan-Mar 2023 | Annually | DLUHC | FRPSSC | N/A | 0 | 0 | 11 | 11 (cumulative by end March 2024) | → | Yes | | | | N/A | 11 projects completed in total. Not included Safer Sustainable Car Parks Project, Digital Inclusion or Tonbridge Wayfinding Project as these are still in early stages or in progress to be completed in 2024/25. |

| | | | | BASELINE | | | | SSC | 2023/24 | | | | Target/ Aspiration 2023/24 | TREND | Data Assurance | BENCHMARKING | | | | Explanatory Comments |
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| CS Priority Action | Ref. No. | Aligned KPI | Lead | Value | Date | Frequency | Source | | Apr-Jun | Jul-Sept | Oct-Dec | Jan-Mar | | | | Value | Date | Compa rator | Source | |
| | | | | | | | | | | | | | | | | | | | | |
| Deliver a range of measures to help our local economy bounce back. | 043 | Ratio of enterprise births to deaths | JW | 0.97 | 2021 | Annually | Kent Analytics/ KCC | FRPSSC | N/A | N/A | 1.02 | 1.02 | Greater than 1 | ↑ | Yes | 0.96 | 2022 | Kent and Medway | Kent Analytics | Only 3 areas of Kent saw births outstrip deaths in 2022 - Canterbury, Thanet and T&M. Sevenoaks scored 0.93 and TW 0.87 |
| | 044 | Town Centre Vacancy Levels (%) | JW | 7.82% | Jul-22 | Annually | TMBC Town Centres Survey | FRPSSC | N/A | 6.48% | N/A | N/A | Less than 7% | ↑ | Yes | 13.80% | Oct-Dec 2022 | National | British Retail Consortium | Annual survey in August 2023 – much lower than the national average. Next survey in Aug 2024 |
| | 045 | Unemployment rate (%) | JW | 2.10% | Jan-Mar 2023 | Quarterly | NOMIS LA Profile | FRPSSC | 2.10% | 2.20% | 2.20% | 2.3% | Under 2% | → | Yes | 3.50% | Feb-24 | Kent | NOMIS (LA Profile) | Figure for Kent 3.5%, Sevenoaks 2.1% and Tunbridge Wells 2.4%. |
| Identify ways we could use our land and other assets better, especially in Tonbridge Town Centre. | 046 | % Occupation of rental properties | SE | 96% | Jan-Mar 2023 | Quarterly | Property Database | FRPSSC | 100% | 100% | 100% | 100% | 100% | → | | | | | N/A | Consists of retail and office units let on commercial terms - 27 properties in total |
| | 047 | Total income generated from property rentals (£) | SE | £349,000 | 2021/22 | Annually | Integra | FRPSSC | N/A | N/A | N/A | £389,917 | £380,000 | ↑ | Yes | £356,500 | 2022/23 | - | TMBC Accounts (2022/23) | Q4 is a provisional figure. |
| | 048 | Progress made on Tonbridge Town Centre Regeneration Plans. | SE | Approval to proceed with Phase 2 | Jul-22 | Quarterly | Project Management | FRPSSC | Options analysis work | Reports being drafted. | Finalising Phase 2 work. | Phase 2 work approved by Members | Progress to detailed site proposals. | → | Yes | | | | N/A | |
| Develop proposals to raise the profile of Tonbridge Castle and all council assets. | 049 | Total income generated by Tonbridge Castle (£) | LM | £79,100 | 2022/23 | Annually | Integra | FRPSSC | N/A | N/A | N/A | N/A | £85,000 | | Yes | £79,100 | 2022/23 | TMBC | TMBC Accounts (Previous Year) | 2023/24 figure available shortly. |
| | 050 | Leisure Centres - overall income (% to profile) | SG | 117% | Jan-Mar 2023 | Quarterly | TMLT Management System | FRPSSC | 107.1% | 107.3% | 110.6% | 107.1% | Over 100% | ↑ | | TBC | TBC | TBC | TMLT/Sport England | Overall for the year, income exceeded expenditure by circa £470,000. |
| | 051 | Leisure Centres - overall expenditure (% to profile) | SG | 110% | Jan-Mar 2023 | Quarterly | TMLT Management System | FRPSSC | 96.9% | 101.6% | 97.1% | 99.6% | Under 100% | ↑ | | TBC | TBC | TBC | TMLT/Sport England | |
| | 052 | Total income from council run/supported events | LM/AG | £39,244 | 2022/23 | Annually | Integra | FRPSSC | N/A | N/A | N/A | £51,712 | £50,600 | ↑ | Yes | TBC | TBC | TBC | TMBC Accounts (Previous Year) | |

| | | | | BASELINE | | | | 2023/24 | | | | BENCHMARKING | | | | | | | | |
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| CS Priority Action | Ref. No. | Aligned KPI | Lead | Value | Date | Frequency | Source | SSC | Apr-Jun | Jul-Sept | Oct-Dec | Jan-Mar | Target/Aspiration 2023/24 | TREND | Data Assurance | Value | Date | Comparator | Source | Explanatory Comments |
| Strengthen our links with strategic partners and funding bodies. | 053 | External funding spent (UKSPF/REPF) on economic initiatives (£) - cumulative | JW | £73,594 | 2022/23 | Annually | Integra | FRPSSC | N/A | £149,841 | N/A | £370,500 | £400,000 | → | Yes | | | | N/A | UKSPF funding for Year 2 at almost 100% spent. REPF (West Kent Rural Grants Scheme) was 100% allocated by September 2023 but c. 70% spent by year end, with remainder carried over into 2024/25. |
| | 054 | No of economic projects jointly delivered with strategic partners. | JW | 13 | 2022/23 | Annually | Annual Economic Strategy Action Plan | FRPSSC | N/A | N/A | N/A | 15 | 15 | ↑ | Yes | | | | N/A | 15 projects in partnership with Invest West Kent; Federation of Small Business; Tonbridge Town Team; Department for Work and Pensions, KCC/Digital Kent; NIAB EMR; Environment Agency; Panattoni & RBLI |

Additional KPIs:

| Ref. No. | Aligned KPI | Lead | Value | Date | Frequency | Source | SSC | Apr-Jun | Jul-Sept | Oct-Dec | Jan-Mar | Target/Aspiration 2023/24 | TREND | Data Assurance | Value | Date | Comparator | Source | Explanatory Comments | |
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| Planning | | | | | | | | | | | | | | | | | | | | |
| 100 | % against Government target of 60% (for major apps) | JB | 100% | Jan-Mar 2023 | Quarterly | PS1/2 Returns | HPSSC | 100% | 100% | 80% | 67% | 75% | ↓ | Yes | 60% | 2023/24 | Govt Targets | HMCLG - NI157a | | |
| 101 | % against Government target of 65% (for minor apps) | JB | 85% | Jan-Mar 2023 | Quarterly | PS1/2 Returns | HPSSC | 92% | 88% | 86% | 85% | 80% | → | Yes | 65% | 2023/24 | Govt Targets | HMCLG - NI157b | | |
| 102 | % against Government target of 80% (for 'others') | JB | 93% | Jan-Mar 2023 | Quarterly | PS1/2 Returns | HPSSC | 94% | 96% | 87% | 84% | 92% | ↓ | Yes | 80% | 2023/24 | Govt Targets | HMCLG - NI157c | | |
| 103 | Number of appeals received | JB | 15 | Jan-Mar 2023 | Quarterly | PS1/2 Returns | HPSSC | 11 | 5 | 11 | N/A | | | | | | | | | |
| 104 | Number of appeals determined - allowed | JB | 3 | Jan-Mar 2023 | Quarterly | PS1/2 Returns | HPSSC | 8 | 5 | 5 | 3 | | ↑ | | | | | | | Fewer appeals allowed in most the recent quarter but fewer determined overall. |

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| 105 | Number of appeals determined - dismissed | JB | 4 | Jan-Mar 2023 | Quarterly | PS1/2 Returns | HPSSC | 12 | 7 | 9 | 6 | | ↑ | | | | | | Fewer appeals dismissed in the most recent quarter but fewer determined overall. |
| 106 | Number of planning enforcement cases opened | JB | 80 | Jan-Mar 2023 | Quarterly | PS1/2 Returns | HPSSC | 66 | 81 | N/A | 54 | | | | | | | | |
| 107 | Number of planning enforcement cases closed | JB | 117 | Jan-Mar 2023 | Quarterly | PS1/2 Returns | HPSSC | 45 | 64 | N/A | N/A | | | | | | | | |
| 108 | Number of planning enforcement notices served | JB | 0 | Jan-Mar 2023 | Quarterly | PS1/2 Returns | HPSSC | 0 | 0 | 1 | 2 | | | | | | | | |
| Customer Services and Licensing | | | | | | | | | | | | | | | | | | | |
| 109 | % Handled rate (Customer Services) | LM | 93% | Jan-Mar 2023 | Quarterly | AW365 | O&S | 88% | 87% | 84% | 82% | 93% | ↓ | | TBC | TBC | TBC | TBC | Mar24 Note - Annual billing system issues along with Adelante upgrade to SP6 system issues, generated more calls. No vacant posts but training of new staff continues |
| 110 | % emails responded to within 24 hrs (Customer Services) | LM | 100% | Jan-Mar 2023 | Quarterly | Outlook | O&S | 100% | 100% | 100% | 100% | 100% | → | | TBC | TBC | TBC | TBC | Castle team is picking up emails on the weekend when service allows. |
| 111 | % webchat answer rate (Customer Services) | LM | 99% | Jan-Mar 2023 | Quarterly | Webchat Tool | O&S | 99% | 98% | 98% | 99% | 99% | ↑ | | TBC | TBC | TBC | TBC | |
| 112 | Total number of licenced drivers | AG | 596 | Jan-Mar 2023 | Quarterly | IDOX Uniform | O&S | 601 | 615 | 623 | 619 | 620 | ↓ | Yes | TBC | TBC | Kent | Dept of Transport | Despite drop in Q4, an increase in 23 drivers during course of the year. |
| 113 | Total number of vehicle licences | AG | 538 | Jan-Mar 2023 | Quarterly | IDOX Uniform | O&S | 558 | 565 | 560 | 577 | 565 | ↑ | Yes | TBC | TBC | Kent | Dept of Transport | |
| 114 | Total number of premises licences | AG | 398 | Jan-Mar 2023 | Quarterly | Home Office Return | O&S | 403 | 402 | 403 | 402 | 400 | → | | TBC | TBC | Kent | Dept of Transport | |
| Waste Services | | | | | | | | | | | | | | | | | | | |
| 115 | % completion of scheduled collections | DCL | 97.80% | 2022/23 | Quarterly | Whitespace Analytics | CESSC | 97.50% | 99.40% | 99.9% | 100% | 99.0% | ↑ | | TBC | TBC | TBC | TBC | |
| 116 | Number of formal complaints received - collections | DCL | 274 | 2022/23 | Quarterly | Whitespace Analytics | CESSC | 47 | 48 | 37 | N/A | 10% reduction | ↑ | | TBC | TBC | TBC | TBC | Q1-3 totals 132 formal complaints. |

| Ref. No. | Aligned KPI | Lead | Value | Date | Frequency | Source | SCC | Apr-Jun | Jul-Sept | Oct-Dec | Jan-Mar | Target/Aspiration 2023/24 | TREND | Data Assurance | Value | Date | Comparator | Source | Explanatory Comments |
|----------|---------------------------------------------------------|------|-------|---------|-----------|----------------------|-------|---------|----------|---------|---------|---------------------------|-------|----------------|-------|------|------------|--------|----------------------|
| 117 | Number of formal complaints received - street cleansing | DCL | 29 | 2022/23 | Quarterly | Whitespace Analytics | CESSC | 14 | 7 | 3 | N/A | 10% reduction | ↑ | | TBC | TBC | TBC | TBC | |
| 118 | % of individual collections missed (waste) | DCL | 0.00% | 2022/23 | Quarterly | Whitespace Analytics | CESSC | 0.20% | 0.15% | 0.11% | N/A | Under 0.2% | ↑ | Yes | | | | N/A | |