CORPORATE PLAN TECHNICAL ANNEX: DELIVERING OUR OUTCOMES - PRIORITY ACTIVITIES AND KEY PERFORMANCE INDICATORS

Whilst it is crucial to set an ambitious vision and outcomes for the borough and the council, it is equally important to be clear about what we will do to deliver them and how we will measure progress. This technical annex sets out some of our priority activities and key performance indicators mapped against each strategic outcome. It is not intended to cover everything the council does. The technical annex will be reviewed and updated annually.

STRATEGIC OUTCOME: A SUSTAINABLE APPROACH TO NEW HOMES, DEVELOPMENT AND INFRASTRUCTURE WHICH BENEFITS OUR COMMUNITIES, IN A WELL MAINTAINED BOROUGH		
PRIORITY ACTIVITIES		
PRIORITY	**DELIVERABLE**	**DELIVERED BY**
Work with local residents to bring forward the redevelopment of the Cambridge Road Estate, increasing the number of social rented homes and providing new replacement homes, open spaces and new community facilities for existing residents	Work with existing residents, the local community and development partner to bring forward a comprehensive plan for the Cambridge Road Estate regeneration, with independent advice available to residents.	December 2019
	Hold a fair resident ballot at the Cambridge Road Estate that enshrines best practice techniques and guidance in engagement and consultation to apply to other RBK major regeneration opportunity sites	December 2019
Make effective use of council-owned land to deliver as many affordable homes as possible across the borough.	Undertake feasibility and agree a regeneration programme of RBK owned sites and opportunities with support of the Mayor to deliver new homes, especially affordable	June 2020
	Develop and deliver council affordable homes programme with the support of the Mayor to help meet local needs.	April 2023
	Build 1,000 new homes by 2022	December 2020 (first home)
Work with communities to develop Kingston's new Local Plan which will guide and manage future development to 2041, ensuring high quality, good design, supporting infrastructure, and affordable housing.	Wide public engagement in the future growth and development of the borough; Phase 1 issues and options consultation	December 2019
	Adoption of a new Local Plan	March 2022
Ensure that all development schemes are well designed in their context and the character of the area, creating a sense of pride and place.	Seek to ensure all new buildings have the highest level of energy efficiency with carbon offsetting during construction	Ongoing
	Design codes prepared alongside the Local Plan	March 2022

Actively manage our property portfolio to drive up value, increase income where desirable and improve services for our residents.	Invest in new commercial property and invest in new property projects, to create additional income to support the regeneration of local areas.	May 2021
	With public sector partners, identify opportunities where our property and land can be shared and re-developed to reduce our overheads and improve customer outcomes and services.	Ongoing
	Review the council's operational property estate and its management to reduce costs and ensure that the way in which it is used supports the council's priorities. The review will also look at the energy efficiency of operational assets.	December 2019
	Review the community element of the property estate to create a sustainable approach and maximise social value outcomes.	December 2019
Make best use of our Housing Revenue Account assets and resources, maximise our income and spend wisely, to provide modern, high quality services and support for our tenants and leaseholders and enable us to develop new council homes.	Develop a new HRA Business Plan and Financial Strategy for the Housing Revenue Account which reflects the recent changes to funding.	December 2019
	Design and implement a new asset management strategy which will ensure our existing homes are safely maintained, improved and developed.	December 2019
	Deliver a programme of new council homes supported by GLA grant funding, working in partnership with both the public and private sector.	March 2023
	Develop a new Housing Strategy which sets out the council's vision, aims and priorities for housing over the next five years. The Strategy will include all housing in the borough; privately owned housing, council housing, specialist housing for older people and student accommodation.	March 2020
Make it easier for residents and businesses to reduce, reuse and recycle more, dispose of their waste efficiently; and keep the Borough's streets clean.	Provide 1 public drinking fountain in the Ancient Market and 3 more across the borough, and encourage a culture of refillable bottles, to promote health, reduce litter and cut the use of plastic.	February 2020
	Deliver a new 'Recycling on the Go' system.	September 2019
	Develop, plan and campaign around the council's commitment to reduce plastic waste.	Dec 2019
Protect Kingston's parks, green open spaces, and biodiversity, for current and future generations to enjoy, and for its benefits for our health and well-being.'	Plant 2,000 trees across the borough by 2022, with 500 planted in 2018/19	April 2022
	Complete the Parks Improvement Programme, undertaking various activities in parks and open spaces across the Borough.	March 2021

	Recommission the Green Spaces Service with a focus on maintaining parks and green spaces as a borough asset and improving Kingston's biodiversity.	March 2021
Invest in the borough's essential infrastructure to support our growing population - schools; health, community and leisure facilities; roads and transport - with developers paying their fair share.	Schemes to improve transport networks delivered as part of the next Local Implementation Programme 3 year delivery plan 2019 - 2021.	March 2021
	Work with health partners to assess demand for GPs, dentists and health facilities.	December 2019
	Produced updates to the council's school place planning strategy - published June 2017 - every 2 years, setting out progress against delivery and any changes to anticipated demand.	June 2019
	Develop a Kingston Leisure Asset Strategy and proposals for the future of council funded leisure centres.	March 2020
	Work with partners to develop a new 10-15 year strategy that ensures Kingston town centre resilience and vitality and delivers a more diverse and sustainable economy	October 2019
Invest in sustainable transport - including cycling, walking and electric vehicle charging points - to reduce reliance on high polluting vehicles to tackle air pollution, with a fair approach to traffic enforcement designed to keep the borough moving.	Refresh the Kingston Air Quality Action Plan with the community through participatory democracy and develop a wider Air Quality Strategy which articulates Kingston's approach to improving air quality.	January 2020
	Introduce more than 100 new electric charging points across the borough.	April 2022
	Complete the Go Cycle programme to deliver traffic-free cycle routes and a range of complementary measures to get people cycling, reducing emissions and air pollution, reducing congestion and increasing levels of daily exercise and activity.	April 2022
	Work with Transport for London to encourage the adoption of Eden Street as a 'Clean Bus Zone', with only low emissions buses operating on routes through the street.	September 2020
	Increase in the number of publicly available bike parking spaces in the borough.	Ongoing
	Increase the number of children receiving bikeability training - 1,400 per annum at levels 1 & 2 (subject to funding).	Ongoing
	Review the council's approach to managing the borough's road network to minimise disruption from planned and reactive road repairs and maintenance, with more effective working with utilities companies.	July 2019
	In line with TfL's Healthy Streets agenda, encourage residents to take advantage of the existing good opportunities for walking and cycling, while seeking to improve the public transport connections and access to key centres via sustainable means.	April 2021
	Deliver a fair and sustainable parking service and undertake a parking review designed to deliver a parking policy that promotes environmental sustainability, air quality and fairness.	December 2019

	Develop a new energy strategy aimed at helping residents and businesses to cut their energy bills and reduce their carbon emissions.	March 2021

KEY PERFORMANCE INDICATORS

PERFORMANCE MEASURE	BASELINE	2018/19 TARGET	2019/20 TARGET	2022/23 TARGET
Total housing units delivered (Target figures set by the Core Strategy 2012. Higher targets are expected following the adoption of the new London Plan during the period covered by the Corporate Plan).	502 (2017/18)	643	643	2,572 (4 year total)
Total affordable housing units delivered (Delivery measured against the target set by the Core Strategy (2012), Policy DM15. Target will be reviewed as part of the development of a new Local Plan)	37 (2017/18)	133	133	532 (4 year total)
Number of residents engaged in estate regeneration linked to CRE	20	140	800	25% increase
Number of homes delivered as % of number of homes required over rolling 3 year period.	59% (Apr 2018)		45%	75%
Percentage of household waste sent for reuse, recycling and composting	48.3%	48.3%	50%	51%

STRATEGIC OUTCOME: A SAFE BOROUGH WHICH CELEBRATES OUR DIVERSE AND VIBRANT COMMUNITIES, WITH LOCAL PRIORITIES SHAPED THROUGH PARTICIPATORY DEMOCRACY

PRIORITY ACTIVITIES

PRIORITY ACTIVITY	DELIVERABLE	DELIVERED BY
Kingston's communities are places where residents feel safe and the fear of crime is low, with a zero-tolerance approach to domestic abuse and hate crime and action against anti-social behaviour.	Consult on proposals to introduce 20 mph speed limits on all residential roads across the borough.	December 2019
	Protect and support survivors of domestic abuse, including enhancing the provision available for survivors with complex needs.	March 2020 and ongoing
	Enter into a London Crime Prevention Fund Grant Agreement with the Mayor's Office of Policing and Crime for 2019/21 to contribute to funding Safer Kingston priorities.	March 2019

	Review and assess the impact of our multi-agency Knife Crime Plan with partners	December 2019
	Work to strengthen participation in the work of the local Safer Neighbourhood Board	Ongoing
	A refreshed Safer Kingston Partnership Plan for 2020/23, approved by Community Engagement Committee and Full Council, at the same time increasing synergies with the Youth Justice Plan	June 2020
Review and strengthen the council's approach to emergency planning and business continuity locally and with other London boroughs as part of new statutory arrangements to prevent and respond to national, regional and local emergencies.	Report to Community Engagement Committee on the outcomes of the Emergency Planning and Business Continuity Review.	July 2019
	Set up an cross-directorate Task & Finish Group to oversee contingency planning for the impacts of Brexit, liaising with central government, other London boroughs and local strategic partners.	January 2019 (T&FG set up) and ongoing
People of all ages and backgrounds integrate well and share our vision for Kingston as a diverse, tolerant and welcoming borough.	Assess progress against Annual Equality Objectives and Community Cohesion Action Plan and update annually.	March 2020 and annually
A borough which celebrates culture, heritage and diversity with vibrant community events for local people, businesses and visitors to enjoy.	Work with the VCS to put on an annual event to celebrate Kingston's volunteers and showcase the benefits of volunteering.	September 2019
	Review and refresh the process for organising community events, to make it more streamlined and easier to navigate for community groups with support by Neighbourhood and Community Managers.	July 2019
	Encourage community schemes such as Kids Play Out.	Ongoing
	Successfully deliver the a programme to support the live music scene in Kingston, using funding from the GLA as part of the London borough of Culture Programme.	March 2020
	Develop options for the future refurbishment of Kingston Museum.	December 2019
	Review of Kingston library services	March 2020
	Consider feasibility of introducing a borough lottery	March 2021
Create the environment for thriving local businesses across a range of sectors across the borough.	Develop and agree a programme that will support local business to thrive. Which will include:	Sept 2019
	A review of the council's commissioning framework to ensure it maximises support to local business and enables SMEs to be part of the commissioning process, with support to the Kingston Pound	April 2020
	Work with existing council suppliers to ensure they maximise the use of local business in supply chains	April 2020

	Look to achieve a social enterprise borough status	June 2020
	Delivering flexible and affordable workspace for small business	April 2020
Work with local partners and neighbouring boroughs to support people to develop the skills they need to enter employment.	As part of the South London Partnership, identify local skills priorities for Kingston via the SLP Skills & Employment Board and feed back to the Mayor of London ahead of the devolution of adult skills budgets to the GLA.	October 2019
	Develop options for the future of the Kingston Adult Education Service, designed to support people to develop the right skills to remain independent and maximise employment opportunities	September 2019
Review the council's approach to voluntary and community sector grants and commissioning to focus on improving value for money and the delivery of our strategic outcomes, with an emphasis on celebrating volunteering	Complete a cross-cutting review of the council's approach to VCS grants and commissioning	December 2019
	Develop a 'Kingston Community Partnership Contract' which articulates the relationship between RBK and the VCS.	March 2020
Strengthen the role of Neighbourhood Committees to enhance local, community-based decision making, with greater flexibility to respond to local issues.	Complete the Neighbourhoods Review with proposals to strengthen the role of Neighbourhood Committees, for agreement at Full Council and proposals successfully implemented.	May 2019
	Recruit 2 additional Neighbourhood Managers - bringing the total to 4 (one for each Neighbourhood) to provide greater support to Neighbourhood Committees and key point of contact between the council and our Neighbourhoods.	February 2019 (complete)
	Recruit 4 additional Neighbourhood Rangers - bringing the total to 8 - to respond to local issues raised by residents.	December 2018 (complete)
Maximise civic engagement through participatory democracy projects, including Citizens Assemblies and open democracy platforms.	Establish a Citizen's Assembly focusing on air quality and producing a Kingston Citizens' Clean Air Plan.	September 2019
	Develop an Open Democracy Programme.	December 2020
Seek to understand views on the borough, the council, and local services, communicate effectively and in plain English and act on feedback.	Carry out an annual Residents Survey and publish results on the council's website.	Annually
	Hold Let's Talk... community engagement themed events at locations across the borough.	Ongoing to March 2023
	Update the council website to ensure all public consultations easily accessible.	July 2019 and ongoing

KEY PERFORMANCE INDICATORS					
PERFORMANCE MEASURE	**BASELINE**	**2018/19 TARGET**	**2019/20 TARGET**	**2022/23 TARGET**
% of respondents that say they are concerned about crime (annual residents survey Q13)	To be established	To be established		
Fire Risk Assessments up to date	100% (2017/18)	100%	100%	100%
Gas Safety Certification up to date	100% (2017/18)	100%	100%	100%
% food business rated 3 or above	75%	75%	75%	75%
Number of residents who volunteer regularly (once a month or more) OR Resident volunteer registrations	N/A 159 (Q1 2018/19)	N/A	1,000	2,000
Domestic Violence offences	7.5 per 1,000 population (rolling year Nov 18)	Decreasing trend	Decreasing trend	Decreasing trend
Sexual violence offences	2.1 per 1,000 population (rolling year Nov 18)	Decreasing trend	Decreasing trend	Decreasing trend
Library visits	558,942 (2017/18)	565,000	570,500	580,137
% of major suppliers' sub-contracted spend within borough - suppliers with Kingston postcodes	To be baselined			

STRATEGIC OUTCOME: HEALTHY, INDEPENDENT AND RESILIENT RESIDENTS, WITH EFFECTIVE SUPPORT TO THOSE WHO NEED IT MOST

PRIORITY ACTIVITIES		
PRIORITY ACTIVITY	**DELIVERABLE**	**DELIVERED BY**
Children and adult social care services which champion resilience and independence; focus on strengths; and	Deliver a number of change programmes jointly with NHS partners and other stakeholders that progress integration between health, social care and housing services which bring together initiatives that enable our	Ongoing

support people of all ages to live the most happy healthy, independent live possible	residents to live independent,healthier lives specified in the Health and Social care Plan.	
	Work with local employers to expand the range of local traineeships and apprenticeships available to young people - particularly those leaving care or with disabilities - to improve the local post-16 education offer.	September 2019
Effective, targeted support to our most vulnerable residents to enable them to fulfil their potential and improve the quality of their lives	Open a new dementia care home, to provide the best possible care for our elderly residents needing this specialist service.	October 2020
	Develop and operate a local residential children's home to meet the requirements of children and young people with higher-level care needs.	January 2020
	Increase the range of local,supported accommodation to meet the needs of young people who are in care and leaving care.	October 2019
	Prevent homelessness through early intervention and provision of advice on accommodation rights and housing options	March 2020 and ongoing
	Continue to maintain and develop a multi agency approach to reduce rough sleeping through the provision of outreach and accommodation services	March 2020 and ongoing
	Maximise residents independence by developing and using new technology enabled care services (TECS)	March 2020 and ongoing
Helping to provide children with the best start in life, through effective early years support to those who need it	Develop the local offer to provide integrated support for young families delivered through centres and targeted outreach work in local communities.	March 2020
Working with young people to deliver the best services possible in a clear and joined up way	Review the youth service offer by listening to the views of young people and co-producing services with them	April 2021
Ensuring all children and young people receive a high standard of education locally with a focus on supporting those with special educational needs to be educated alongside peers and in local mainstream schools.	Establish new specialist resource provisions to create more local school places for children with special educational needs and disabilities.	September 2022
Effective school place planning, ensuring that the borough has enough schools and school places to support a growing population.	Consult on proposals to expand Burlington Infant and Burlington Junior Schools from September 2022 and 2025 respectively.	Spring 2019

	Support the Diocese of Southwark's application to establish a Church of England voluntary-aided secondary school.	Spring 2019
	Refresh the Council's School Place Planning Strategy.	Spring 2020
	Work with the ESFA to enable the opening of GEMS Surbiton Primary school.	September 2021
	Work with the ESFA to enable the opening of a special free school (subject to application is approved)	September 2022
Accessible and integrated health and social care services with, with partners provide effective care and an approach which enables people to live independently within their local community	Develop and implement a Digital Inclusion Action Plan to provide support for people to access services online whilst continuing to offer an offline alternative to those who need it.	December 2019
	Work with health partners to produce a Health & Care Plan for Kingston which will also form the basis of the joint response to the NHS Long Term Plan, focusing on opportunities to improve health, wellbeing and independence in Kingston.	September 2019
Empowering people to maintain good mental health and well being with access to information, advice and guidance on local activities and services that will enable them to lead active and healthy lifestyles	Recruit at least 20 Time to Change champions to use their experience of mental health problems to change the way people think and act about mental health.	March 2020
	Support at least 10 business in the borough to sign the Time to change Employers Pledge to tackle mental health stigma in the workplace.	March 2020
	Sign up RBK to the Public Health England prevention concordat for better mental health in order to to create resilient communities, support prevention activity and to prevent mental health problems and promote good mental health.	March 2020
	Support 5 councillors to be mental health champions as part of the mental health foundation mental health challenge.	March 2020
	Deliver Mental Health First Aid training courses for those working with Young People, and for those working with Adults, developing a train-the-trainer model.	March 2020 and ongoing

KEY PERFORMANCE INDICATORS				
PERFORMANCE MEASURE	BASELINE	2018/19 TARGET	2019/20 TARGET	2022/23 TARGET
The number of delayed transfer of care from hospital to social care	378 based on 17/18 performance	183	Target set nationally for 19/20	Target set nationally by NHS England

Number of people in care homes aged 65+ exc LD	271 (snapshot 31.3.18)	267	248	Not yet forecast
Adult safeguarding cases closed with risks reduced or removed (%)	17/18 85%	89% to date	91%	Not yet forecast
Percentage of care leavers (19 - 21 year olds) who are in contact with the local authority and who are engaged in education, training and employment	64% (2017/18)	60%	62%	Not yet forecast
The number of looked after children	128 (2017/18)	122 (forecast)	126 (forecast)	Not yet forecast
The % of Looked After Children placed 20+ miles from home	22% (2017/18)	20%	18%	Not yet forecast
Progress scores should be compared to the national average of 0.0. A positive score indicates that pupils make stronger progress from their different starting points than their peers nationally, whilst a negative value will indicate weaker progress.				
The average progress score per pupil in reading (KS2)	+0.7 (2017/18)	+0.8 (0.1 increase)	Not yet forecast	Not yet forecast
The average progress score per pupil in writing (KS2)	-0.3 (2017/18)	0.0 (0.3 increase)	Not yet forecast	Not yet forecast
The average progress score per pupil in mathematics (KS2)	+0.8 (2017/18)	+0.9 (0.1 increase)	Not yet forecast	Not yet forecast
The average progress 8 score per pupil (KS4)	+0.5 (2017/18)	+0.6 (0.1 increase)	Not yet forecast	Not yet forecast
The proportion of schools judged at good or better by Ofsted	94% (2017/18)	98%	Not yet forecast	Not yet forecast
Percentage of statutory EHCPs completed within 20 weeks (excluding exceptions)	75% (2017/18)	75%	80%	Not yet forecast 2020/21 = 85% 2021/22 = 90%
Households living in Temporary Accommodation	709	872	872 why increasing?	N/A
Homelessness Preventions (via housing options)	597 (2017/18)	450	450	N/A
No of Mental Health First Aid Courses delivered (adults and young people)	-	New KPI	6 (3 adults, 3 young)	

CHANGING COUNCIL OBJECTIVE: KINGSTON COUNCIL WILL BE FINANCIALLY AND ENVIRONMENTALLY SUSTAINABLE, WORKING TRANSPARENTLY AND COLLECTIVELY IN THE BEST INTERESTS OF KINGSTON'S RESIDENTS, PARTNERS AND BUSINESSES		
PRIORITY ACTIVITIES		
PRIORITY ACTIVITY	**DELIVERABLE**	**DELIVERED BY**
Taking responsibility and doing what's necessary to put the council on a sustainable financial footing	Set a balanced budget for 2019/20 and sustainable MTFS to 2022/23	March annually
	Carry out a full review of Fees & Charges	March 2020
	Completion of organisational restructure at all tiers	April 2019
Reshaping commissioning and contract management to deliver more effective outcomes using the same or less resources including a corporate framework and approach	Develop a Commissioning, Procurement and Contract management framework that ensures consistent best practice across all council's commissioning activity, delivers best value and improved outcomes for Kingston's communities.	March 2020
	Deliver £1.5m savings through our Smartter Commissioning -Better Contracting programme	April 2023
	Develop a framework that maximises commercial opportunities for the Council and encourages enterprise with a programme of activity to deliver new or alternative delivery models	January 2020
Develop a framework that maximises social value from all third party relationships to benefit Kingston communities and businesses	Achieve London Living wage Accreditation	September 2019
	Ensure social value criteria are part of every commissioning process and that we identify the key outcomes for RBK - the 'social value ask'	December 2019
Developing organisational development that drives transformation and deliver the culture change we want- ensuring our workforces reflects our community.	Develop a organisational development strategy that provides staff with the tools and support to do their job and transform services , development programme that nurtures and grows talent and staff engagement process that is inclusive and empowering	April 2020
'Hardwiring' effective communications, consultation and engagement into the council's decision-making, with services which are designed with our residents.	Create a register of local community, residential, business and voluntary groups that will be consulted as of right on matters of local interest and service provision.	December 2019
	Implement a Residents' Engagement and Consultation Hub (REACH) to serve as a vehicle through which the council will consult with local interest groups.	April 2020

	Develop a Community Engagement Strategy to articulate the council's vision and approach to community engagement and some of the practical tools it will use to improve.	July 2019
Improve the way residents can access services by embracing new technology; investing in customer services; and making it easier for residents to book things, report activities and access services on online, whilst continuing to provide alternatives for those that who are unable to do so.	Implement the new Digital Customer platform to improve the ability for people to report faults or issues, book appointments and pay for things online.	September 2019
	Review and refresh the most visited pages on the council's website to improve clarity of information and services available and work with services to improve best practice in web design across teams.	July 2019 and ongoing
	Review all support services to ensure they are focussed on enabling frontline service delivery, maximise digitalisation and transformation.	Rolling programme
	Engaged in the delivery of the Internet of Things pilot as part of the South London Partnership work.	March 2020
	Undertake Smart Place projects to look at smart use of technology to include Domestic Violence and Air Quality.	March 2020
	Improve the broadband capacity in the borough though market intervention, social housing fibre, bid for superfast broadband and maximising wi-fi / small cell / 5G.	March 2021
	Review the council's data centre arrangements to improve resilience and security for the council.	March 2021
An open and transparent council, with accessible data and decisions which are subject to public debate and scrutiny	Introduce a Scrutiny Panel to empower residents to challenge council decisions.	June 2018 *(complete)*
	Strengthen the council's approach to performance and risk management and produce quarterly budget, performance and risk management reports to Committee.	June 2019 and ongoing
	Ensure that the speed and quality of decisions on planning applications protects the council's right to determine planning applications.	Ongoing
	Improve the quality of Kingston's Open Data Portal to increase the amount of service and financial data published to improve transparency of the council and assist resident scrutiny.	March 2020
Value, respect and reward our staff, listen to their ideas and concerns, provide a 'golden thread' on how they are helping us to achieve our ambitious aims.	Agree a mechanism for measuring the employee experience and engagement and building opportunities for employee input and involvement into the way we work	April 2019

KEY PERFORMANCE INDICATORS

PERFORMANCE MEASURE	BASELINE	2018/19 TARGET	2019/20 TARGET	2022/23 TARGET
General Fund Revenue delivered within 1% of budget	-2.74% (2017/18)	+/-1%	+/-1%	+/-1%
% Housing rent arrears collection	4.3% (Mar 2018)	3.6%	3.6% (Mar 2019)	
% Commercial rent collection	93.3% (estimate)	n/a	TBC	TBC
Council Tax collected (QRC) % Current year	98.5% (2017/18)	98.5%	98.5%	
NNDR (business rates) collected (QRC) % Current year	97.5% (2017/18)	97.5%	97.5%	
Average general needs void turnaround time (HRA)	23 days (2017/18)	23 days	23 days	
% of third party spend with contracted suppliers	61.35% (Q3 18/19)	n/a	70%	80%
% of third party spend with SMEs (against 30% government target)	62.89% (Q3 18/19)	n/a	63.5%	65%
% of third party spend within borough - suppliers with Kingston postcodes	12.02% (Q3 18/19)	n/a	12.5%	20%
Average call waiting times to contact via phone through Customer Contact Centre	Less than 10 mins	Less than 5 mins	Less than 5 mins	Less than 5 mins
Online enquiries received v enquiries via phone	20% online	50% online	50% online	70% online
Complaints & FOI resolved within agreed timescales	50%	70%	80%	95%
Process planning applications for major development within the statutory target, or any agreed extension	98.2% (Sept 2018)		>80%	>80% * 'subject to national Gvt change
Process planning applications for non-major development within the statutory target, or any agreed extension	87.1% (Sept 2017)		>70%	>70%
Secure a 5 year supply of land for housing development	2.9 years (Q2 2018/19)		>5 years	>5 years
Pay gender gap (median hourly rate - a positive value denotes the percentage that men are paid more than women)	5.2% (Mar 2017)	5%	5%	5%

Sickness absence (corporate + London average)	6.1 days per employee (London Median 8.2 2017/18)	6.1 days	6.1 days	6.1 days
Workforce demographics % of top 5% earners: ● Female ● Disability ● Ethnicity - BAME Average age of workforce	● 61.7% (London median 51%) ● 7.5% (London median 4%) ● 7.5% (London median 17%) 45 (London average 46)	- - - -	- - - -	- - - -