

# AGENDA

## CABINET MEETING



Date: Wednesday 11 August 2010  
Time: 6.30 pm  
Venue: Town Hall, High Street,  
Maidstone

Membership:

Councillors Ash, Garland (Chairman), Greer,  
Mrs Ring, Sherreard and J.A. Wilson

---

Page No.

1. Apologies for Absence
2. Urgent Items
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of lobbying
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information
7. Minutes of the Meeting held on 14 July 2010

1 - 3

**Continued Over/:**

---

**Issued on 4 August 2010**

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact JANET BARNES on 01622 602242**. To find out more about the work of the Cabinet, please visit [www.maidstone.gov.uk](http://www.maidstone.gov.uk)

**Alison Broom, Chief Executive, Maidstone Borough Council,  
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

### **KEY DECISION REPORTS**

- |    |  |        |
|----|--|--------|
| 8. | Report of the Head of Communications and the Head of Finance & Customer Services - Budget Consultation | 4 - 13 |
|----|--|--------|

### **NON-KEY DECISION REPORTS**

- |     |   |         |
|-----|---|---------|
| 9.  | Report of the Head of Finance & Customer Services - Budget Monitoring - First Quarter 2010/11 | 14 - 27 |
| 10. | Report of the Head of Change and Scrutiny - Quarter 1 Performance Report                      | 28 - 48 |
| 11. | Report of the Head of Democratic Services - Executive Arrangements                            | 49 - 52 |
| 12. | Report of the Leader of the Council - Forward Plan  | 53 - 55 |

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

#### **MINUTES OF THE MEETING HELD ON WEDNESDAY 14 JULY 2010**

**PRESENT:** Councillor Garland (Chairman), and  
Councillors Ash, Greer, Mrs Ring and J.A. Wilson

**ALSO PRESENT:** Councillor FitzGerald

30. **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Sherreard.

31. **URGENT ITEMS**

There were no urgent items.

32. **NOTIFICATION OF VISITING MEMBERS**

Councillor FitzGerald indicated his wish to speak on Agenda Items 8 and 9.

33. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members or Officers.

34. **DISCLOSURES OF LOBBYING**

There were no disclosures of lobbying.

35. **EXEMPT ITEMS**

**RESOLVED:** That the Items on the Agenda be taken in public as proposed.

36. **MINUTES**

**RESOLVED:** That the Minutes of the Meeting held on 9 June 2010 be approved as a correct record and signed.

37. **BUDGET STRATEGY 2011/12 ONWARDS**

**DECISION MADE:**

1. That for planning purposes, the Council Tax increase for 2011/12 and future years be set at 2.5% to inform the strategic projections provided in Appendix F of the report of Management Team.

2. That the scenario to be adopted is the "Most Likely" as outlined in the strategic projections in the report of Management Team.
3. That the extent of the Capital Programme for 2011/12 onwards be noted.
4. That the timetable for the Budget Strategy 2011/12 be noted.

For full details of this Record of Decision, please follow this link:-  
<http://meetings.maidstone.gov.uk/ieDecisionDetails.aspx?ID=350>

### 38. PERFORMANCE PLAN

#### DECISION MADE:

1. That the Performance Plan setting out the annual out-turns and the indicators and targets for 2010-13 as at Appendix A of the report of the Head of Change and Scrutiny be agreed, subject to the baseline figure on NI154 being amended to 522.
2. That the detailed Quarterly Performance Out-turns (Key Performance Indicators at Appendix B and Local Performance Indicators at Appendix C of the report of the Head of Change and Scrutiny) be noted.
3. That the changes to the Key Performance Indicator set arising following the agreement of the Strategic Plan 2009-12 update 2010/11 be agreed.
4. That the action plans attached at Appendix D of the report of the Head of Change and Scrutiny be agreed.
5. That the responses to the recommendations of the Corporate Services Overview & Scrutiny Committee as set out on the attached Scrutiny Committee Recommendation Action and Implementation Plan ("SCRAIP") be agreed.

For full details of this Record of Decision, please follow this link:-  
<http://meetings.maidstone.gov.uk/ieDecisionDetails.aspx?ID=349>

### 39. FORWARD PLAN

The Cabinet considered the report of the Leader of the Council regarding the Forward Plan for the period 1 August 2010 to 30 November 2010.

RESOLVED: That the Forward Plan for the period 1 August 2010 to 30 November 2010 be noted, subject to the following amendments:-

Cabinet	13 October 2010	Adoption of the Maidstone Local Biodiversity Action Plan
---------	-----------------	--

Cabinet Member for  
Leisure and Culture

November 2010

Fees & Charges – Market  
Services

Fees & Charges –  
Bereavement Services

Cabinet Member for  
Regeneration

November 2010

Building Surveying  
Charges

40. DURATION OF MEETING

6.30 p.m. to 7.29 p.m.

# Agenda Item 8

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**11 AUGUST 2010**

#### **JOINT REPORT OF THE HEAD OF FINANCE & CUSTOMER SERVICES AND THE HEAD OF COMMUNICATIONS**

**Report prepared by Roger Adley/Paul Riley**

#### **1. BUDGET CONSULTATION 2011-12**

##### 1.1 Issue for Decision

1.1.1 To decide on the form of consultation on the 2011-12 Council Budget.

##### 1.2 Recommendation of the Head of Communications and the Head of Finance

1.2.1 That the Cabinet agrees the consultation timetable and programme set out in the conclusion to this report.

##### 1.3 Reasons for Recommendation

1.3.1 The initial view of the medium term financial strategy for 2011/12 was taken by Cabinet at its meeting in July 2010. That initial view identified budget pressures for savings and efficiencies of £2.8m in 2011/12, £1.6m in 2012/13 and £2.2m in 2013/14.

1.3.2 These pressures exceed the level required from this exercise in previous years by a considerable amount. Recent targets for savings and efficiencies have been:

2010/11	£1.6m
2009/10	£1.4m
2008/09	£1.1m

1.3.3 In preparation for this Cabinet has developed a matrix of services in order to identify those services at three priority levels and at three investment levels.

1.3.4 Following from this priority assessment, individual Cabinet Members have reviewed their services with officers to identify saving and efficiency proposals for Cabinet to consider in September 2010. The

Shadow Cabinet has also undertaken a similar prioritization exercise. Agreement has been reached on a number of topics which will be the subject of joint review between Cabinet and Shadow Cabinet Members with service officer support.

1.3.5 In developing this initial view Cabinet has a wealth of information on public opinion from previous consultation on which it is able to draw. Details of recent previous consultations are given below.

#### 1.4 Previous Budget Consultations

1.4.1 The Council has consulted the public as part of the budget setting process since 2002-03. Various qualitative and quantitative methods have been used including a citizens' panel, focus groups, road shows, meetings, questionnaires, a Simultaneous Multiple Attribute Trade Off exercise, an online budget simulator, and last year a market research exercise.

1.4.2 We have consulted to:

- inform residents of the budget setting process, the council's spending levels and its services;
- find out or check priority areas for spending;
- find out how best to fund schemes or options for specific service elements;
- find out preferences for the funding of service improvements – council tax, increased fees, cuts in services or a combination of all three;
- test support for levels of council tax;
- find out public opinion on future council charges for parking, park & ride, waste removal and the Hazlitt Theatre;
- find residents' preference for increases in council tax levels or cuts in service; and
- to invite suggestions for cuts in service.

1.4.3 Details of previous consultations and what we have learnt is set out in Appendix A.

#### 1.5 The 2011-12 Budget Consultation

1.5.1 Last year the Cabinet decided on a strategic approach to future budget consultation to complement the medium term financial strategy. It agreed that there should be a shift in focus away from questions that consider the immediate future to ones that consider the medium term. It agreed that there should be a rolling programme of subjects and consultation styles over the period of the

strategy to ensure the best use is made of resources.

1.5.2 In order to produce an initial view of the medium term financial strategy for 2011/12 onwards, Cabinet has already commenced some work in advance of consultation. For 2011/12 the approach has three stages as detailed below, with this report considering the possible actions for stage three.

- a) Stage One is raising public awareness of the current financial situation. There has been wide media coverage of the country's economic difficulties, the Government's and reaction to the situation. The consequences for Maidstone Council have been outlined via a press statement made by the Leader. The Leader of the Council and the Leader of the Opposition have spoken to the Business Forum about the need for savings and they have been widely reported in the local press. The next issue of Borough update, in August, includes an article – Massive Savings must be Found;
- b) Stage Two is raising awareness of what the Council does and how it spends the resources it receives on the services it provides; this information will be provided via the media and as contextual information at Stage three;
- c) Stage Three is engagement on the choices around where the money is spent in the future.

## 1.6 What to Consult About

- 1.6.1 The Government has said that it wants to reduce its spending by 25% over the next four years to reduce the national annual spending deficit.
- 1.6.2 At its last meeting the cabinet accepted that based on the most likely scenario of cuts in grants and other factors the Council will have to make savings of £2.8m next year, and a total of £6.6m over the next three years, in order to achieve a balanced budget.
- 1.6.3 Given that the Council will have to make, and the public expect the Council to have to make, unprecedented savings Cabinet should consider if it wants to consult and engage people to find out the services which are most important to them. This would offer some assurance that priority services will be protected.
- 1.6.4 Alternatively Cabinet Members might wish to consult about specific options for savings and spending or on the Council's priority for prosperity.



1.6.5 A third option would be to combine the two proposals by consulting in two stages. Firstly the plans the Council currently has to achieve savings and secondly the areas of service that the public would expect to provide the balance of savings required. In this option public opinion could be measured for major proposals under consideration.

## 1.7 Who to Consult

1.7.1 The Cabinet must decide who to consult. This should include stakeholders such as staff, our local strategic partners, businesses, the general public and hard to hear groups.

1.7.2 With high levels of public awareness of the need for public spending cuts and with the high level of savings needed by the Council large scale public engagement is essential.

## 1.8 How to Consult

1.8.1 Given the need for large scale engagement the Council will have to utilise all its communications channels and undertake a series of engagement events.

1.8.2 The Cabinet roadshows could be utilised and in order to achieve large scale engagement the number of events could be enhanced. The optimum would be to achieve a roadshow event in every ward with involvement of ward members supported by senior officers of the council.

1.8.3 In order to encourage participation and give assurance that priority services will be protected it is recommended that this phase is themed – My Council, What matters to me.

1.8.4 The Council has a modest budget for this consultation exercise and it is recommended that this is used to provide supporting materials including leaflets and display materials and a mechanism at engagement events for members of the public to indicate the services which are most important to them.

## 1.9 Conclusion

1.9.1 A 12 week consultation programme is recommended around the theme – My Council, What matters to me. The first phase of the programme will raise awareness of the budget situation and Council services. The second phase of engagement activities will encourage consultees to indicate the services which are most important to them. A suggested timetable is set out below.

- 1.9.2 August 2010 – General awareness raising including stakeholder communications, the local media, Borough Update, and staff communications.
- 1.9.3 Week commencing 6 September – launch event with first engagement activity supported by news releases, website, Facebook and Twitter posts. The Council has 800 followers on Twitter and 250 friends on Facebook. These sites could be used to point people to the Leader’s Twitter site where he could engage with people about the issues funding the Council.
- 1.9.4 September – October – My Council, What matters to me roadshow activities at events and meetings including:

- The Local Strategic Partnership
- Neighbourhood Forums
- Cabinet Roadshows
- Business Forum
- Youth Forum
- Older Persons Forum
- Transport Users Group and
- Individual Ward events

1.10 Alternative actions and why not recommended

- 1.10.1 There are alternative approaches but the options above should complement previous consultations and provide valuable feedback for the council to consider in setting next year’s budget.

1.11 Impact on Corporate Objectives

- 1.11.1 The results of the consultation will be considered in framing the corporate priorities and Council’s budget for 2011-12 onwards.

1.12 Risk Management

- 1.12.1 A good consultation exercise addresses the strategic risk of a budget strategy which does not address the needs of taxpayers.
- 1.12.2 Failure to consult may produce a reputation risk for the council.

1.13 Other Implications

1.13.1

- 1. Financial
- 2. Staffing
- 3. Legal
- 4. Equality Impact Needs Assessment
- 5. Environmental/Sustainable Development
- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management

X

1.13.2 Financial –The cost of budget consultation is provided for in the Press and Public Relations budgets.

1.14 Relevant Documents

1.14.1 Appendices

Appendix A – Details of previous consultations

1.14.2 Background Documents

None

**IS THIS A KEY DECISION REPORT?**

Yes

No

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because: ...It affects the whole of the Borough .....

.....

Wards/Parishes affected: .....All.....

.....

**MAIDSTONE BOROUGH COUNCIL**

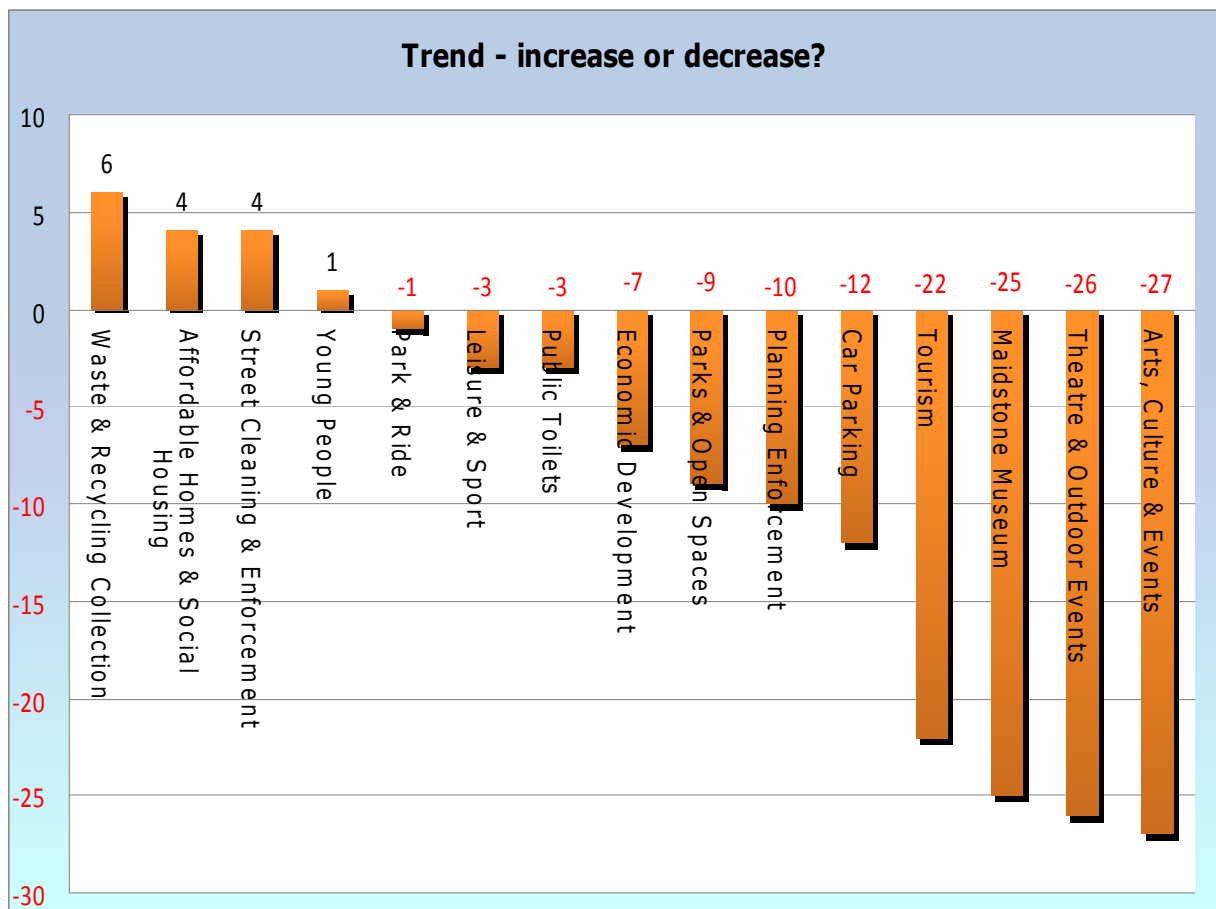
**CABINET**

**Budget Consultation 2011-12**

**The 2008-09 Budget Consultation**

For the 2008-09 Budget the cabinet used a web based Budget Simulator backed up by a general information campaign and targeted focus groups. The simulator provided users with background information on specified budget headings. Users could see the consequences of adjusting budget items up or down on council tax and services. They compared their budget to the previous year's budget and their allocations were stored along with their comments.

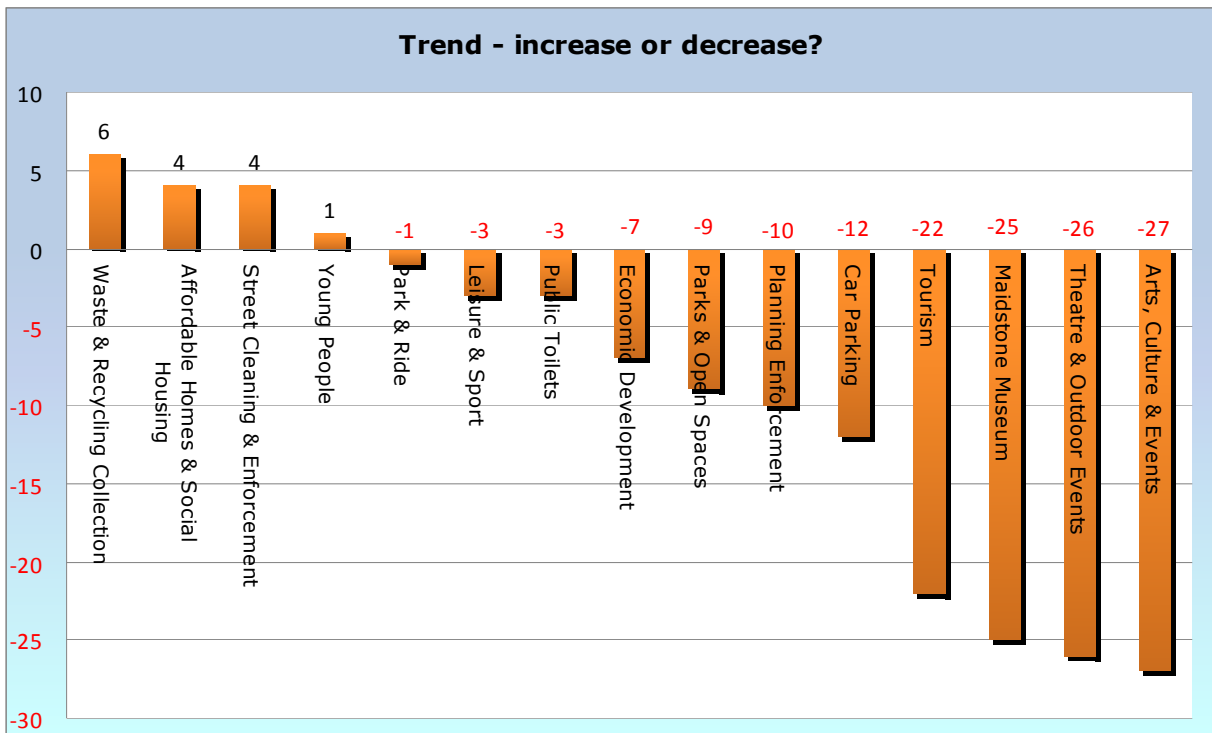
**The 2008-09 summary:**



## The 2009-10 Budget Consultation

For 2009-10 the cabinet used Budget Simulator to test residents' preferences for spending on services and overall spending. This was supported by a general information campaign and a programme of meetings to encourage participation and gain qualitative feedback.

### The 2009-10 summary:



In both the 2008-09 and 2009-10 exercises consultees found it very difficult to make savings in order to keep the Council's increase in its Council Tax to no more than 5% (about £10 a year for a Band D Taxpayer). For 2008-09 the average increase was 6.4%. For 2009-10 the average increase was 7.6%.

## The 2010-11 Budget Consultation

For 2010-11 budget consultation the Cabinet employed a Maidstone based market research company to explore residents attitudes to fees and charges, together with attitudes to council tax levels and cuts in services. The council carried out additional work including a feature in Borough Update and on the Council's website, and meetings with stakeholders.

## **The 2010-11 Summary**

When given the choice of service cuts or increase in council tax and charges, the clear majority (63%) of residents wanted to see a cut in services.

However, when asked to choose between no increase in council tax and charges under any circumstances and an acceptance that increases were not desirable but may have to be applied depending on where the cuts might be, 74% chose the latter course, 19% the former. The third choice of no service cuts but an increase in tax and charges was selected by 7%.

The most common suggestions for cuts in service centred around economies in Council salaries and staff. 6% of residents specifically mentioned a reduction or cessation of 'artwork' projects.

Residents were asked their views regarding 'pay as you use' versus increased tax for each 7 services. The overall trend was a clear preference for an increase in charge for use especially with services such as the Hazlitt, Park and Ride and town centre car parks. The one service where the majority view was for an increase in Council tax was for green waste removal.

The overall level of increases in council tax and charges that residents was prepared to pay to keep services as they are averaged 27.5p. This figure was based on the assumption (in the question asked) that an amount of 50p per week for each resident would be sufficient to keep services at the current level. This average varied across the different demographic groups but differences were relatively low ranging from 22.2p amongst the DE class group up to 32.9p for the AB group.

# Agenda Item 9

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**11 AUGUST 2010**

#### **REPORT OF HEAD OF FINANCE & CUSTOMER SERVICES**

**Report prepared by Paul Riley**  
**Head of Finance & Customer Services**

#### **1. BUDGET MONITORING – FIRST QUARTER 2010/11**

##### 1.1 Issue for Decision

1.1.1 To consider the capital and revenue budget and expenditure figures for the first quarter of 2010/11 and any problems identified.

1.1.2 To consider other financial matters with a material effect on the medium term financial strategy or the balance sheet.

##### 1.2 Recommendation of Head of Finance & Customer Services

1.2.1 It is recommended that:

- a) Cabinet note the position as detailed in the report and agree to receive further reports, at least quarterly, during the financial year, in a similar format;
- b) Cabinet note the satisfactory revenue position at the end of the first quarter 2010/11;
- c) Cabinet agree the proposals for slippage in the capital programme to 2011/12;
- d) Cabinet note the detailed report on treasury management activity.

##### 1.3 Reasons for Recommendation

1.3.1 During 2009/10 Cabinet received quarterly budget monitoring reports in this format and in line with best practice. The format has been agreed annually by successive Cabinets. It ensures that Cabinet is aware of matters relating to the current financial activity of the



Council that may affect the current or future medium term financial strategy.

- 1.3.2 The constitution delegates the financial responsibility for individual budgets to the relevant director and the overall responsibility to the Responsible Financial Officer. Previously Cabinet, whilst agreeing to receive reports in this format, has considered the level of significance for budget variations to be £30,000. Above this value individual analysis has been reported in quarterly monitoring reports. This has not precluded the reporting of other matters where the projection is considered significant in the medium term.
  - 1.3.3 The financial year 2009/10 saw the continuation of the major economic problems that developed in 2008/09 with an effect on the performance of the Council's budget. The effect was seen in two areas, income generating services that saw a decline in demand and support service that saw an increase in demand. The quarterly monitoring reports during 2009/10 reported these issues to Cabinet in a timely and concise way, allowing Cabinet to take the necessary actions to ensure that appropriate control of the Council's finances was maintained.
  - 1.3.4 It is appropriate in this first quarterly report for Cabinet to consider the future use of the report and, if this method of reporting continues, the extent to which the report covers the areas required by Cabinet and the value of significant variations that warrant individual analysis. One enhancement to the report for 2010/11 relates to the section on treasury management which, in line with the Treasury Management Strategy, has been enhanced to consider performance more fully than in previous years. Due to the success of the reporting format used in 2009/10 to identify and control the effects of the economic downturn, it is recommended that Cabinet continue to receive these reports at least quarterly during 2010/11 in this format.
- 1.4 Revenue
- 1.4.1 The budget used in this report is the original estimate for 2010/11 as agreed by Council in March 2010, with the addition of the carry forward budgets agreed by Cabinet in May 2010. Actual expenditure to June 2010 includes all major accruals for goods and services received but not paid for by the end of the quarter.
  - 1.4.2 Analysis at a summary level of the full year budget, the profiled budget and expenditure to June 2010 is attached as **Appendix A**. The profiled budget shows the total amount expected to be spent by June 2010 after considering the expected pattern of spend

throughout the year for each budget head.

- 1.4.3 Members will be aware that in 2009/10 there was a significant level of variance created by the economic downturn, during last year Cabinet action and management action together controlled potential variances of £0.5m. During 2009/10 Cabinet through the budget strategy process provided ongoing support into 2010/11 of £0.2m.
- 1.4.4 **Appendix A** shows a favourable variance of £0.35m which compares to a favourable variance of £0.05m at the end of quarter one of 2009/10. Past experience suggests that the first quarter of each financial year contains the most significant movement in variances and represents the lowest level of spend activity expected during the year.
- 1.4.5 A detailed analysis of the variance at cost centre level shows two thirds of all cost centres are reporting minor favourable variances.
- 1.4.6 A detailed analysis of cross service issues identifies two specific issues of note:
- a) A specific analysis of employee costs shows a favourable variance across the Council of £0.16m after allowance for the cost of temporary and agency staff; and
  - b) It is good practice to consider areas of adverse variance reported in previous years in order to identify continued problems. The major area of difficulty in recent financial years has been income generation. A review of fees and charges across the Council shows performance is identical to budgeted expectation of £1.7m. The level of budget is the result of three years of strategy to reduce budget expectation for income which has therefore been successful.
- 1.4.7 Significant favourable variances exist in two service areas and reports on these areas are given below:-
- a) Parks and Open Spaces – there are variances in expenditure on grounds maintenance and increased income received for football pitch hire and circus hires. In total, including other minor variances, the favourable variance for this service is £33,000.
  - b) Planning Policy – activity in this area has had a slow start during 2010/11 due to uncertainty about government intentions. It is expected that greater activity and higher expenditure levels during the remainder of 2010/11 will ensure this budget is spent. The current favourable variance is £67,000.

1.4.8 One significant adverse variance also exists and is reported below:-

- a) Armstrong Road Depot – due to the extended period since closure the site is again subject to non-domestic rates. The current deficit is £74,000. Management action is expected to identify resources to reduce this budget pressure during the second quarter.

1.4.9 At this stage the report identifies no major risks that require action. The major adverse variance identified in paragraph 1.4.8 is expected to be resolved by Management action during the second quarter.

1.4.10 In addition to the above considerations the budget from which this report is developed contains a requirement for savings from a number of services that were expected to be delivered in 2009/10 and have been carried forward to 2010/11. Major examples include the expected savings from shared services and smarter procurement. These items will continue to be monitored specifically in future reports.

## 1.5 Balances

1.5.1 Balances as at 1<sup>st</sup> April 2010 were £8.3m as previously reported. The current medium term financial strategy assumes balances of £3.7m by 31<sup>st</sup> March 2011. The major reason for the movement in balances during 2010/11 relates to the use of carry forwards approved by Cabinet in May 2010.

1.5.2 Within the overall balance given above the 2010/11 budget strategy assumes £0.3m of resources set aside for LDF and £0.8m of general balances will be available.

1.5.3 The issues raised above are considered after allowing for the minimum level of balances of £2.3m.

## 1.6 Collection Fund

1.6.1 The collection rates achieved for the first quarter, and the targets set, are reported below. The rate is given as a percentage of the debt targeted for collection in 2010/11.

	<b>Target %</b>	<b>Actual %</b>
NNDR	33.6	33.9
Council Tax	30.4	30.7

In both cases the rate achieved is slightly above target.

- 1.6.2 Prior year arrears collection is on target and officers will continue to pursue payment of any developing arrears along with the arrears from prior years.
- 1.6.3 The value of Council Tax to be collected is based upon an assumption about the number of properties in each band during the year. Since October 2009, when the figures were collated for the calculation of Council Tax, the number of properties has increased by 0.9% whereas the increase built into the budget was 0.4%. This additional increase will provide extra resource to ensure the collection fund does not enter deficit at the year end.

1.7 Capital Expenditure

1.7.1 Attached as **Appendix B** is a summary of the current capital programme for 2010/11, as agreed by Cabinet in May 2010. This includes the initial capital programme for the financial year plus amounts carried forward from 2009/10.

1.7.2 The table in **Appendix B** gives the following detail:

Column	Detail.
1.	Description of scheme, listed in portfolio order.
2.	Approved budget for 2010/11 after the adjustments detailed above.
3.	Actual spend to the end of June 2010.
4.	Balance of budget available for 2010/11.
5 – 7	Quarterly analysis of expected spend for the remainder of 2010/11.
8.	Balance of budget that will slip into or from 2010/11.
9.	Budget no longer required.

1.7.3 Capital expenditure in the first quarter of 2010/11 is shown as £0.6m. The profile of expenditure for the remainder of the year identifies the greatest level of expenditure occurring in the second quarter.

1.7.4 Following the enhanced monitoring process instigated this year to enhance control of the programme officers anticipate that £1.2m will slip into 2011/12. This is detailed in column 8 of **Appendix B**. Given below is an individual report on the major items:

- a) Support for grant applications – at this stage it is expected that no support will be offered in 2010/11.
- b) Green Space Strategy – A minor balance of this budget is expected to slip into 2011/12.

- c) Mote Park Regeneration – the work on this scheme is linked to the Heritage Lottery Fund approval process and this has caused a delay to the start on site date for the scheme.
- d) Gypsy Site Improvements – the grant available from central government towards gypsy site redevelopment has ceased and this will mean funding is not available to finance £0.45m of this budget. Commitments exist to spend approximately £50,000 in the second quarter and the balance will be carried forward to 2011/12.
- e) Support for Social Housing – this funding is scheduled in accordance with the work programmes of the respective RSLs. Due to timing of the work programmes there is a need to slip part of the agreed funding into 2011/12.

1.8 Capital Financing

- 1.8.1 The agreed capital programme 2010/11 to 2012/13, originally approved by Council in March 2010, identifies sufficient resources to finance the 2010/11 programme. It also identifies future need for prudential borrowing of £2.5m.
- 1.8.2 This programme has been updated for 2010/11, by Cabinet in May 2010, to account for fourth quarter slippage from 2009/10. The current years programme including slippage is given at **Appendix B**.
- 1.8.3 The financing of this programme requires £4.3m in capital receipts £4.7m in grants and contributions and £1.6m in revenue support.
- 1.8.4 Resources that can currently be confirmed are:

<u>Funding Source:</u>	<u>£.m</u>
Grants	4.3
Contributions	0.2
Capital Receipts	2.1
Revenue Support	1.6
	<b>8.2</b>

However, amongst the grants confirmed above is £1.4m growth point grant. Although the funding for this grant has been confirmed by the government confirmation is dependent upon a number of specific criteria which officers are in the process of confirming to the government at this time.

- 1.8.5 The balance of resources required to fund the programme but not yet confirmed is £2.3m (£0.2m from contributions and £2.1m from capital receipts). A significant level of interest exists towards the

assets that the Council is marketing and officers are taking action to ensure resources are delivered before need for funding is required.

1.8.6 The slippage proposed for approval elsewhere in this report will mean that £1.2m of this pressure will be removed from 2010/11 if Cabinet approve the recommendation. This will mean a need to identify £0.9m of additional capital receipts within 2010/11.

1.8.7 The identified slippage does not reduce the overall pressure on the capital programme over the current three year period. Anticipated funding is still required in full and there continues to be a minimum expectation of £1.8m in prudential borrowing.

## 1.9 Treasury Management

1.9.1 The Council has adopted and will incorporate into its Financial Regulations, the CIPFA Code of Practice on Treasury Management 2009 (Revised) in Local Authorities. This Code covers the principles and guidelines relating to borrowing and investment operations. In February 2010 the Council approved a Treasury Management Strategy for 2010/11 that was based on this code. This required that Cabinet should be informed of Treasury Management Activities quarterly as part of greater budget monitoring.

1.9.2 This quarterly monitoring report has always reported on treasury management issues to Cabinet however the level of detail will be enhanced to cover levels of activity and current market conditions in more detail.

1.9.3 The Council's Treasury Management Advisors, Sector Treasury Management, predict a mild and steady improvement in the economy based on the following key factors:

- a. MPC [*Monetary Policy Committee*] inflation forecast being below target in two years' time.
- b. The first bank base rate increase is expected to be in 2011, and will reach 3.75% by March 2013.
- c. Long term PWLB rates are expected to steadily increase to reach 5.25% by early 2013.

1.9.4 As at 30 June 2010 the Council held £24.26m in investments. This is detailed in **Appendix C** attached. The investments with no maturity date shown in the appendix are investments in accounts that can be called immediately and equate to half of the investments held.

- 1.9.5 During the first quarter of 2010/11 investment income has been above target and totals £98,029 against a target of £92,630.
- 1.9.6 The average rate of interest received on the Council's investments over the period has been 2.55%. The target for 2010/11 was set against an assumption of 3.3% average interest during the first quarter of the year.
- 1.9.7 This reduction in investment rates is offset by an increased level of funds invested which is the reason why, despite lower rates, the interest received is greater than budgeted. Actual average investments over the period totalled £15.6m against an assumption of £11.3m.
- 1.10 Alternative Action and why not Recommended
- 1.10.1 The budget monitoring process could be left to officers. The Constitution already requires officers to report budget variances to the relevant Cabinet Member in specific circumstances. The absence of any such reports would then suggest that no specific items have been identified for consideration.
- 1.10.2 If such an approach were taken Cabinet Members would have a reduced financial awareness. This could restrict Cabinet's ability to meet service requirement and achieve the Council's corporate objectives.
- 1.11 Impact on Corporate Objectives
- 1.11.1 This report monitors actual activity against the revenue and capital budgets and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's medium term financial strategy and is therefore focused on the strategic plan and corporate objectives.
- 1.11.2 Regular monitoring by Cabinet ensures that actual activity is in accordance with the plan set out in the budget and that the Council is able to achieve its objectives.
- 1.12 Risk Management
- 1.12.1 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2010/11. This budget is set against a backdrop of limited resources and an economic climate that is still in difficulty. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives Cabinet the best opportunity to take actions to mitigate such risks.

- 1.12.2 The current revenue budget does not exhibit the level of risk identified in previous years and a small contingency exists for any significant budget pressures that may yet develop.
- 1.12.3 The capital programme is reporting slippage. Resources to finance the programme remain subject to achieving assets sales. To mitigate any potential risk the Council has approved prudential borrowing up to a maximum of £4m.
- 1.12.4 Reporting on other issues such as council tax and non-domestic rates collection and treasury management activity ensure that the report covers all major balance sheet items that would not be completed by the monitoring of the capital programme and revenue budget alone. No significant risks are identified in any of these areas.

1.13 Other Implications

1.13.1

1. Financial	X
2. Staffing	
3. Legal	
4. Equality Impact Needs Assessment	
5. Environmental/Sustainable Development	
6. Community Safety	
7. Human Rights Act	
8. Procurement	
9. Asset Management	

1.13.2 Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. At the high level of this report the process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of corporate objectives.



## 1.14 Conclusions

1.14.1 The first quarter monitoring report shows a positive evaluation of the period. Revenue expenditure, balances, treasury management and council tax and NNDR collection are all satisfactorily at or above target.

1.14.2 Capital expenditure reports from officers show an expectation to slip £1.2m into 2011/12 which leaves an expectation of £0.9m to be delivered from assets sales and contributions during the financial year.

1.14.3 All other items monitored are at or above target for the first quarter.

## 1.15 Relevant Documents

### 1.15.1 Appendices

Appendix A – Revenue Budget Report

Appendix B – Capital Programme 2010/11

Appendix C – List of Investments as at 30<sup>th</sup> June 2010

### 1.15.2 Background Documents

Electronic budget monitoring and performance reports within financial systems.

**IS THIS A KEY DECISION REPORT?**

Yes

No

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because: .....

.....

Wards/Parishes affected: .....

.....

**MAIDSTONE BOROUGH COUNCIL****CABINET****BUDGET MONITORING - FIRST QUARTER 2010/11****REVENUE BUDGET REPORT BY CABINET MEMBER TO 30 JUNE 2010**

<b>Cabinet Member</b>	<b>Estimate 2010/11</b>	<b>Estimate to June 2010</b>	<b>Spend to June 2010</b>	<b>Variance to June 2010</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Leader of the Council	3,943,555	405,547	402,037	3,510
Community Services	1,483,830	589,412	586,561	2,851
Corporate Services	913,285	1,679,186	1,683,283	-4,097
Environment	8,695,640	1,757,848	1,628,305	129,543
Leisure & Culture	4,643,760	1,134,219	1,051,657	82,562
Regeneration	8,008,340	630,238	488,419	141,819
Balances	-4,877,080	0	0	0
	22,811,330	6,196,449	5,840,261	356,188

# MAIDSTONE BOROUGH COUNCIL

## CABINET

### BUDGET MONITORING - FIRST QUARTER 2010/11

#### Capital Programme 2010/11 by Cabinet Member to 30 June 2010

Capital Programme Heading	Current Estimate 2010/11 £	Actual to June 2010 £	Budget Remaining £	Q2 Profile	Q3 Profile	Q4 Profile £	Slippage into 2011/12 £	Budget not required £
Support for Grant Applications	26,460		26,460				26,460	
<b>Leader of the Council</b>	26,460	0	26,460	0	0	0	26,460	0
CCTV Control Room	307,800	5,203	302,597	52,597	250,000		0	
Village Hall Grants	49,480	18,480	31,000				0	31,000
<b>Community Services</b>	357,280	23,683	333,597	52,597	250,000	0	0	31,000
Asset Management/Corporate Property	151,590		151,590	30,000	80,000	41,590	0	
Software/PC Upgrade & Repair	180,000	83,378	96,622	50,000	46,622		0	
Amenity Lighting	3,250		3,250	3,250			0	
<b>Corporate Services</b>	334,840	83,378	251,462	83,250	126,622	41,590	0	0
Land Drainage/Imps.to Ditches & Watercourses	24,700		24,700		14,700	10,000	0	
CCTV - Park & Ride	5,200		5,200		5,200		0	
Car Park Improvements	27,150	1,449	25,701		25,701		0	
<b>Environment</b>	57,050	1,449	55,601	0	45,601	10,000	0	0
Brenchley Gardens - Upgrading & Imps.	8,650		8,650	8,650			0	
Cobtree Golf Course	6,950		6,950	6,950			0	
Continued Improvements to Play Areas	196,200		196,200	48,825	22,870	124,505	0	
Green Space Strategy	73,040	500	72,540	20,000	15,000	15,000	22,540	
Leisure Centre Roof	570,830		570,830	570,830			0	
Museum East Wing Extension	2,325,430	195,819	2,129,611	991,550	1,000,000	138,061	0	
Cremator Replacement	112,200	24,777	87,423	80,000		7,423	0	
Mote Park Regeneration	725,680	68,146	657,534	100,000	100,000	10,000	447,534	
Small Scale Capital Works Programme	65,200	234	64,966	20,000	20,000	24,966	0	
<b>Leisure &amp; Culture</b>	4,084,180	289,476	3,794,704	1,846,805	1,157,870	319,955	470,074	0
Gypsy Site Improvements	624,000		624,000	50,000			124,000	450,000
Renovation Grants	1,844,000	218,082	1,625,918	575,918	500,000	550,000	0	
South Maidstone Project	181,950		181,950	181,950			0	
Planning Delivery Grant	9,350		9,350		9,350		0	
Support for Social Housing	2,606,790		2,606,790	1,222,036	656,250	143,500	585,004	
Growth Point - High Street Improvements	198,630		198,630			198,630	0	
Development & Promotion of Sites	197,000		197,000			197,000	0	
Employment Skills	60,000		60,000			60,000	0	
Response to Economic Downturn	35,000		35,000			35,000	0	
Regeneration Schemes	20,000		20,000			20,000	0	
Infrastructure Requirements	210,000		210,000			210,000	0	
Transport Improvements - Pump Priming	200,000		200,000			200,000	0	
<b>Regeneration</b>	6,186,720	218,082	5,968,638	2,029,904	1,165,600	1,614,130	709,004	450,000
<b>Total</b>	11,046,530	616,068	10,430,462	4,012,556	2,745,693	1,985,675	1,205,538	481,000

**MAIDSTONE BOROUGH COUNCIL**

**CABINET**

**BUDGET MONITORING - FIRST QUARTER 2010/11**

**List of investments as at 30th June 2010**

Type of Investment/Deposit	Reference no.	Counterparty	Issue Date	Maturity Date	Nominal	Max Deposit	Suggested Term
Call account		Nat West Bank			£4,000,000.00	<b>£4,000,000</b>	<b>1yr</b>
Call account		Santander			£3,000,000.00	<b>£3,000,000</b>	<b>6mths</b>
Call account		Bank of Scotland			£4,000,000.00	<b>£4,000,000</b>	<b>1yr</b>
Money Market Fund		Goldman Sachs			£1,260,000.00	<b>£5,000,000</b>	<b>2yrs</b>
Fixed Term Deposit	2014	Kent Reliance BS	12/04/10	12/10/10	£1,500,000.00	<b>£2,000,000</b>	<b>6mths</b>
Fixed Term Deposit	2015	Newcastle BS	17/05/10	17/11/10	£1,500,000.00	<b>£2,000,000</b>	<b>6mths</b>
Fixed Term Deposit	2016	Norwich & Peterborough BS	27/05/10	29/11/10	£2,000,000.00	<b>£2,000,000</b>	<b>6mths</b>
Fixed Term Deposit	2017	Stroud & Swindon	15/06/10	15/12/10	£2,000,000.00	<b>£2,000,000</b>	<b>6mths</b>
Fixed Term Deposit	2018	Principality BS	15/06/10	24/09/10	£2,000,000.00	<b>£2,000,000</b>	<b>6mths</b>
Fixed Term Deposit	1845	Bank of Ireland	11/07/07	12/07/10	£1,000,000.00	<b>£0</b>	<b>0</b>
Fixed Term Deposit	1933	Barclays Bank	07/10/08	07/10/10	£2,000,000.00	<b>£2,000,000</b>	<b>3mths</b>
<b>Total Investments</b>					<b>£24,260,000.00</b>		

\* Investments entered into when institutions were in credit criteria. Has been constantly monitored. Bank of Ireland has matured.

27

APPENDIX C

# Agenda Item 10

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**11 AUGUST 2010**

### **REPORT OF HEAD OF CHANGE & SCRUTINY**

**Report prepared by Clare Wood**

#### **1. QUARTER 1 PERFORMANCE REPORT 2010/11**

##### 1.1 Issue for Decision

1.1.1 Cabinet are asked to consider progress made in the first quarter of 2010/11 against the authority's key performance indicators (Appendix A).

##### 1.2 Recommendation of Head of Change & Scrutiny

1.2.1 It is recommended that Cabinet

- i. Note the progress and out-turns of the Key Performance Indicators (Appendix A);
- ii. Note the changes to how indicators are rated and the report layout;
- iii. Note the postponement of the Place Survey 2010 and the National Indicators that will not be collected this year (Appendix B);
- iv. Consider any recommendations and comments from the Corporate Services Overview and Scrutiny Committee; and
- v. Agree action to be taken where appropriate.

##### 1.3 Reasons for Recommendation

1.3.1 The Council has set 162 Key Performance Indicators (KPIs), including 81 National Indicators, as part of the Strategic Plan 2009-12, there are 50 indicators that can be monitored on a quarterly basis to ensure the Council is on track to meet its annual performance targets.

1.3.2 The Government introduced a national set of performance indicators known as National Indicators (NIs) as part of the new inspection framework for 2008/09. The majority of the data is now supplied by government offices, which means there is a delay in reporting data.

National Indicator out-turns will be reported in quarterly performance reports as data is released.

1.3.3 The Council's quarterly performance reporting cycle is aligned with financial reporting to enable it to effectively oversee financial performance against corporate priorities and assess whether value for money is being achieved in the delivery of services.

1.4 National Context

1.4.1 Following the formation of the coalition there has been an emphasis on reducing the burden on local authorities, including the abolishment of the Comprehensive Area Assessment and empowering communities. The National Indicators which are set by central government are currently under review. The Key Performance Indicators which are set in the Strategic Plan were reduced last year and will continue to review these annually to ensure that they are aligned with the Council's priorities.

1.5 Performance Summary

1.5.1 The appendix shows out-turn data for all indicators that can be collected quarterly. As some KPIs are collected bi-annually or annually, there are gaps in the indicator reference numbers. The data for the NIs is released at different times throughout the year and results will be reported in quarterly performance reports as results are released.

1.5.2 This is the first report generated using the Council's new Performance and Risk Management System, Covalent. The performance indicators are set out under the Key Objective they relate to so that overall progress toward the Key Objectives and the Priorities is easier to assess.

1.5.3 Tables

	Green	Yellow	Red	N/A <sup>1</sup>	Total
KPIs	32 (71%)	5 (11%)	8 (18%)	5	50

	Improved	Sustained	Declined	N/A	Total
KPIs	19 (44%)	3 (7%)	20 (47%)	7	50

1.5.4 Overall, 71% of performance indicators have been rated green (currently on target) and 87% are currently projected to meet or

---

<sup>1</sup> Indicators rated N/A are not included in percentage calculations

exceed the year-end target. Compared to the same period in the previous year 47% of indicators have declined.

1.5.5 Where an indicator is new and there is no 2009/10 out-turn, no direction of travel can be given. The direction of travel for pre-existing indicators direction of travel compares the current out-turn for quarter 1 with the 2009/10 quarter 1 out-turn.

1.5.6 The KPIs have been set out under the Council's corporate Priorities:

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

## 1.6 **Key areas where performance is strong**

1.6.1 A number of the Councils key priority areas are performing strongly. Planning, homeless prevention, the leisure centre and the museum have all exceed the quarterly targets. Unemployment rate has fallen this quarter to 2.7% (KPI 006) to the same level as it was in quarter 1 2009/10 which is extremely positive.

1.6.2 Homelessness prevention is performing strongly; the Staying Put Partnership and number of people prevented from becoming homeless through intervention have both exceeded the quarter 1 targets and look set to exceed the annual target. The decent homes out-turn has also achieved target.

1.6.3 100% of major planning applications were processed within time (NI 157a), minor applications (NI 157b) and other applications (NI 157c) also exceeded target for the quarter and all three are on track to achieve the annual target. More than 85% of planning enforcement cases were signed off within 21 days (KPI 047) this is an improvement compared to the previous year.

1.6.4 During the first quarter the number of missed bins (BV 88) has reduced significantly compared (-68%) to the same quarter in the previous year. Satisfaction with the recycling (KPI 023) and refuse (KPI 022) collection services remains very high. However, the place survey has been put on hold for 2010/11 so we will not be able to see how reflective our survey is compared to the Place Survey.

1.6.5 The leisure centre has achieved the quarterly target and satisfaction has improved. Despite the visitor numbers being down slightly compared to the first quarter of 2009/10 it is expected that the annual target will be achieved.



## 1.7 **Areas where there are performance concerns**

- 1.7.1 Footfall in parks has achieved the quarterly target by performance this has dropped by 32% compared to the same quarter the previous year. However, when comparing last year's performance with previous years the 2009/10 figures are very high. The first two quarters are normally the busiest so it will be clearer at the second quarter point if the annual target will be achieved; however, currently the Service Manager is skeptical that the annual target will be achieved. The Parks being monitored are Benchley Gardens, Whatman Park and South Park.
- 1.7.2 The Park and Ride service has not met the quarterly target. Performance is down by 2% compared to quarter 1 in 2009/10. The decline in numbers has leveled out in recent weeks and in early July was showing slight signs of growth. We will have a clearer picture of whether the target will be achieved in the quarter 2 report. Additional work is being conducted in this area looking at parking and the park and ride services in Maidstone, the outcomes of this work are due to the Environment and Transportation Scrutiny Committee on 17<sup>th</sup> August.
- 1.7.3 Only 16 energy advice surveys were completed in quarter 1. Due to economic climate there has been uncertainty over the funding for delivery of the surveys. The funding issue has now been resolved and it is expected that performance will improve and be back on target by the end of quarter 3 and that the annual target will be achieved. This indicator impacts on the out-turn of the National Indicator on Fuel poverty as the surveys provides householders with energy efficiency information and access to grants and funding for improvements.
- 1.7.4 The survey that measures satisfaction with complaint handling continues to have a very low response rate with only five responses out of 27 received for quarter 1. Some surveys may be returned later and therefore will be included in future reports. The methodology for gathering details of complaint satisfaction is being reviewed during 2010/11.
- 1.7.5 NI 181 Processing time for Housing Benefit/Council Tax Benefit new claims and change events has not achieved the quarterly target, it is expected that this indicator will remain around the same level until the fourth quarter when the volume of applications decreases and therefore the average improves. Despite the satisfaction with the benefits service marginally missing target, only three responses to the survey were not satisfied the sample size will be increased next quarter with the aim of improving the response rate.

## 1.8 The Place Survey 2009/10

1.8.1 The Department of Communities and Local Government have formally postponed the 2010 Place Survey. The Place survey is the collection method for a number of National Indicators this means that the list of indicators attached at Appendix B will not be collected this year.

1.8.2 A number of the Place Survey indicators relate to the Council's priorities. Therefore if the Place Survey is cancelled entirely other ways of assessing progress towards overall objectives and priorities will need to be investigated. A full list of NI that are collated through the survey and the reference of the key objective they relate to is at Appendix B. We are currently assessing the possibility of a residents survey in partnerships with the other local authorities in Kent.

## 1.9 Alternative Action and why not Recommended

1.9.1 KPIs reflect local priorities and measure progress towards the Council's key objectives. They are the Council's top level indicators and are linked to the Council's strategic plan.

1.6.2 Not monitoring progress against the KPIs could mean that the Council fails to deliver its priorities and would also mean that action could not be taken effectively to address performance during the year.

## 1.10 Impact on Corporate Objectives

1.10.1 The Key Performance Indicators are part of the Council's overarching Strategic Plan 2009-12 and play an important role in the achievement of our corporate objectives. National Indicator and Local Performance Indicators cover a wide range of service and priority areas; for example, waste and recycling.

## 1.11 Risk Management

1.11.1 The production of robust performance reports contributes to ensuring that the view of the authority's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and objectives.

## 1.12 Other Implications

### 1.12.1

1. Financial

X
---

2.	Staffing	X
3.	Legal	
4.	Equality Impact Needs Assessment	
5.	Environmental/Sustainable Development	X
6.	Community Safety	X
7.	Human Rights Act	
8.	Procurement	X
9.	Asset Management	

**Financial**

1.12.2 Performance targets are closely linked to the allocation of resources and are taken into account in the budget setting process, ensuring that resources are allocated in the most efficient and economic way.

1.12.3 The progress of performance indicators could have an effect on the authority’s savings and efficiency targets.

1.12.4 Considering progress against targets at this stage, and throughout the financial year, will identify potential areas of concern where intervention may be required.

**Staffing**

1.12.5 Having a clear set of targets enables staff objectives to be set and effective action plans to be put in place.

**Legal**

1.12.6 Failure to monitor performance indicators and set targets could impact on the authority’s governance arrangements.

**Environmental/Sustainable Development, Community Safety and Procurement**

1.12.7 The performance indicators cover and are used to monitor progress in these areas.

1.13 Background Documents

- Strategic Plan 2009-12 (Updated February 2010)
- Best Value Performance Plan 2010-13

**IS THIS A KEY DECISION REPORT?**

Yes

No

If yes, when did it first appear in the Forward Plan?

.....






This is a Key Decision because: .....




.....

Wards/Parishes affected: .....

.....





## Quarter 1 Key performance Report 2010/11

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only



Long Term Trends	
	Improving
	No Change
	Getting Worse

### A place to achieve, prosper and thrive







001 Increase the prosperity of the borough by stimulating investment and working with existing businesses to create a distinctive local economy

PI Ref	Indicator Description	2009/10	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date		Responsible Officer	Expected Outcome	Direction of Travel	Status
		Out-turn	Value	Target	2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11				
<b>KPI 001</b>	Percentage of total spend with local suppliers	26.05%	29.63%	30%				29.63%	30%	David Tibbit	Target will be met		
<b>KPI 005</b>	Percentage of business starter units occupied	100%	100%	100%				100%	75%	David Tibbit	Target will be met		





KO 002 Raise skills levels and reduce worklessness, including matching the skills of the workforce to the needs of local business

		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>KPI 006</b>	Unemployment rate	2.9%	2.7%	3%				2.7%	3%	John Foster	Target will be met		

KO 004 Improve outcomes for vulnerable people and minimise the negative effects of the recession



		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>KPI 009</b>	Number of households prevented from becoming homeless through the intervention of housing advice	533	128	75				128	300	John Littlemore	Target will be exceeded		
<b>KPI 010</b>	Number of people helped through the 'Staying put Partnership'	224	377	300				377	1200	John Littlemore	Target will be met		
<b>KPI 011</b>	Number of homes occupied by vulnerable people made decent	222	45	43.75				45	175	John Littlemore	Target will be exceeded		

KO 005 Reduce traffic congestion and support economic growth through the development of a sustainable transport strategy



		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>KPI 012</b>	Number of onboard Park & Ride bus transactions	445129	104014	112500				104014	450000	Michael Thornton	Target will be met		
	There has been a 2% decrease in transactions compared to quarter 1 in 2009/10, but the figure is similar to the previous quarter (period 4), which is encouraging. The decline in numbers has levelled off in recent weeks and in early July was showing slight signs of growth. The busiest quarter for this service is usually quarter 3 due to people coming into the town centre for Christmas shopping.												
<b>KPI 014</b>	Footfall in Mote Park	New for 2010/11	268015	Set baseline				268015	Set baseline	Jason Taylor	Target will be met		

A place that is clean and green













KO 006 Enhance the Council's parks, green spaces and natural habitats through initiatives like the Mote Park improvement project

		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>KPI 015</b>	Improvements to the accessibility of parks and open spaces measured through footfall (compared to previous year)	16397	4425	4140				4425	16561	Jason Taylor	Target will be slightly missed		

**KO 007 Maintain a clean and pleasant environment for people who live in and visit the borough**





		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>KPI 019</b>	Satisfaction with street cleaning	64%	60.32%	67%				60.32%	67%	Jonathan Scott	Target will be met		
	Area based cleaning was introduced during this quarter which is expected to improve service quality. As the new way of working is established, customer satisfaction is expected to improve through the year. The target is still achievable for the year.												

**KO 010 Reduce the amount of waste produced by local people and increase the proportion of waste reused or recycled**

		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>BV8 8</b>	Number of collections missed (per 100,000)	23.83	11.83	20.00				11.83	20.00	Jennifer Gosling	Target will be met		
<b>NI 191</b>	Residual household waste per household	592.80		143.58					574.30	Jennifer Gosling			
	The data for this indicator is provide by KCC and is not yet available. It is expected that the data will be released in August and will be reported in the quarter 2 performance report.												
<b>NI 192</b>	Percentage of household waste sent for reuse, recycling and composting	30.06%		34.00%					34.00%	Jennifer Gosling			
	The data for this indicator is provide by KCC and is not yet available. It is expected that the data will be released in August and will be reported in the quarter 2 performance report.												















KO 010 Reduce the amount of waste produced by local people and increase the proportion of waste reused or recycled



<b>KPI 022</b>	Satisfaction with refuse collection services	94%	97.6%	88%				97.6%	88%	Jennifer Gosling	Target will be met		
<b>KPI 023</b>	Satisfaction with recycling services	91%	95.2%	80%				95.2%	80%	Jennifer Gosling	Target will be exceeded		

A place that has strong, healthy and safe communities

KO 013 Make people feel safer where they live







PI Ref	Indicator Description	2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date		Responsible Officer	Expected Outcome	Direction of Travel	Status
		2009/10 Value	Q1 2010/11 Value	Target	2010/11 Value	2010/11 Value	2010/11 Value	2010/11	Annual Target 2010/11				
<b>BV 174</b>	Racial Incidents Recorded	0.00	0.00	0.00				0.00	0.00	Sarah Robson	Target will be met		
<b>KPI 029</b>	Percentage of residents feeling safe walking in the area where they live in the dark	70%		74%					74%	John Littlemore			
The data for this indicator is supplied by Kent Police and is expected to be released during August. Quarter 1's performance will be reported in the quarter 2 performance report.													
<b>KPI 028</b>	Recorded crime per 1,000 population	65.45		14.83					59.30	John Littlemore			
The data for this indicator is supplied by Kent Police and is expected to be released during August. Quarter 1's performance will be reported in the quarter 2 performance report.													

KO 014 Engage communities so people have the opportunity to participate and have a real say in what happens in their local area











		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>KPI 033</b>	Total number of web hits on webcast meetings	18296	3968	3750				3968	15000	Neil Harris	Target will be met		

A place to live and enjoy



KO 015 Encourage more adults and children to participate in sport

		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>KPI 034</b>	Take-up of council funded activities (Sports & Play)	75%	99.09%	77%				99.09%	77%	Sarah Robson	Target will be met		
<b>KPI 035</b>	Satisfaction with the leisure centre	52%	58.18%	55%				58.18%	55%	Jason Taylor	Target will be met		
<b>KPI 036</b>	Number of users at the leisure centre	524620	144906	137713				144906	550850	Jason Taylor	Target will be met		





KO 016 Improve the cultural offering of the borough through projects like the Museum East Wing Extension

PI Ref	Indicator Description	2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date		Responsible Officer	Expected Outcome	Direction of Travel	Status
		2009/10 Value	Q1 2010/11 Value	Target	2010/11 Value	2010/11 Value	2010/11 Value	2010/11	Annual Target 2010/11				
<b>KPI 037</b>	Visits or uses of the museum per 1,000 population	804	209.33	200				209.33	800	Simon Lace	Target will be met		
<b>KPI 038</b>	Satisfaction with the museum	94%	91.48%	85%				91.48%	85%	Simon Lace	Target will be met		
<b>KPI 039</b>	Percentage of all available tickets sold at the Hazlitt	63%	64.12%	65%				64.12%	65%	Mandy Hare	Target will be met		
	Historically the performance of this indicator is at its lowest in the first quarter of the year. The out-turn has improved compared to the same quarter last year which is positive. Quarter 3 is traditionally the busiest quarter for the Hazlitt due to the pantomime and it is expected performance will improve throughout the year and that the annual target will be achieved.												
<b>KPI 040</b>	Donations received for the Museum's East Wing Extension	New for 2010/11	£42,000	£82,500				£42,000	£330,000	Simon Lace	Annual target will not be achieved		
	The uncertainty about the current economic climate has meant that it has been difficult to obtain funding as funding streams are limited. Difficulties around fundraising have been discussed with the Leader of the Council and the Chief Executive and a new action plan for fundraising will be presented to Cabinet in the next few months. A new phase of fundraising has begun with the termination this month of the fundraising consultant's contract and the employment of David Terry, Community Funding Officer, lending support for two days a week.												
<b>KPI 041</b>	Number of students benefiting from the museums educational service	7950	2180	1625				2180	6500	Simon Lace	Target will be met		









**KO 017 Deliver enough of the right type of well designed new homes where they are needed, maximising the numbers of affordable homes**

		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>NI 155</b>	Number of affordable homes delivered (gross)	399	46	45				46	180	John Littlemore	Target will be met		

**KO 018 Improve the condition, accessibility and energy efficiency of existing housing , including reducing fuel poverty**











		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>KPI 042</b>	Number of Energy Advice Surveys	3401	16	50				16	200	John Littlemore	Target will be met		
	This service is provided via a partner agency. There has been uncertainty concerning future funding and this has had a negative impact on promoting the service. This issue has now been resolved; a promotion campaign agreed and performance should now improve.												
<b>KPI 043</b>	Average time taken to process disabled facilities grants (weeks)	4.2	4	4.5				4	4.5	Stuart White	Target will be met		

KO 020 Improve the quality of the built environment including protecting the borough's heritage and ensuring new developments are well designed












		2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date					
PI Ref	Indicator Description	2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11	Responsible Officer	Expected Outcome	Direction of Travel	Status
		Value	Value	Target	Value	Value	Value						
<b>NI 157a</b>	Processing of planning applications: Major applications	80.04%	100.00%	77.00%				100.00%	77.00%	Rob Jarman	Target will be met		
<b>NI 157b</b>	Processing of planning applications: Minor applications	89.10%	90.32%	87.00%				90.32%	87.00%	Rob Jarman	Target will be met		
<b>NI 157c</b>	Processing of planning applications: Other applications	93.40%	97.28%	92.10%				97.28%	92.10%	Rob Jarman	Target will be met		
<b>KPI 047</b>	Percentage of planning enforcement cases signed off within 21 days	83.8%	87.71%	80%				87.71%	80%	Rob Jarman	Target will be met		

## A place with efficient and effective public services







### KO 021 Deliver more efficient and effective Council services and increase value for money

PI Ref	Indicator Description	2009/10	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date		Responsible Officer	Expected Outcome	Direction of Travel	Status
		2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11				
		Value	Value	Target									
<b>BV 10</b>	Percentage of Non-domestic Rates Collected	97.00%	33.87%	33.56%				33.87%	97.00%	Steve McGinnes	Target will be met		
<b>BV 12</b>	Working Days Lost Due to Sickness Absence (rolling year)	7.80	5.41	7.50				5.41	7.50	Patricia Bax; Dena Smart	Target will be met		
<b>BV 16a</b>	Percentage of Employees with a Disability	3.91%	4.07%	5.00%				4.07%	5.00%	Patricia Bax; Dena Smart	Target will be slightly missed		
	We continue to monitor the recruitment and selection process to ensure that there is no bias. Due to the economic climate there are very few appointments being made however, if the workforce shrinks the out-turn for this indicator is likely to improve.												
<b>BV 17a</b>	Ethnic Minority representation in the workforce - employees	4.23%	3.63%	4.20%				3.63%	4.20%	Patricia Bax; Dena Smart	Target will be slightly missed		
	We continue to monitor the recruitment and selection process to ensure that there is no bias. Due to the economic climate there are very few appointments being made however, if the workforce shrinks the out-turn for this indicator is likely to improve.												
<b>BV 8</b>	% of invoices paid on time	96.50%	93.31%	97.00%				93.31%	97.00%	Paul Riley	Target will be met		
	The roll out of the invoice manager has improved processing times. However, according to the report 79 invoices were processed outside the 30 day period, the Head of Finance and Customer Services is currently investigating the performance of this indicator as it is believed that there could be a glitch with the report therefore please treat out-turn with caution. An update on this indicator will be provided at quarter 2 when investigations are completed.												

KO 021 Deliver more efficient and effective Council services and increase value for money









PI Ref	Indicator Description	2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date		Responsible Officer	Expected Outcome	Direction of Travel	Status
		2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11				
		Value	Value	Target									
<b>BV9</b>	% of Council Tax collected	98.50%	*30.70%	33.44%				30.70%	98.50%	Steve McGinnes	Target will be met		
	The asterisk shows that the out-turn for this indicator is yet to be confirmed, the figure shown is best currently available. The data for this indicator is pulled off the academy system however, there may be an issue with how the system is calculating the data this has been raised with the service provider (Academy Software) and should be resolved by the next reporting period.												
<b>45 NI 181</b>	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	8.12	9.68	8.12				9.68	8.12	Steve McGinnes	Target will be met		
	Performance in this area will stay around 9 days until the last quarter. Due to the volume of assessments in the last quarter the average processing times will drop below the target. This is on course.												
<b>KPI 049</b>	Total savings over 3 years identified by reviews and agreed by Cabinet/Cabinet member within period	£938,200	£369,000					£369,000		Angela Woodhouse			
	Year on year savings of approximately £123,000 per annum identified in Street Cleansing Review Report (appendix A to decision)- Call in period ended 6/4/10. There is currently no target for this indicator as the review programme has not yet been set. Due to the nature of reviews it is suggested that this indicator is for information only.												
<b>KPI 051</b>	Satisfaction with complaint handling	55.25%	40%	55%				40%	55%	Angela Woodhouse	Target will be slightly missed		

KO 021 Deliver more efficient and effective Council services and increase value for money

PI Ref	Indicator Description	2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date		Responsible Officer	Expected Outcome	Direction of Travel	Status
		2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11				
		Value	Value	Target									
	27 Satisfaction surveys were sent out but only 5 were received back. The responsibility for complaints has transferred to the Head of Change and Scrutiny, who will be looking at how the current procedures can be improved.												
<b>KPI 052</b>	Percentage of complaints resolved within the specified timescale	98%	98.73%	96%				98.73%	96%	Angela Woodhouse	Target will be met		
<b>KPI 053</b>	Percentage of appeals to the National Parking Adjudication service in which the Council was successful	26%	50%	25%				50%	25%	Jeff Kitson	Target will be met		
<b>KPI 054</b>	Spend in collaboration with other authorities as percentage of total spend	11.83%	8.12%	12.5%				8.12%	12.5%	David Tibbit	Target will be met		
	The out-turn percentage has decreased this quarter from 11.83% to 8.12% as the previous quarter included a spend of £142,250 with CEN for housing grants & energy assessments, whereas only £10,234 was spent this quarter with them. The Procurement team are encouraging officers to do more local purchasing.												



KO 022 Ensure people can access a wider range of services in ways that suit them

PI Ref	Indicator Description	2009/10 Out-turn	Quarter 1		Quarter 2	Quarter 3	Quarter 4	Year to Date		Responsible Officer	Expected Outcome	Direction of Travel	Status
		2009/10	Q1 2010/11		2010/11	2010/11	2010/11	2010/11	Annual Target 2010/11				
		Value	Value	Target	Value	Value	Value	2010/11					
<b>NI 14</b>	Avoidable contact: the proportion of customer contact that is of low or no value to the customer	14.7%	7.5%	13.5%				7.5%	13.5%	Sandra Marchant	Target will be met		
<b>KPI 057</b> 47	Percentage of financial transactions not carried out on-line or by direct debit/standing order	23%	14%	15%				14%	15%	Paul Riley	Target will be met		
<b>KPI 058</b>	Average Wait Time of Calls into the Contact Centre	59	58	50				58	50	Sandra Marchant	Target will be slightly missed		
	The figure for the first quarter of 2010 to 2011 is 58 seconds for the average wait time of calls into the Contact Centre but this is above the target of 50 seconds. There has been a decrease of 1281 calls during this quarter over the previous quarter which is probably due to this being a quieter time of year. 96% of all calls have been answered in the last quarter as opposed to just under 94% during the previous quarter. The current target of 50 seconds wait time was set when the Contact Centre dealt with calls for fewer services than they do now however their resource has decreased rather than increase. Various changes have already been made to help improve response rates and work on this is ongoing. Changes include amending some of the start and finish times especially for part time staff and changing the lunch breaks. Across the other Kent Authorities, average wait times vary from 17 seconds to 2 minutes 30 seconds and from the national contact centre benchmarking results the overall average wait time is 64 seconds.												
<b>KPI 059</b>	Percentage of Visitors to the Gateway responded to by a CSA within 20 minutes	72.49%	74.46%	72%				74.46%	72%	Sandra Marchant	Target will be met		

### Indicators collated through the Place Survey

<b>NI 1</b>	Percentage of people who believe people from different backgrounds get on well together in their area (KO 014)
<b>NI 2</b>	Percentage of people who feel that they belong to their neighbourhood (KO 014)
<b>NI 3</b>	Civic Participation in the local area (KO 014)
<b>NI 4</b>	Percentage of people who feel that they can influence decisions in their locality (KO 014)
<b>NI 5</b>	Overall satisfaction with local area (KO 014)
<b>NI 6</b>	Participation in regular volunteering (KO 014)
<b>NI 17</b>	Perceptions of anti-social behaviour (KO 013)
<b>NI 21</b>	Dealing with local concerns about anti-social behaviour and crime issue by the council and police (KO 013)
<b>NI 22</b>	Perceptions of parents taking responsibility for the behaviour of their children in the area (KO 013)
<b>NI 23</b>	Perceptions that people in the area treat one another with respect and consideration (KO 013)
<b>NI 27</b>	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police (KO 013)
<b>NI 37</b>	Awareness of civil protection arrangements (KO 013)
<b>NI 41</b>	Perceptions of drunk or rowdy behaviour as a problem (KO 013)
<b>NI 42</b>	Perception of drug use or drug dealing as a problem (KO 013)
<b>NI 119</b>	Self reported measure of people's overall health and wellbeing (KO 011/012)
<b>NI 138</b>	Satisfaction of people over 65 with both home and neighbourhood (KO 004)
<b>NI 139</b>	The extent to which older people receive the support they need to live independently at home (KO 004)
<b>NI 140</b>	Fair treatment by local services
<b>PS 001</b>	Satisfaction with parks and open spaces (KO 006)
<b>PS 002</b>	Satisfaction with keeping public land clear of litter and refuse (KO 007)
<b>PS 003</b>	Satisfaction with doorstep recycling service (KO 010)
<b>PS 004</b>	Satisfaction with refuse collection (KO 010)
<b>PS 005</b>	Satisfaction with sports and leisure facilities (KO 015)
<b>PS 005</b>	Satisfaction with museums and galleries (KO 016)
<b>PS 007</b>	Satisfaction with theatres and concert halls (KO 016)
<b>PS 008</b>	Percentage of people agreeing that the authority provides value for money (KO 021)
<b>PS 009</b>	Satisfaction with the way the Council runs things (KO 021)

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**11 AUGUST 2010**

### **REPORT OF THE HEAD OF DEMOCRATIC SERVICES**

**Report prepared by Neil Harris**

#### **1. EXECUTIVE ARRANGEMENTS**

##### 1.1 Issue for Decision

1.1.1 To consider a requirement under the Local Government and Public Involvement in Health Act 2007 ('the Act') that each authority should consider its executive arrangements in light of the changes to the Leader and Cabinet Executive model set out within 'the Act'.

##### 1.2 Recommendation of the Head of Democratic Services

1.2.1 That Council be recommended that the new Leader and Cabinet Executive model as set out in 'the Act' and detailed below be adopted as the Council's preference when undertaking the consultation of local government electors and other interested persons in their area.

1.2.2 That the consultation with local government electors and other interested persons in the area be undertaken by a press release on the Council's website.

##### 1.3 Reasons for Recommendation

1.3.1 The Local Government and Public Involvement in Health Act 2007 requires every authority which operates a Leader and Cabinet model of Executive to change its executive arrangements in accordance with a statutory timetable. This change is popularly known as transition to a 'Strong Leader' model, but in fact it differs critically from a 'strong leader' as permitted by the Local Government Act 2000.

1.3.2 The Local Government Act 2000 required all principal local authorities to adopt "executive arrangements" in one of three forms, namely:-

- Mayor and Cabinet Executive
- Leader and Cabinet Executive
- Mayor and Council Manager (this was abolished by 'the Act').

- 1.3.3 Within the Leader and Cabinet Executive model there was a considerable degree of local choice as to the relative strengths of Council and of the Leader. There was the 'weak Leader' option in which Council appointed both the Leader and the members of the Cabinet, with no delegations to individual Cabinet members so that the Cabinet was the sole member-level executive decision-maker. The 'strong Leader' option was where the Council elected the Leader and then the Leader appointed the Cabinet, and the Leader determined the degree of delegation of powers to individual Cabinet members. This Council adopted the 'strong Leader' option.
- 1.3.4 The new Leader and Cabinet Executive model within the Act is a different legal form of executive to the old-style Leader and Cabinet Executive model, with the result that the transition to the new Leader and Cabinet Executive model, as required by the Act, is a 'change to the form of executive', even where the authority is currently operating a 'strong Leader' model under the Local Government Act 2000.
- 1.3.5 The new Leader and Cabinet Executive model is very similar to the old 'Strong Leader' model, but is different in three key respects, which cannot be achieved under the old legislation. Therefore for Maidstone whatever option is chosen is a change to the executive arrangements.
- 1.3.6 So in the new model like Maidstone, the Council elects the Leader for four years and the Leader is then responsible for:-
- Determining the size of the Cabinet
  - Appointing the members of the Cabinet
  - Allocating portfolios or areas of responsibility to the various Cabinet Members
  - Allocating decision-making powers to the Cabinet and to individual Cabinet Members, and
  - Removing and replacing Cabinet Members
- 1.3.7 However, the three key differences which are required in the new Leader and Cabinet Executive model but is not in the old model are :-
- The Leader's term of office is extended beyond the 4<sup>th</sup> day after the local elections to run up to the day of the first annual meeting after the Leader's normal day of retirement as a Councillor.
  - During his/her term of office, the Leader will automatically cease to be Leader upon death or disqualification, but may only be removed from office by a resolution of Council.
  - There is a requirement for the leader to appoint a Deputy Leader
- 1.3.8 Whatever option is chosen is a change and legislation states that the authority must 'take reasonable steps to consult the local government electors and other interested persons in the area' and in doing so it is suggested that the Council could give its preferred option. However,

recent advice from the new government which will be proposing a number of changes in this area states that Councils must comply with the requirements of the Act but that consultation can be minimal and has indicated that a small newspaper article / advert or Press release on the website would be appropriate consultation.

1.4 Alternative Action and why not Recommended

1.4.1 The Act requires the Council to adopt new executive arrangements and to undertake the consultation regarding the change.

1.5 Impact on Corporate Objectives

1.5.1 There is no impact on Corporate Objectives if the Council retains the option closest to its existing style of executive arrangements.

1.6 Risk Management

1.6.1 There are no risk management implications in this report.

1.7 Other Implications

1.7.1

1.	Financial	
2.	Staffing	
3.	Legal	X
4.	Equality Impact Needs Assessment	
5.	Environmental/Sustainable Development	
6.	Community Safety	
7.	Human Rights Act	
8.	Procurement	
9.	Asset Management	

1.7.2 Legal implications of these changes are detailed in the report.

1.8 Appendices

1.8.1 None

1.8.2 Background Documents

1.8.3 Local Government and Public Involvement in Health Act 2007

1.8.4 Advice note from Bevan Brittan on Changing Executive Arrangements

**IS THIS A KEY DECISION REPORT?**

Yes

No

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because: .....

.....

Wards/Parishes affected: .....

.....

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**11 AUGUST 2010**

### **REPORT OF THE LEADER OF THE COUNCIL**

Report prepared by Janet Barnes

#### 1. **FORWARD PLAN**

##### 1.1 Issue for Decision

1.1.1 To note the Forward Plan for the period 1 September 2010 – 31 December 2010.

##### 1.2 Recommendation of the Leader of the Council

1.2.1 That the proposed Forward Plan for the period 1 September 2010 – 31 December 2010 be noted.

##### 1.3 Reasons for Recommendation

1.3.1 The Forward Plan is a way to ensure that members of the public have longer from the point at which they learn that a decision is coming up, until the time it is made, to encourage greater interaction between stakeholder and decision makers.

1.3.2 The Forward Plan is published monthly, to cover decisions starting on the first day of each month and is a rolling four month programme of decisions.

1.3.3 The current index to the proposed Forward Plan is attached as an Appendix to this report. However, please note that Officers have until 12 Noon on 16 August 2010 to submit further entries or make any amendments.

1.3.4 If Members wish to receive a complete copy of the Forward Plan it can be obtained from Janet Barnes (01622) 602242 and from 18 August 2010 will be on public deposit in the following locations: The Gateway, Public Libraries and the maidstone.gov website.

##### 1.4 Alternative Actions and why not recommended

1.4.1 The proposed Forward Plan includes key decisions as defined in the Constitution and the development of the budget and plans which form the policy framework. The entries have been made by the relevant managers who have the best idea of the issues likely to be coming up.

##### 1.5 Impact of Corporate Objectives

1.5.1 The Forward Plan should help to realise on the core values set out in the Corporate Plan as follows:

“It (the Council) welcomes, encourages and values public participation in its activities and will inform, advise and listen carefully to people in developing its key strategies, policies and programmes”.

1.6 Risk Management

1.6.1 There are no risk management implications in this report.

1.7 Other Implications

1.7.1	Financial	<input type="checkbox"/>
	Staffing	<input type="checkbox"/>
	Legal	<input type="checkbox"/>
	Equality Impact Needs Assessment	<input type="checkbox"/>
	Environmental/sustainable development	<input type="checkbox"/>
	Community safety	<input type="checkbox"/>
	Human Rights Act	<input type="checkbox"/>
	Risk Management	<input type="checkbox"/>
	Procurement	<input type="checkbox"/>
	Asset Management	<input type="checkbox"/>

1.8 Background Documents

None

<b><u>IS THIS A KEY DECISION REPORT?</u></b>	
Yes <input style="width: 40px; height: 25px;" type="checkbox"/>	No <input style="width: 40px; height: 25px;" type="checkbox"/>
If yes, when did it first appear in the Forward Plan?	
.....	
This is a Key Decision because: .....	
.....	
Wards/Parishes affected: .....	
.....	



Index September 2010 – December 2010

<b>Title</b>	<b>Decision Maker and Date of Decision</b>
Core Strategy Public Consultation Draft	<b>Cabinet</b> 08 September 2010
Adoption of the Maidstone Local Bio Diversity Action Plan	<b>Cabinet</b> 13 October 2010
High Street Improvement Project	<b>Cabinet</b> 13 October 2010
Amending the Allocation Scheme	<b>Cabinet</b> 13 October 2010
Housing Strategy	<b>Cabinet</b> 13 October 2010
Council Tax 2011/12 Collection fund adjustments	<b>Cabinet</b> 22 December 2010
Budget Strategy 2011/12 onwards	<b>Cabinet</b> 22 December 2010
Approval of finalised Air Quality Action Plan for submission to Defra	<b>Cabinet Member for Environment</b> 31 October 2010
Fees and Charges – Market Services 2011/12	<b>Cabinet Member for Leisure and Culture</b> 26 November 2010
Fees and Charges – Bereavement Services 2011/12	<b>Cabinet Member for Leisure and Culture</b> 26 November 2010
Building Surveying Charges	<b>Cabinet Member for Regeneration</b> 03 September 2010